

GUIDE Graduate Certificate - Responsibility and Communications Matrices

PROJECT MANAGEMENT ARTIFACT · ADVANCED INSTRUCTIONAL DESIGN

Two matrices for a ten-month project to build a four-course graduate certificate in generative AI for instructional design: a RACI chart assigning every work package to a responsible, accountable, consulted and informed role, and a stakeholder communication analysis matrix naming what each stakeholder receives, in what format, and when.

The rule the RACI enforces is one accountable role per work package. Where the same role both does the work and signs it off, the cell reads R/A rather than splitting a responsibility that is not actually split.

Roles are shown rather than individuals throughout. GUIDE was a team simulation completed for a graduate course in advanced instructional design; the sponsor, the stakeholders and the certificate are hypothetical, and the project management deliverables are real. I served as project manager on a three-person team.

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Instructional Designer · Project Manager, GUIDE certificate team simulation

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Responsibility Assignment Matrix (RACI)

R = responsible · A = accountable (one only) · C = consulted · I = informed · R/A = both

WBS	Work package / deliverable	Month(s)	Cost	PM	ID x2	SME	LMS	Media	QA	Rationale
PHASE 1 - Project Initiation & Governance Jun 2026 \$1,760										
1.1	Develop Project Charter	Jun 2026	\$587	R/A						Sole PM deliverable; no other roles engaged
1.2	Identify Stakeholders	Jun 2026	\$293	R/A						PM sole resource; roster informs later role onboarding
1.3	Define Governance Structure	Jun 2026	\$440	R/A						PM establishes approval routing for all 10 phases
1.4	Conduct Project Kickoff Meeting	Jun 2026	\$293	R/A	C	C	C	C	C	PM facilitates; all future roles invited as Consulted
1.5	Obtain Initiation Approval	Jun 2026	\$147	R/A						PM routes sign-off to sponsor (external approver)
*	* Charter Approval & Kickoff [MILESTONE]	Jun 2026	\$0	A	I	I	I	I	I	Schedule tracking only - \$0 cost, no labor
PHASE 2 - Project Planning & Control Jun-Jul 2026 \$2,533										
2.1	Define Project Scope	Jun 2026	\$440	R/A	C					IDs consulted to align scope with ADDIE deliverables
2.2	Develop WBS	Jun 2026	\$563	R/A	C					IDs consulted to decompose instructional phases
2.3	Develop Project Schedule	Jun-Jul 2026	\$504	R/A	C					IDs confirm phase durations; PM owns schedule baseline
2.4	Develop Budget & Resource Plan	Jul 2026	\$440	R/A	I	I	I	I	I	PM owns; all roles informed of their engagement windows
2.5	Develop Communication Plan	Jul 2026	\$293	R/A	I	I	I	I	I	PM owns; all roles informed of reporting cadence
2.6	Develop Quality & Risk Plans	Jul 2026	\$293	R/A	C					IDs consulted on ID-specific quality standards
*	* Baseline Project Plans [MILESTONE]	Jul 2026	\$0	A	I	I	I	I	I	Schedule tracking only - \$0 cost, no labor
PHASE 3 - Project Monitoring & Reporting (Continuous) Jul 2026-Mar 2027 \$5,111										
3.1	Conduct Weekly Status Meetings	Jul 2026-Mar 2027	\$2,547	R/A	C	C	C	C	C	PM facilitates; all active roles participate as Consulted
3.2	Update Risk & Issue Logs	Jul 2026-Mar 2027	\$1,241	R/A	I	I	I	I	I	PM owns log; roles informed of items affecting them
3.3	Process Change Requests	Jul 2026-Mar 2027	\$1,323	R/A	C	C	C	C	C	PM evaluates/routes; relevant roles consulted on impact
PHASE 4 - Analysis Phase (ADDIE) Jun-Jul 2026 \$5,572										
4.1	Needs & Context Analysis Report	Jun 2026	\$1,466	A	R	C				IDs lead research; PM coordinates stakeholders; SME consulted
4.2	Requirements Traceability Matrix (RTM)	Jun 2026	\$587	A	R					ID-led; PM holds A as quality gate owner
4.3	SME Onboarding Package	Jun 2026	\$733	R	C	A				SME accountable for own commitments; PM coordinates
4.4	Curriculum Map & Learning Outcomes Report	Jun-Jul 2026	\$2,346	A	R	C				IDs own mapping; SME consulted for GenAI domain accuracy
4.5	Analysis Sign-Off Package	Jul 2026	\$440	R/A	C	C				PM routes formal sponsor+SME review; IDs & SME consulted
*	* Analysis Phase Sign-Off [MILESTONE]	Jul 2026	\$0	A	I	I	I	I	I	Schedule tracking only - \$0 cost, no labor
PHASE 5 - Design Phase (ADDIE) Jul-Aug 2026 \$4,984										
5.1	Course Blueprint Package	Jul 2026	\$1,685	A	R	C				IDs design all four course structures; SME consulted on sequencing
5.2	Assessment & Activity Design Package	Jul 2026	\$1,173	A	R	C				IDs design assessments; SME consulted on GenAI activity validity
5.3	Storyboard & Media Design Package	Jul-Aug 2026	\$1,246	A	R					IDs produce storyboards/scripts; no SME until 5.4
5.4	SME Approved Design Package	Aug 2026	\$880	A	R	R				SME leads review session (R); IDs incorporate feedback (R); PM signs off (A)

Responsibility Assignment Matrix (continued)

WBS	Work package / deliverable	Month(s)	Cost	PM	ID x2	SME	LMS	Media	QA	Rationale
*	* Design Phase Sign-Off [MILESTONE]	Aug 2026	\$0	A	I	I	I	I	I	Schedule tracking only - \$0 cost, no labor
PHASE 6 - Development Phase (ADDIE) Aug-Dec 2026 \$10,660										
6.1	Content Authoring Package	Aug 2026	\$2,640	A	R					IDs produce all four module content drafts; PM accountable
6.2	Accessibility & QA Review Cycle 1	Aug-Sep 2026	\$1,056	A	C				R	QA Reviewer leads WCAG audit independently; IDs consulted for content context
6.3	LMS Build Package	Sep 2026	\$1,782	A	C		R		I	LMS Tech builds all course shells; IDs consulted on content import
6.4	Multimedia Production Package	Sep-Nov 2026	\$3,862	A	C			R	I	MP leads recording/editing/captioning; IDs consulted on storyboard fidelity
6.5	Final Content & QA Review Cycle 2	Nov-Dec 2026	\$1,320	A	C				R	QA Reviewer leads integrated WCAG audit; IDs consulted on AI policy alignment
PHASE 7 - Implementation Phase Dec 2026-Feb 2027 \$3,531										
7.1	Faculty Facilitation Guide	Dec 2026	\$528	A	R	C				IDs draft guide; SME provides structured feedback; PM approves
7.2	Pilot Testing Report	Dec 2026	\$1,221	A	R	C				PM coordinates pilot; IDs analyze data (R); SME observes GenAI interactions (C)
7.3	Governance Approvals	Dec 2026-Jan 2027	\$528	R/A	I					PM packages QA reports and represents project in governance committees
7.4	Certificate Launch Package	Jan-Feb 2027	\$1,254	A	C		R			PM oversees launch (A); LMS Tech deploys modules (R); IDs verify content (C)
PHASE 8 - Evaluation Phase Feb 2027 \$1,056										
8.1	Final Evaluation Report	Feb 2027	\$1,056	A	R					PM manages analytics extraction; IDs lead analysis and narrative synthesis
PHASE 9 - Project Closeout Feb-Mar 2027 \$1,156										
9.1	Archive Project Documents	Feb-Mar 2027	\$496	R/A	I					PM archives all records; all past roles informed
9.2	Conduct Lessons Learned Meeting	Mar 2027	\$396	R/A	C	C	C	C	C	PM facilitates; all team members participate as Consulted
9.3	Obtain Formal Project Closure	Mar 2027	\$264	R/A	I					PM secures VP sign-off; all roles formally released
PHASE 10 - Project Reserves (10% Contingency) Ongoing \$3,637										
10.1	Contingency Reserve Management	Ongoing	\$3,637	R/A	I	I	I	I	I	PM holds/releases reserve; all roles informed if reserve is accessed
PROJECT TOTAL										

RACI Notation, Roles, and Assignment Counts

R Responsible	The role or roles who perform the work and produce the deliverable. More than one role can share R.
A Accountable	The single role answerable for correct completion and sign-off. Only one per work package; it cannot be shared.
C Consulted	Roles whose expertise is sought during execution. Two-way: their input shapes the deliverable, but they do not own it.
I Informed	Roles kept up to date on progress or completion. One-way.
R/A Responsible and accountable	One role is both the doer and the owner. Most common on project management tasks where no other role is engaged.

Project roles

Role	Rate	Phases active	Held by
PM Lead (PM)	\$50.00 / hr	All phases 1-10	Yana Rulinsky
Instructional Designer x2 (ID)	\$37.50 / hr each	Phases 4-8	
Subject Matter Expert (SME)	\$18.75 / hr	Phases 4 and 7	
LMS / Technology Support (LMS)	\$28.13 / hr	Phases 6-7	
Multimedia Producer (Media)	\$28.13 / hr	Phase 6	
Accessibility / QA Reviewer (QA)	\$15.63 / hr	Phases 6-7	

Assignment counts by role

Milestone rows excluded. R/A counted separately from R and A.

Role	R	A	C	I	R/A
PM Lead	5	18	0	0	17
Instructional Designer x2	17	2	12	3	0
Subject Matter Expert	2	1	9	1	0
LMS / Technology Support	2	0	1	2	0
Multimedia Producer	1	0	0	2	0
Accessibility / QA Reviewer	2	0	0	2	0
Total	29	21	22	10	17

Stakeholder Communication Analysis Matrix

GUIDE Graduate Certificate Project · prepared by the GatorEduTech project team · Jun 1, 2026 - Mar 15, 2027

Deliverable	Stakeholder	Document / message	Format / medium	Due / frequency
Project Management & Governance				
Project Charter & Project Kickoff	Project Sponsor (VP, Academic Affairs)	Approved Project Charter (signature)	Meeting + hard-copy sign-off	Jun 12, 2026
Project Charter & Project Kickoff	GatorEduTech PM Team & Faculty SMEs	Charter & kickoff briefing	Kickoff meeting	Jun 9-10, 2026
Project Charter & Project Kickoff	Curriculum Committee; Academic Dean	Charter notification (FYI)	E-mail (electronic copy)	Jun 12, 2026
Baselined Project Management Plan	Project Sponsor	Baselined plan approval (scope, schedule, bu...	Meeting + hard-copy sign-off	Jul 10, 2026
Baselined Project Management Plan	GatorEduTech PM Team & SMEs	Scope, WBS, schedule, budget, comm/quality...	E-mail (electronic copies) + review...	Jul 7-10, 2026
Baselined Project Management Plan	IT Support Team	LMS / technology requirements & timeline	E-mail (electronic copy)	Jul 10, 2026
Weekly Status Reports & Risk/Issue Updates	Project Sponsor	Status summary (milestones, risks, budget)	E-mail (electronic copy)	Weekly (Jul 2026-Mar 2027)
Weekly Status Reports & Risk/Issue Updates	GatorEduTech PM Team & SMEs	Weekly status meeting; risk/issue & change log	Meeting + e-mail	Weekly
Weekly Status Reports & Risk/Issue Updates	Curriculum Committee; Academic Dean	Milestone / exception updates	E-mail (electronic copy)	Monthly / as needed
Analysis Phase				
Needs & Context Analysis Report	Project Sponsor & Faculty SMEs	Needs & Context Analysis Report	E-mail (electronic copy)	Jun 12, 2026
Needs & Context Analysis Report	GatorEduTech ID Team	Findings review	Meeting	Jun 11-12, 2026
Needs & Context Analysis Report	IT Support Team	Technology / LMS constraints summary	E-mail (electronic copy)	Jun 11, 2026
Requirements Traceability Matrix (RTM)	GatorEduTech PM/ID Team & SMEs	Baselined RTM	E-mail (electronic copy)	Jun 5, 2026
Requirements Traceability Matrix (RTM)	Accessibility / QA Reviewer	RTM for requirement-to-test mapping	E-mail / shared workspace	Jun 5, 2026
Requirements Traceability Matrix (RTM)	Project Sponsor	RTM baseline notification	E-mail (electronic copy)	Jun 5, 2026
SME Onboarding Package	Faculty SMEs	Onboarding briefing (scope, timelines, review...	Onboarding meeting + e-mail pac...	Jun 10-15, 2026
SME Onboarding Package	Academic Dean	SME participation confirmation	E-mail (electronic copy)	Jun 12, 2026
Curriculum Map & Learning Outcomes Report	Faculty SMEs	Curriculum map & outcomes for validation	E-mail (electronic copy) + review...	Jul 1-2, 2026
Curriculum Map & Learning Outcomes Report	Curriculum Committee	Early-look curriculum alignment	E-mail (electronic copy)	Jul 2, 2026
Curriculum Map & Learning Outcomes Report	Project Sponsor	Curriculum map summary	E-mail (electronic copy)	Jul 2, 2026
Analysis Phase Sign-Off	Project Sponsor & Faculty SMEs	Analysis deliverables review & approval	Meeting + hard-copy sign-off	Jul 3-7, 2026
Analysis Phase Sign-Off	GatorEduTech PM Team	Phase-gate decision record	E-mail (electronic copy)	Jul 7, 2026
Design Phase				
Course Blueprint Package	GatorEduTech ID Team	Blueprint working session (4 modules)	Meeting	Jul 13-15, 2026
Course Blueprint Package	Faculty SMEs	Course blueprints & assessment strategy	E-mail (electronic copy) + review...	Jul 15-16, 2026
Course Blueprint Package	Project Sponsor	Blueprint summary	E-mail (electronic copy)	Jul 16, 2026
Storyboard & Media Design Package	GatorEduTech ID / Media Team	Media design working session	Meeting	Jul 27-Aug 3, 2026
Storyboard & Media Design Package	Faculty SMEs	Storyboards, narration scripts, GenAI workflows	E-mail (electronic copy)	Aug 3, 2026
Storyboard & Media Design Package	IT Support Team	Media / tool integration requirements	E-mail (electronic copy)	Aug 3, 2026
SME-Approved Design Package (Design Sign-...	Faculty SMEs & Project Sponsor	SME design review session & sign-off	Meeting + hard-copy sign-off	Aug 4-7, 2026
SME-Approved Design Package (Design Sign-...	GatorEduTech PM Team	Design phase-gate decision record	E-mail (electronic copy)	Aug 7, 2026
Development Phase				
Content Authoring Package	Faculty SMEs	Draft instructional content for accuracy review	E-mail (electronic copy)	Aug 24-26, 2026
Content Authoring Package	GatorEduTech ID Team	Content review checkpoint	Meeting	Aug 24-26, 2026
Content Authoring Package	Accessibility / QA Reviewer	Content handoff for QA Cycle 1	E-mail (electronic copy)	Aug 26, 2026

Stakeholder Communication Analysis Matrix (continued)

Deliverable	Stakeholder	Document / message	Format / medium	Due / frequency
Accessibility & QA Review Cycle 1 Report	GatorEduTech PM/ID Team	QA findings & resolution log	E-mail (electronic copy)	Sep 3, 2026
Accessibility & QA Review Cycle 1 Report	Faculty SMEs	Content-accuracy QA results	E-mail (electronic copy)	Sep 3, 2026
Accessibility & QA Review Cycle 1 Report	Project Sponsor	QA Cycle 1 milestone confirmation	E-mail (electronic copy)	Sep 3, 2026
LMS Build (Complete)	IT Support Team & ID Team	LMS build verification working session	Meeting + e-mail	Sep 22-24, 2026
LMS Build (Complete)	Project Sponsor	LMS build milestone confirmation	E-mail (electronic copy)	Sep 24, 2026
Multimedia Production Package	GatorEduTech Media / ID Team	Media production review	Meeting	Nov 3-10, 2026
Multimedia Production Package	Faculty SMEs	Final media (videos, captions, transcripts) for...	Website / LMS preview + e-mail	Nov 10, 2026
Multimedia Production Package	Accessibility / QA Reviewer	Media handoff for QA Cycle 2	E-mail (electronic copy)	Nov 10, 2026
Final Content & QA Review Cycle 2 Report	GatorEduTech PM/ID Team & SMEs	Final QA report & resolution log	E-mail (electronic copy)	Dec 3, 2026
Final Content & QA Review Cycle 2 Report	Project Sponsor	Development-complete milestone confirmation	E-mail (electronic copy)	Dec 3, 2026
Implementation Phase				
Faculty Facilitation Guide	Faculty SMEs / Facilitators	Faculty Facilitation Guide	Hard copy + e-mail (electronic copy)	Dec 8, 2026
Faculty Facilitation Guide	Academic Dean	Facilitation readiness notification	E-mail (electronic copy)	Dec 8, 2026
Pilot Testing & Pilot Testing Report	Pilot Students	Pilot invitation & instructions	Website / LMS + e-mail	Dec 9-11, 2026
Pilot Testing & Pilot Testing Report	Faculty SMEs / Facilitators	Pilot facilitation briefing	Meeting	Dec 9-10, 2026
Pilot Testing & Pilot Testing Report	Project Sponsor & Academic Advisors	Pilot Testing Report (findings)	E-mail (electronic copy)	Dec 17, 2026
Governance Approvals	Curriculum Committee	Governance submission package & review	Meeting + hard-copy submission	Dec 18, 2026
Governance Approvals	Academic Dean	Dean approval	Meeting + hard-copy sign-off	Dec 21-28, 2026
Governance Approvals	Project Sponsor	Final sponsor approval	Meeting + hard-copy sign-off	Dec 29, 2026 - Jan 5, 2027
Certificate Launch Package	Students / All learners	Certificate launch announcement	Website / LMS + e-mail	Feb 5, 2027
Certificate Launch Package	Project Sponsor	Launch package delivery & acceptance	Meeting + hard copy / e-mail	Feb 3-5, 2027
Certificate Launch Package	IT Support Team	LMS launch configuration confirmation	E-mail (electronic copy)	Jan 13-15, 2027
Certificate Launch Package	Academic Advisors	Launch & advising readiness information	E-mail (electronic copy)	Feb 5, 2027
Evaluation Phase				
Final Evaluation Report	Project Sponsor	Final Evaluation Report	Hard copy + e-mail (electronic copy)	Feb 19, 2027
Final Evaluation Report	Curriculum Committee; Academic Dean	Evaluation findings summary	E-mail (electronic copy)	Feb 19, 2027
Final Evaluation Report	GatorEduTech PM Team	Evaluation review	Meeting	Feb 18-19, 2027
Closeout Phase				
Project Closeout (Lessons Learned & Formal C...	GatorEduTech PM Team & SMEs	Lessons-learned meeting	Meeting	Mar 3-9, 2027
Project Closeout (Lessons Learned & Formal C...	Project Sponsor	Formal project closure sign-off	Meeting + hard-copy sign-off	Mar 10-15, 2027
Project Closeout (Lessons Learned & Formal C...	All stakeholders	Archived project documents	Website / LMS (document reposit...	Mar 2, 2027

Notes on these matrices

One accountable role per work package

The constraint that makes a RACI worth building. Where two roles would both plausibly own a deliverable, the matrix forces a decision instead of recording an ambiguity. Task 5.4, the SME-approved design package, is the clearest case: the subject matter expert leads the review and the instructional designers incorporate the feedback, so both carry R, while the project manager alone carries A.

The project manager is accountable for almost everything and responsible for little

Eighteen A assignments and five R, plus seventeen work packages where the role is both. That distribution is the point of the chart: it shows a manager routing approvals and clearing obstacles rather than absorbing production work.

Roles rather than names

Resources are held as roles in the schedule, the budget and both matrices. The one exception is the project manager, which is the role I held. Teammates who worked on this simulation are not named here.

Communication is a deliverable, not a courtesy

The communication matrix commits to a document, a medium and a date for every stakeholder at every phase, including the ones who only need to be informed. Sixty-two entries across ten months. Weekly status to the sponsor, monthly or exception-based updates to the curriculum committee and the dean, and a hard-copy signature at every phase gate.

Format is chosen for the decision, not for convenience

Approvals that carry legal or governance weight are meetings plus hard-copy sign-off. Information transfers are email. Anything students receive goes through the LMS, where they already are.