



## Sample Implementation Team Charter

### Purpose:

This is a sample implementation team charter from [Mt. San Antonio College](#).

### Mission and Goals

The mission of the Direct Assessment Competency-Based Education (CBE) Implementation Team is to develop a fully online or hybrid direct assessment CBE model degree program at Mt. San Antonio College.

### Team Goals

The CBE Implementation Team has used the California Community Colleges Chancellor’s Office (CCCCO) Direct Assessment CBE Collaborative modules to establish the following goals.

Goals	Timeline
1. Establish local infrastructure for direct assessment CBE.	6 months
2. Select a direct assessment CBE program.	3 months
3. Design the direct assessment CBE program.	9 months
4. Obtain regional accreditation and CBE program approval.	6-12 months
5. Build operational model to support direct assessment CBE.	8-12 months
6. Obtain CCCC approval of direct assessment CBE program.	3 months
7. Launch direct assessment CBE program.	4 months
8. Evaluate results and assess scalability.	1 year

### Member Roles and Responsibilities

The CBE Implementation Team includes both a core group of members and an extended group of members. The core team will attend all meetings and training sessions. The extended team will attend meetings and training sessions as needed, based on the purpose and/or topic.

The CBE Implementation Team includes discipline faculty liaisons from two programs: Kinesiology & Wellness and Sign Language/Interpreting. While the college has identified Kinesiology & Wellness for the purposes of this application, Sign Language/Interpreting has significant interest in implementing

direct assessment CBE. Therefore, faculty representatives from both programs will participate in core team activities throughout the project period.

The Project Administrator, Dr. Madelyn Arballo, will maintain the implementation team roster and ensure that all members receive calendar invites and important updates.

### Core Team

Role	Team Member	Title	Responsibilities
Project Administrator	Dr. Madelyn Arballo (she/her)	Provost School of Continuing Education	Serve as the college administrator overseeing the implementation team and primary contact with CCCCCO.
CBE Faculty Liaison	Dr. Kim-Leiloni Nguyen (she/her)	Outcomes Coordinator & Professor of Biological Sciences	Serve as the lead faculty liaison for CBE.
CBE Discipline Faculty	Lani Ruh (she/her)	Professor of Kinesiology	Serve as discipline subject matter expert (SME).
CBE Discipline Faculty	Elva Salcido (she/her)	Professor of Kinesiology	Serve as discipline SME.
CBE Discipline Faculty	Ann Walker (she/her)	Professor of American Sign Language	Serve as discipline SME.
CBE Discipline Faculty	Lauren Greenberg (she/her)	Professor of American Sign Language	Serve as discipline SME.
Noncredit Faculty Representative	Dana Miho (she/her)	Professor of English as a Second Language	Serve as noncredit SME.
Academic Senate Representative	Dianne Rowley (she/her)	Professor of Learning Assistance	Serve as the Academic Senate liaison.
Faculty Association Representative	Dr. Mike Hood (he/him)	Professor of Astronomy	Serve as the Faculty Association liaison and provide input on faculty compensation.
Counseling Representative	Jessica Valdez (she/her)	Counselor for Kinesiology	Serve as the Counseling liaison and advisor.

<b>Role</b>	<b>Team Member</b>	<b>Title</b>	<b>Responsibilities</b>
Information Technology Representative	Chuong Tran (he/him)	Assistant Director of Enterprise Application Systems	Support the CBE team's IT needs and serve as an IT infrastructure advisor.
Financial Aid Representative	Manuel Cerda	Director of Financial Aid, Scholarships & Veterans Services	Serve as the Financial Aid liaison and advisor.
Research & IE Representative	Patricia Quinones	Director of Research & Institutional Effectiveness	Provide CBE-related research support, data collection, and data analysis.
Admissions & Records	Dr. George Bradshaw (he/him)	Dean of Enrollment Management	Provide guidance on admission and records matters.
CBE Pilot Program Manager	Tammy Knott-Silva (she/her)	Associate Dean of Kinesiology, Athletics & Dance	Serve as the academic manager in charge of the piloted CBE program.
CBE Program Coordinator <i>(Classified staff)</i>	Laura Sherwood	Project Manager	Provide operational support for the implementation of CBE.

### **Extended Team**

<b>Role</b>	<b>Team Member</b>	<b>Title</b>	<b>Responsibilities</b>
VP Instruction Appointee	Dr. Fawaz Al-Malood (he/him)	Associate Dean of Business	Serve as the Instruction Team liaison.
GE Faculty Representative	Julie Laverty (she/her)	Professor of Speech	Serve as GE course advisor.
GE Faculty Representative	Ned Weidner (he/him)	Professor of English	Serve as GE course advisor.
GE Faculty Representative	Jimmy Tamayo (he/him)	Professor of Mathematics	Serve as GE course advisor.
Grants	Adrienne Price (she/her)	Director of Grants	Serve as primary grant writer and grant management advisor.
Fiscal Services	Rosa Royce (she/her)	Chief Compliance & Budget Officer	Serve as the Fiscal Services liaison and advisor.
Distance Learning Committee (DLC) Representative	Dr. Mike Hood (he/him)	DLC Member & Professor of Astronomy	Serve as the Distance Learning faculty advisor.

<b>Role</b>	<b>Team Member</b>	<b>Title</b>	<b>Responsibilities</b>
Student Representative	Nicholas Fabrega (he/him)	Student, Kinesiology Major	Serve as Associated Students liaison and provide input to the CBE team from a student's perspective.
Academic Services	Dianne Rowley (she/her)	Assistant Curriculum Liaison & Professor of Learning Assistance	Provide guidance on academic support services available to CBE students.
Feeder High School Partner	TBD	TBD	Provide external feedback from the perspective of a feeder high school.
Industry/Transfer Institution Partner	Dr. Russell Muir (he/him)	University of La Verne, Assistant Professor of Athletic Training	Provide external feedback from the perspective of a transfer institution as well as an employer.
Transfer Institution Partner	TBD	TBD	Provide external feedback from the perspective of a transfer institution.
Industry Partner	TBD	TBD	Provide external feedback from the perspective of an employer.

The CBE Implementation Team will host regular meetings with the core team and periodic meetings with the extended team and external stakeholders as needed. These meetings will solicit input from stakeholders. Meetings will take place on Zoom until such a time that in-person meetings are safe and feasible. Following is an outline of the methods that team members will use to communicate with each other:

## Communication Plan (Internal and External Stakeholder Input)

The CBE Implementation Team will host regular meetings with the core team and periodic meetings with the extended team and external stakeholders as needed. These meetings will solicit input from stakeholders. Meetings will take place on Zoom until such a time that in-person meetings are safe and feasible. Following is an outline of the methods that team members will use to communicate with each other:

- **Primary method:** Email / Microsoft Teams
- **Meetings:** Zoom / Microsoft Teams / In-person
- **File sharing:** Microsoft Teams / OneDrive

Members will communicate urgent issues by Microsoft Teams posts. The CBE Implementation Team's plan is for the core team to meet twice per month and the extended team to meet as needed.

The Project Administrator, who sits on the President's Cabinet, will regularly report on the CBE implementation process at these meetings. Representatives from the Core Team will provide an annual report to the Board of Trustees. The Implementation Team includes Academic Senate and Faculty Association Representatives, who will report out to their constituencies and gather feedback. Additionally, faculty representatives from the Core Team will develop presentations to be shared with faculty at large on Flex Day.

The Implementation Team includes a student representative who is a Kinesiology major. The Core Team will gather additional input from students through focus groups to discern their needs related to CBE program design and implementation.

The Implementation Team includes a representative from a four-year institution with whom the Mt. SAC Kinesiology & Wellness program has a strong transfer relationship. Additional four-year institutions will be invited to participate in discussions around CBE program design and transfer considerations in Kinesiology & Wellness in particular, as well as Sign Language/Interpreting as appropriate. (Add CSU representative when identified. Lani thinks Cal Poly Pomona and/or Cal State Fullerton would be the best fit.)

The Implementation Team also will collaborate with feeder high schools and adult schools, particularly those with whom the college has articulation agreements in Kinesiology & Wellness courses. (Add feeder high school representatives when identified. Lani is working on securing a contact from Walnut High School. Adrienne has reached out to Marie Tyra regarding high schools participating in articulation; Joel Monroy confirmed that we have no dual enrollment courses in KIN.)

The Implementation Team will engage employer partners in discussions around CBE to ensure that program design aligns with employment outcomes.

## Workplan

The following workplan provides a timeline of key tasks, responsible parties, and timeframes for achieving them through the second module of the CBE Collaborative. This workplan will be expanded as the college makes progress in completing the program's eight required modules.

### Workplan (October 1, 2020 – December 31, 2021)

#### *Module I: Establish Local Infrastructure for Innovation*

<b>Tasks/Methods to Achieve Objectives</b>	<b>Responsible</b>	<b>Timeframe</b>
Gather interest among faculty for participation in direct assessment CBE.	CBE Faculty Liaison (FL)	Oct-Dec 2020
Gain support of the President, Academic Senate (AS), and Faculty Association (FA).	Project Administrator; CBE FL	Oct-Dec 2020
Attend CBE Collaborative informational webinar.	Project Administrator (PA); CBE FL; Director of Grants	12/11/2020
Establish Core Team to create team charter and develop application; hold first planning meeting.	PA; CBE FL	12/15/2020
Hold Core Team planning meetings weekly.	Core Team; Director of Grants	Jan-Feb 2021
Submit CBE Collaborative grant application.	Director of Grants	2/5/2021
Receive notification of selection to participate in CBE Collaborative.	PA	4/27/2021
Submit to the Board of Trustees for authorization to accept grant funds.	PA; Director of Grants	6/23/2021
Hold a Core Team meeting to discuss next steps.	PA; CBE FL	5/20/2021
Participate in CBE Collaborative Kick-off.	Implementation Team	6/11/2021
Inform broader college community of selection to participate in CBE Collaborative.	Core Team	Summer 2021
Review/sign vendor agreement	PA; President	Aug 2021
Establish grant accounts.	PA; Director of Grants	Aug 2021
Hold Core Team meeting to review revised charter.	Core Team	8/5/2021
Attend CBE Peer Learning Session.	Core Team	8/18/2021
Hire/reassign personnel.	PA	Aug-Sep 2021
Schedule/conduct Core Team meetings.	PA; PC; CBE FL	Bi-weekly
Schedule/conduct Implementation Team meetings.	PA; PC; CBE FL	Bi-monthly or more as needed
Work with AS to pass direct assessment CBE resolution.	CBE FL; AS Representative	Aug-Dec 2021

<b>Tasks/Methods to Achieve Objectives</b>	<b>Responsible</b>	<b>Timeframe</b>
Work with the Board of Trustees to amend policies.	PA	Aug-Dec 2021
Complete the implementation process summary required product.	PA; PC; CBE FL	Dec 2021
Review monthly fiscal and programmatic reports.	PA; Program Coordinator (PC)	Ongoing
Ensure financial expenditures are occurring at a reasonable rate.	PA; PC; Accounting Department	Ongoing
Submit required products to the Chancellor's Office.	PA	Dec 2021

## **Workplan (October 1, 2020 – December 31, 2021)**

### *Module II: Select the Program*

<b>Tasks/Methods to Achieve Objectives</b>	<b>Responsible</b>	<b>Timeframe</b>
Conduct labor market analysis and environmental scan to establish viability of potential CBE program(s).	PA; PC; CBE Discipline Faculty	Aug-Sep 2021
Conduct evaluation of which potential CBE program(s) will lead to high-skill and high-wage jobs for students.	PA; PC; CBE Discipline Faculty	Aug-Sep 2021
Engage employers in the program selection process, including representation on the Implementation Team.	PA; CBE Discipline Faculty	Aug 2021 and Ongoing
Engage four-year institutions in the program selection process, including representation on the Implementation Team.	PA; CBE Discipline Faculty	Aug 2021 and Ongoing
Engage students in the program selection process, including representation on the Implementation Team.	PA; CBE Discipline Faculty	Aug 2021 and Ongoing
Engage feeder high schools in the program selection process, including representation on the Implementation Team.	PA; CBE Discipline Faculty	Aug 2021 and Ongoing
Select direct assessment CBE program to be offered.	Implementation Team	Fall 2021
Attend CBE Peer Learning Session.	Core Team	10/4/2021
Attend CBE Peer Learning Session	Core Team	11/30/2021
Review monthly fiscal and programmatic reports.	PA; Program Coordinator (PC)	Ongoing
Ensure financial expenditures are occurring at a reasonable rate.	PA; PC; Accounting Department	Ongoing
Submit required products to the Chancellor's Office.	PA	Dec 2021

## Decision-Making Process

The CBE Implementation Team will follow a six-step decision-making process as illustrated in Figure 1. The CBE Implementation Team will discuss decisions and will require a vote by no less than 75% of team members.

This process will be an extension of the college's comprehensive planning model, which flows from the strategic plan, mission, and core values. This process will involve a large a larger visioning session among campus stakeholders, as well as follow-up implementation team meetings and smaller group meetings to address specific project components. Core Team representatives will meet with President's Cabinet periodically to gather guidance and input and report on the CBE implementation process.

## Committee Lead and Liaison to the Chancellor's Office

- Dr. Madelyn Arballo, Provost, School of Continuing Education  
Email: marballo@mtsac.edu

## Charter Approval

Changes to the CBE Implementation Team Charter will be approved by those listed below or their designated representatives and will follow College procedures for approval. The CBE Implementation Team will add lines for signature as necessary.

Core Team	Name	Signature	Date
Project Director	Dr. Madelyn Arballo		
CBE Faculty Liaison	Dr. Kim-Leiloni Nguyen		
CBE Discipline Faculty	Lani Ruh		
CBE Discipline Faculty	Elva Salcido		
CBE Discipline Faculty	Ann Walker		
CBE Discipline Faculty	Lauren Greenberg		
Academic Senate Representative	Dianne Rowley		
Faculty Association Representative	Dr. Mike Hood		
Counseling Representative	Jessica Valdez		
Information Technology Representative	Manuel Cerda		
Financial Aid Representative	Jenny Phu		

Core Team	Name	Signature	Date
Research & IE Representative	Patricia Quinones		
Admissions & Records	Dr. George Bradshaw		
CBE Pilot Program Manager	Tammy Knott-Silva		
CBE Program Coordinator	Laura Sherwood		

**Version History**

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0	<author name>	<mm/dd/yy>	<name>	<mm/dd/yy>	<reason>