2012–2013 Operational Plan

Goal 1 – Student Learning and Success: Ensure student learning and success by promoting an innovative and supportive learning environment.

1.1 Offer and promote a variety of programs and services that address diverse cultures and prepare students for success in a global society.
1.2 Enhance teaching and learning experiences by increasing innovative techniques and interactive technologies.
1.3 Support successful student transitions to CPCC and then on to universities, the workforce, and the community.
1.4 Engage students as responsible partners in the learning process.
1.5 Enhance communication and collaboration to support student learning and success.

Unit Objectives:

The Learning Unit will increase awareness and accessibility for prospective students by providing pre-college courses and planning resources.

The Learning Unit will help more high school and adult students successfully connect and transition to CPCC through various college readiness initiatives.

The Learning Unit will redesign developmental courses to make them more relevant to students’ remediation needs.

The Learning Unit will implement curriculum program enhancements that positively impact student learning outcomes and success.

The Learning Unit will increase the number of students who persist and earn degrees, diplomas, certificates, or transfer to a four-year university.

The Learning Unit will implement innovative teaching techniques and leverage technology to enhance student-centered learning.

The Learning Unit will continue the core competency initiative by implementing and measuring student learning outcomes.

The Learning Unit will enhance the articulation and measurement of program level outcomes to better document evidence of student learning.

The Learning Unit will build on program-level student learning outcomes and program sequences and collect data through capstone courses/experiences.

The Learning Unit will expand the use of ePortfolio as a tool to document student learning outcomes.

The Learning Unit will review and approve syllabi across departments to ensure quality and consistency.

The Learning Unit will continue Quality Enhancement Plan (QEP) development by defining QEP student learning outcomes and creating an action plan.
The Learning Unit will increase student success rates in developmental mathematics courses and online courses.

The Learning Unit will increase the number of low-income young adults who earn certificates and degrees.

The Executive Vice President’s Unit will create an environment that supports student success, learning, and accessibility by providing safe, clean, and functional facilities, supporting a culture of evidence, enhancing technology, and optimizing resources and services to meet the needs of all students.

The Executive Vice President’s Unit will participate and support the College-wide student success and completion programs, processes, and policies.

The Enrollment and Student Services Unit will expand collaborations with other College units to strengthen student learning, development, and success.

The Enrollment and Student Services Unit will continue to identify issues that adversely impact student success with the use of data and seek ways to resolve the issues.

The Enrollment and Student Services Unit will identify opportunities to measure student success using various matrixes.

The Enrollment and Student Services Unit will expand collaborations, programs and services with Charlotte-Mecklenburg Schools, private schools, home school organizations, and other higher education institutions to support successful transitions.

The Enrollment and Student Services Unit will implement cohort interventions based on tracked data for groups such as pre-college students, Integrated Postsecondary Education Data System (IPEDS), first-year, and College and Career Readiness students.

The Enrollment and Student Services Unit will collaborate with the Learning Unit to provide oversight for Achieving the Dream and Completion by Design initiatives.

The Community Relations and Marketing Services Unit will promote the College’s programs and services to students, using a variety of communication methods and capitalizing on the popularity of social media, to ensure they are aware of the resources available to them at CPCC.

The Community Relations and Marketing Services Unit will enhance its collaboration with departments and its internal processes to ensure consistent, accurate, and timely communication in support of student learning and success.

The Community Relations and Marketing Services Unit will stay abreast of the latest in communication trends to ensure consistent communication with students, including Internet, television, e-mail, and social media resources.

The Community Relations and Marketing Services Unit will encourage innovation and collaboration by involving students in marketing and television efforts wherever possible, including co-op and internship opportunities.
The Community Relations and Marketing Services Unit will develop a Social Media Command Center, interns and co-ops to monitor social media sites, and assist with messaging information to CPCC students.

The Community Relations and Marketing Services Unit will support student success initiatives, such as Achieving the Dream and Completion by Design.

The Achieving the Dream (AtD) Committee will continue to pilot and evaluate a professional development track for full- and part-time developmental faculty that explores the unique needs of developmental students and provides strategies for addressing them in the classroom.

AtD will expand the pilot group of targeted, fully online courses and recommend that these students complete a re-designed orientation beginning their fall 2012 and spring 2013 fully online courses to assess student expectations versus online course demands.

AtD will continue to train online faculty in mastering the Learning Management System architecture; effectively applying multi-dimensional media resources; integrating principles and concepts of course design for significant learning, including strategies for collaboration and engagement; and effectively integrating proven online pedagogical methodologies.

AtD will broaden faculty presence and interaction with students in online courses by expanding faculty utilization of Blackboard Collaborate to strengthen social collaboration, interpersonal connectivity, and enhance delivery of instruction.

AtD Core and Data Teams will assist in designing evaluation and assessment instruments to measure the effectiveness of interventions and evaluate the ability of these interventions.

The Advisement Management Team will develop and maintain effective strategies for communicating advising information to advisors and students through FAQ’s, Communicator, CPCC Today, CPCC-TV, Social Media, and other outlets.

The Advisement Management Team will promote the ‘Get Advised!’ campaign for one month prior to each registration season.

The Classified Staff Council will increase communication to Classified Staff employees concerning College initiatives, the SACSCOC accreditation process, and knowledge of various department functions.

The College Technology Team will continue to work on technology training and digital content initiatives.

The Diversity Committee will include diversity information tables at each campus on Student Resources Day.

The Diversity Committee will continue to establish cultural diversity programs at each campus for staff and students at least once a semester and collaborate with Student Life on offering cultural performances/workshops.

The General Education Committee will assess and report results for 2012–2013.

The General Education Committee will enhance communication that educates faculty and staff about the purpose and processes used by the committee that impacts student success.
The General Education Committee will create a cohesive liaison between the General Education and program areas of the College.

The Retention Committee will focus on issues relating to retention and completion by students beyond the first year of enrollment, including efforts to help struggling students stay enrolled and complete their programs, encourage continuing students to be more engaged, and encourage college transfer students to stay longer at CPCC.

The Retention Committee will play a leadership role in the development of a formal retention plan that focuses on program completion, including completion by college transfer students.

The Quality Enhancement Plan (QEP) Development Committee will improve first-time, full-time student success by attending to academic progress and academic planning.

The QEP Development Committee will create strategies and assessments to meet learning outcomes so that students will be able to articulate their awareness of their progress at the mid-term of their first semester; assess their academic progress through facilitated self-evaluation (works with a counselor, advisor, or faculty advisor) to successfully complete the first semester; and develop an academic/behavioral plan to utilize during their second semester.

**Goal 2 – Organizational & Professional Development: Foster an organizational culture that maximizes individual growth through expanded learning opportunities.**

2.1 Recruit, retain, develop, reward, and empower employees who share responsibility for student learning and success.
2.2 Ensure that part-time employees are engaged and supported in the learning environment at the College.
2.3 Facilitate a more collaborative and cohesive learning environment in line with the College’s vision, mission, and values.
2.4 Prepare employees to anticipate and respond appropriately to regional issues within a global framework.
2.5 Encourage the analysis and interpretation of data to inform decision making.

**Unit Objectives:**

The Learning Unit will improve the quality of eLearning offerings by continuing the Quality Course Review process for planned distance courses and providing training for faculty.

The Learning Unit will offer management support and high-quality professional development opportunities for full-time and part-time faculty, administrators, and staff to ensure effective and efficient operations of the College.

The Learning Unit will continue offering a comprehensive and consistent support system for part-time faculty.

The Learning Unit will build a more cohesive organizational culture through enhanced working relationships with other units of the College.

The Learning Unit will support and encourage faculty to keep abreast of new and emerging developments in their disciplines and fields.
The Learning Unit will communicate with and engage faculty and staff in support of Achieving the Dream, Developmental Education Initiative, and other degree completion initiatives.

The Executive Vice President’s Unit will optimize resources for professional development opportunities for all employees and offer and participate in training opportunities at the College.

The Executive Vice President’s Unit will foster a work culture which promotes individual empowerment, resource optimization, and collaboration.

The Executive Vice President’s Unit will share expertise and bring new knowledge and best practices throughout the College through local, state, and national involvement.

The Executive Vice President’s Unit will support and collaborate with units across the College to collect, interpret, analyze, and provide data to inform decision making.

The Enrollment and Student Services Unit will encourage employee development through opportunities provided by the Professional Development Department and other resources.

The Enrollment and Student Services Unit will provide initiatives to ensure customer service training, specifically geared to full- and part-time frontline staff.

The Enrollment and Student Services Unit will expand opportunities for specialized service-oriented staff to continue their professional development.

The Human Resources Department will update the Professional and Administrative Professional Development Plan.

The Human Resources Department will conduct employee relations training for CPCC supervisors (and sole contributors with leadership potential).

The Human Resources Department will implement Career Ladders for Professional and Administrator job groups.

The Human Resources Department will convene a committee for Administrative Assistants I, II, and III to keep development and other issues visible to the College community.

The Equal Opportunity Department will increase training opportunities across the College.

The Financial Services Department will work with CPCC’s Professional Development group to develop training for SharePoint and Access.

The Accounts Payable Department will offer training for accounts payable processes and procurement procedures throughout the fiscal year.

The Community Relations and Marketing Services Unit will offer professional development opportunities for employees with regard to marketing, public relations, and program promotion.

The Community Relations and Marketing Services Unit will offer high-quality professional development opportunities for its staff at all levels to ensure they are engaged and supported.
The Community Relations and Marketing Services Unit will support and encourage staff to keep abreast of new and emerging developments in the public relations and marketing fields.

The Community Relations and Marketing Services Unit will set as a goal to have 100 percent of staff members meet the 20-hour professional development requirement.

The Advisement Management Team will assess advisor-related training currently available at the College and develop recommendations for new content and scope of Advisor Training needed.

The Classified Staff Council will identify professional development needs of classified staff employees and promote upcoming opportunities at each meeting and on the Classified Staff website.

The Classified Staff Council will add a “Jerry’s Tips” page on its website so employees can benefit from Jerry Pickler’s knowledge of office technology.

The College Technology Team will continue the Training Taskforce to identify technology training that should be offered and to delineate types of training provided through Professional Development, the Colleague Training Center, and other ITS resources.

The College Technology Team will evaluate its overall goals and processes.

The Diversity Committee will collaborate with Professional Development on evaluating and expanding their offerings and resources in terms of DVDs, books, etc., on diversity.

The Diversity Committee will improve the offerings for the Diversity Certificate through Professional Development.

The Institutional Effectiveness Committee will update the College community on what data sets currently exist, where they are located, and how to interpret them based on last year’s final report.

The Institutional Effectiveness Committee will post the IE highlights presentation to the IE website.

**Goal 3 – Community Catalyst: Be a catalyst for the educational and socio-economic development of the community through partnerships, coalitions, life-long learning, and civic engagement.**

3.1 Expand partnerships with business and industry to determine the future high-demand job growth areas and the skills needed for those jobs.
3.2 Develop bridges with business, industry, and educational partners to benefit existing and emerging workers.
3.3 Increase public knowledge of the educational opportunities and services at CPCC.
3.4 Respond to the vocational and intellectual learning needs of an increasingly diverse community.

**Unit Objectives:**
The Learning Unit will pursue additional articulation and collaborative agreements with state and other institutions of higher education and other schools.

The Learning Unit will build strategic alliances for workforce and economic development, especially with the energy industry leaders in the Charlotte region to ensure an in-depth understanding of workforce needs.

The Learning Unit will develop and implement programs in response to the needs of the community and the job market.

The Learning Unit will expand community and/or business partnerships for apprenticeship programs, revenue generation, donations, and scholarship opportunities.

The Learning Unit will expand outreach to dislocated workers through programs and re-careering services.

The Executive Vice President's Unit will provide inviting, accessible facilities and technical, research, and planning expertise by cultivating partnerships with the external community.

The Executive Vice President’s Unit will participate in learning, innovation, and leadership opportunities at the local, regional, state, national, and international levels, sharing the benefits of these experiences with the community.

The Executive Vice President’s Unit will support WTVI/PBS Charlotte in increasing quality programming to provide educational and vocational opportunities, community awareness, and civic engagement.

The Enrollment and Student Services Unit will strengthen relationships with external agencies such as Communities In Schools, West Charlotte High School, Charlotte Housing, Veterans Services, community non-profits, and four-year colleges.

The Enrollment and Student Services Unit will establish a pipeline for student employment by strengthening collaborations with area businesses, industry, and job centers.

The Enrollment and Student Services Unit will expand recruitment efforts by implementing a College-wide mechanism for career exploration and connection to the College’s curriculum programs.

The Enrollment and Student Services Unit will continue to expand opportunities for students to gain employment through Service Learning.

The Human Resources Department will promote Wellness Initiatives internally and externally.

The Accounts Payable and Procurement Departments will conduct a workshop for Historically Underutilized Business (HUB) vendors.

The Community Relations and Marketing Services Unit will increase public knowledge of the educational opportunities and services at CPCC through a comprehensive public relations and/or marketing plan for the College, which includes enhancing media relationships, utilizing social media, and expanding programming on WTVI-PBS Charlotte and CPCC TV.
The Community Relations and Marketing Services Unit will continue and expand its relationships within the community, including the Charlotte Chamber of Commerce, Charlotte Regional Partnership, and in industry-related and Mecklenburg County organizations and committees.

The Community Relations and Marketing Services Unit will continue to represent the College on city and/or county committees and other groups as directed by the President’s Cabinet.

The Diversity Committee will promote events, programs, and performances that encourage cultural diversity.

The Diversity Committee will continue to collaborate with Service Learning and International Programs and Services to participate in community outreach programs.

**Goal 4 – Organizational Capacity to Serve: Plan and manage human, physical, financial, and technological resources so that College programs, services, and infrastructure meet student and community needs.**

4.1 Explore and implement ways to increase funding for educational opportunities for students and to establish and sustain programs.
4.2 Plan and manage growth to optimize organizational effectiveness.
4.3 Collaborate with business, education, and other organizations to secure needed levels of public and private support.
4.4 Promote the effective and efficient utilization of human, physical, fiscal, and technological resources to reinforce public trust.
4.5 Communicate the value and benefits of the College to increase community involvement and support.
4.6 Expand and manage facilities and operations in an environmentally and fiscally responsible manner.

**Unit Objectives:**

The Learning Unit will implement strategies to increase enrollment from the Strategic Enrollment Plan.

The Learning Unit will evaluate impact of the new tiered-funding formula and optimize future class offerings.

The Learning Unit will share resources, leverage efficiencies, and reduce costs across programs in response to the changing budget situation and the results of the updated Program Cost/Return on Investment (ROI) Study.

The Learning Unit will implement the online process (Road Map to Develop New Programs) to develop new programs and ensure quality program feasibility, growth, and sustainability.

The Learning Unit will strengthen internal processes to ensure student success and meet reporting requirements.

The Learning Unit will identify and create interdisciplinary possibilities to expand, enhance, or blend our current portfolio of offerings.
The Learning Unit will increase data-informed decision making and prioritizing mission-critical needs, tasks, and projects on a regular basis.

The Executive Vice President’s Unit will leverage human, physical, technological, and financial resources to better serve the College.

The Executive Vice President’s Unit will optimize and expand resources and services through collaborative partnerships to secure necessary services and products for the College.

The Executive Vice President’s Unit will provide leadership and support to the success of a major fundraising campaign and the timely and efficient completion of funded construction projects.

The Executive Vice President’s Unit will support enrollment growth goals of the College and seek funding and partnerships to aid in the implementation of the CPCC Long Range Facilities Plan 2013–2017.

The Executive Vice President’s Unit will support the activities of the 50th Anniversary Celebration in order to communicate the value and benefits of the College both internally and externally to all constituencies.

The Enrollment and Student Services Unit will promote and encourage employee cross training.

The Enrollment and Student Services Unit will maintain and continue to expand technological sufficiency with the use of social media and web-based student services.

The Enrollment and Student Services Unit will evaluate ESS staff by campus to ensure adequate student-to-staff ratios.

The Enrollment and Student Services Unit will explore and expand opportunities for financial support to students using state, federal, and other sources of funding.

The Enrollment and Student Services Unit will continue to support implementation of the Direct Loan program.

The Enrollment and Student Services Unit will seek underutilized space at the College to be repurposed for Student Services programs.

The Enrollment and Student Services Unit will establish a College-wide steering committee to focus on connecting students to employment.

The Finance and Administrative Services Unit will document fixed asset and construction accounting procedures.

The Finance and Administrative Services Unit will work towards completion of write up and documentation of SACS-required comprehensive standards for the Finance and Administrative areas.

The Human Resources Department will issue a request for proposal for a new applicant tracking system.
The Human Resources Department will issue a compensation survey request for proposal.

The Accounting and Reporting Department will work with Government Relations and Grants to offer grant training.

The Cashiering Office will work with the Collection Task Force to discuss ways to improve the College’s collection process and work with Windham Professional, the NCO Collection Agency, the Department of Revenue, and the Attorney General’s Office.

The Community Relations and Marketing Services Unit will work with Government Relations and Grants to offer grant training.

The Community Relations and Marketing Services Unit will work with the Collection Task Force to discuss ways to improve the College’s collection process and work with Windham Professional, the NCO Collection Agency, the Department of Revenue, and the Attorney General’s Office.

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The Community Relations and Marketing Services Unit will continually review internal processes and will manage our facilities to ensure optimization of College resources.

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The Advisement Management Team will promote the inclusion of advising resources in the College’s learning management systems (Blackboard & Moodle).

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The Classified Staff Council will continue the practice of leading a food drive to provide Thanksgiving dinner for CPCC employees and their families who have financial need.

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The Diversity Committee will provide support and participation in the annual Sensoria Celebration of the Arts.

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The Safe College Team will review security staffing levels with a focus on coverage for parking facilities, facility access, and general coverage patterns for on-duty staff.

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The Safe College Team will review current threat assessment practices used to assess behaviors of concern involving students, faculty, and staff.

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The Safe College Team will review current crisis communication capabilities and identify new opportunities or areas for improvement.

Goal 5 – Organizational Excellence and Innovation: Promote and sustain innovation, entrepreneurship, and excellence throughout the organization.

5.1 Expand the use of collaborative teams to innovatively respond to emerging needs.

5.2 Institute strategies that measure outcomes and analyze results to improve organizational effectiveness and excellence.
5.3 Engage in continuous improvement and move toward a culture of evidence to effectively measure efforts and increase positive outcomes.

**Unit Objectives:**

The Learning Unit will review the Southern Association of Colleges and Schools—Commission on Colleges’ (SACS-COC) principles of accreditation to determine the level of compliance in preparation for the offsite visit in 2013.

The Learning Unit will engage in activities that support the entrepreneurial college.

The Learning Unit will seek industry support and funding to help underwrite start-up costs for new programs.

The Learning Unit will assess and pursue performance funding and/or grant opportunities.

The Learning Unit will strive to achieve exceptional performance on the new state accountability measures and standards.

The Learning Unit will use data to inform and implement strategies designed to improve students’ chances for success in alignment with the goals of various completion initiatives.

The Learning Unit will implement Recommendations in Vulnerabilities Report.

The Learning Unit will update the Learning Unit Website.

The Executive Vice President’s Unit will optimize and increase entrepreneurial funds raised and accumulated resources to support College needs.

The Executive Vice President’s Unit will enhance stewardship, efficiency, and effectiveness through evaluative processes resulting in continuous improvement.

The Executive Vice President’s Unit will develop a culture of evidence through assessment, research, quality initiatives, data analysis, accountability, and technology.

The Executive Vice President’s Unit will lead and participate in collaborative teams to support College initiatives.

The Enrollment and Student Services Unit will encourage and support grant writing and entrepreneurship.

The Enrollment and Student Services Unit will expand collaboration with other College units to strengthen student development and experiences.

The Enrollment and Student Services Unit will implement assessment strategies in all areas of Student Services and document outcomes.

The Enrollment and Student Services Unit will implement recommendations from College-appointed committees related to Student Services units.

The Enrollment and Student Services Unit will participate and complete the College’s institutional effectiveness unit review process.
The Enrollment and Student Services Unit will contribute to the College’s reaffirmation process.

The Finance and Administrative Services Unit will promote a revitalized and renewed atmosphere of the bookstore at Central campus.

The Payroll and Budget Departments will automate Softdocs: EMMA (Employee Monitoring, Management & Attendance) Biometric Reader System (Timeclock Solution). The Payroll and Budget Departments will continue to promote automation of W-2 reporting and E-Pay.

The Accounting and Reporting Department will integrate fixed asset inventory duties into the department.

The Business Office will implement new methods to improve the credit card refunding process.

The Finance and Administrative Services Unit will complete the one-year follow up to the unit review process.

The Community Relations and Marketing Services Unit will encourage the entrepreneurial spirit and continuous improvement with all department staff and initiatives.

The Community Relations and Marketing Services Unit will better utilize technology to streamline its workflow processes to save time and resources and measure communication outcomes and analyze results.

The Community Relations and Marketing Services Unit will encourage staff members to act as consultants to other colleges and community groups to share expertise in marketing, public relations, communications, and social media.

The Advisement Management Team will study the impact of current academic Standards of Progress policy and current interventions on student performance by review of data/trends.

The Classified Staff Council will use “live meeting” technology to facilitate attendance at its general meetings.

The College Senate will determine where best to provide increased liaisons with directing committees of the College to increase faculty involvement.

The General Education Committee will make sure it meets all applicable SACSCOC standards.

The Institutional Effectiveness Committee will review the Interim Program Review.

The Institutional Effectiveness Committee will set up a process between the Curriculum Committee and the Institutional Effectiveness Office to report new program information.

The Institutional Effectiveness Committee will review and make suggestions for changing and updating the IE website.
The SACS Reaffirmation Team will complete the writing and documentation of Core Requirements, Comprehensive Standards, and Federal Requirements of the decennial reaffirmation report, ensuring accuracy of all information.