

Shawnee Community College



Shared Governance Manual

2024 - 2025



Shared Governance Manual

2024-2025

Mission: SCC provides quality higher education, community education, training, and services that are accessible, affordable, and promote life-long learning.

HLC Criterion Relevant to the College's Shared Governance Process:

- 2.C. The governing board of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution's integrity.
 1. The governing board is trained and knowledgeable so that it makes informed decisions with respect to the institution's financial and academic policies and practices; the board meets its legal and fiduciary responsibilities.
 2. The governing board's deliberations reflect priorities to preserve and enhance the institution.
 3. The governing board reviews the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.
 4. The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests or other external parties.
 5. The governing board delegates day-to-day management of the institution to the institution's administration and expects the institution's faculty to oversee academic matters.

Criterion 5 – Institutional Effectiveness, Resources and Planning

- 5.A. Through its administrative structures and collaborative processes, the institution's leadership demonstrates that it is effective and enables the institution to fulfill its mission.
 1. Shared governance at the institution engages its internal constituencies—including its governing board, administration, faculty, staff and students—through planning, policies and operating standards.
 2. The institution's administration uses data to reach informed decisions in the best interests of the institution and its constituents.
 3. The institution's administration ensures that faculty and, when appropriate, staff and students are involved in setting academic requirements, policy and processes through effective collaborative structures.

For a complete listing of the HLC Criterion, please visit [HLC Accreditation](#).



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Policy

Policy Title: Participation in Local Decision-Making

Number:B2005

Policy Type: Board – Board Principal Delegation

Responsible: President

Related Policies: [B2001](#), [B2002](#), [B2003](#), [B3000](#), [B3001](#), [B3002](#), [B3003](#), [B3004](#), [B3005](#), [B3006](#), [B3007](#), [B3008](#), [B3009](#), [B3010](#), [B3011](#), [B3012](#), [B3013](#), [B4000-S1](#),

Linked Operating Standards: None

Related Laws: None

Related Standards: None

HLC Criterion: 5A

Policy Statement

The Board, through the Illinois Community College Act, has the responsibility to govern the College. In the Board’s Governance Commitment policy, the Board expresses commitment to govern the College using the principles outlined in the Carver Policy Governance model. Consistent with HLC expectations and the Carver model, the Board delegates administrative and operational authority to the President through the Delegation to the President policy (B2001) while retaining fiduciary oversight.

The Board expects the President to delegate administrative and operational authority to the College’s administration, which will employ a collaborative decision-making system (i.e., shared governance structure) that allows employee input into decisions that influence strategic priorities, administrative policy, rules, guidelines, operating standards, and plans through established roles and responsibilities. The President, however, will retain final authority and responsibility for all administrative and operational decisions. In developing a collaborative decision-making system, the Board recognizes that “collaborative” does not mean that every constituency has an opportunity to contribute at every stage; nor does it mean that any single constituency exercises complete control over the process.

As it relates to the administration and operation of the College, the Board recognizes that institutional change is necessary, constant, and inevitable. In order to ensure the College remains relevant to a dynamically changing external environment, the Board expects all stakeholders to be open to working differently when circumstances require.

As such, the Board values forms of decision-making that promote transparency, communication, and accountability. Furthermore, the Board recognizes that focusing the talent, creativity, engagement, and collective intelligence of employees will contribute to effective decisions that lead to positive outcomes for students and the community. Additionally, the Board believes that a culture of collaborative decision-making, with defined roles and responsibilities, that integrates cooperative approaches for the development and implementation of ideas, plans, and operational decisions will



enhance organizational unity, improve employee morale, nurture trust, encourage respect, foster feelings of inclusion, and create a culture of continuous improvement. Finally, the Board believes these principles provide the foundation for an effective collaborative decision-making system.

Accordingly, the Board directs the President to develop and implement a collaborative decision-making system for College administrative and operational practices that:

1. Focuses on the achievement of the Board’s Strategic Outcomes;
2. Establishes clear roles and responsibilities in the decision-making process;
3. Promotes a collegial and transparent work environment that builds trust and respect;
4. Provides for key employee input into decisions that influence strategic priorities, administrative policy, rules, guidelines, operating standards, and plans;
5. Provides faculty with a central role and responsibility in the oversight of academic policy, rules, guidelines, and operating standards that directly influence academic matters and in ways that holds faculty accountable for the continuous improvement of academic quality;
6. Allows for flexible roles based on the uniqueness of the situation, the rights and interests of individuals impacted, and the particular expertise required;
7. Communicates clear lines of accountability;
8. Provides leadership development opportunities for employees at all levels;
9. Endeavors to balance the need for timely decisions with the need to provide adequate time for meaningful collaboration;
10. Ensures access to appropriate and relevant information needed to have effective input;
11. Clearly defines participant roles within the decision-making process.

Finally, the President’s adherence to this policy will be demonstrated through two practices - shared governance manual updates (on an annual basis) and presenting the results of shared governance committee work at regular Board Meetings.

Change Log		Governance Unit: Executive Council
Date	Description of Change	
12.20.20	Initial Adoption	
06.15.23	Minor Grammatical Edits; Added SC Manual Update Expectation	
08.15.24	Updated Frequency of Review; Minor Grammatical Change	





Policy

Policy Title: Shared Governance

Number:A1000

Policy Type: Administrative

Responsible: President

Related Policies: B2005 Participation in Local Decision-Making

Linked Operating Standards:

Related Laws:

Related Standards:

HLC Criterion: 5A

Policy Statement

As a fundamental principle, the College thrives when diverse groups of people participate in the decision-making process, understand developments within the College, and contribute as true partners in an equitable manner. To support this principle and foster an inclusive organizational climate focused on mutual respect, transparency, and open communication, the College employs a collaborative decision-making structure and process which embraces the tenants of shared governance.

With a focused purpose of encouraging successful organizational outcomes and the continuous improvement of the College’s student learning and support systems, shared governance allows employee input into decisions that influence strategic priorities, administrative policies, rules, guidelines, operating standards, and plans through the establishment of defined roles with a clear designation of public accountability.

As it pertains to collaborative decision-making in a shared governance system, the College recognizes that “*shared*” does not mean that every constituency gets to participate at every stage; nor does it mean that any constituency exercises complete control over the process. Further, shared governance does not usurp administrative authority to make operational decisions, supersede collective bargaining agreements, or infringe on faculty academic freedoms. The key to genuine and effective shared governance is continuous transparent communication in ways that nurture mutual respect and inclusion between all stakeholder groups.

To demonstrate these guiding values, the College will develop, operate, and continuously improve a shared governance system. Further, the College will develop and periodically update a shared governance manual. The shared governance manual will be made publicly available for all to review.

Change Log		Governance Unit: Executive Council
Date	Description of Change	
12.20.20	Initial Adoption	
08.03.23	Annual Updates	
04.11.24	Number Change from A1300 to A1000	
08.22.24	Annual Review	





Definitions

Ad-Hoc Committee Member - An individual who is appointed or selected to participate in a specific Council/Team to address a specific issue or to accomplish a specific goal.

Administrative Rules - Specific statements, adopted by the College's Administration, that define behavioral standards and expectations for students, employees, and other individuals that use College resources.

Administrative Policy - Broad statements, adopted by the College's Administration, that inform students, employees, and the community about the rules of the College's operation and the appropriate use of College resources, which are consistent with public statutes and accreditation standards. Policy categories include Academic Affairs, Administrative & Business Services, Human Resources, and Student Affairs.

Board - All seven elected Trustees acting as a group that have authority and responsibility defined in the Illinois Community College Act.

Board Policy - Broad rules, guidelines, and expectations adopted by the Board that clarify parameters of College operation, which are consistent with public statutes and accreditation standards. Policy categories include: Strategic Outcomes, Delegation of Authority, Executive Limitations, and Bylaws. Generally, all policy statements include an expression of value and direction to the Chief Executive Officer (CEO). Strategic Outcome policies may include reporting and feedback expectations.

Board Bylaws - rules, guidelines, and expectations adopted by the Board that clarify parameters of Board operation, which are consistent with public statute and accreditation standards.

CEO - The Board's primary employee that performs the functions outlined in the Illinois Community College Act. The President is the CEO of the College.

CFO - The Vice President of Administrative Services is the College's Chief Financial Officer (CFO). The CFO is an employee of the College and is hired by and reports to the CEO.

College - The collective of the Board and all of the College's employees, including the CEO.

Community Stakeholders - The term community stakeholders encompass the College's entire service area including (but not limited to): County and neighboring residents; students; area school districts; local, regional and state businesses and employers; alumni; benefactors; investors; local, regional and state governmental entities and agencies; university/college partners and others that may be affected in a broad sense by the strategic outcomes to be determined by the Board.





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Delegation of Authority Policies - Describe how authority and accountability are delegated to the CEO; describe the Board's expectations and how the Board will monitor CEO performance; and establish parameters for how the Board will engage with College employees.

Executive Limitation Policies - Constrains CEO executive authority by establishing prudent and ethical boundaries within which all operational activity and decisions must take place.

Governance Process Bylaws - Special bylaws that specify how the Board conceives, carries out, and monitors its oversight role.

Guidelines - Specific statements that provide decision-making parameters for employees who are completing a task or process.

Operational Activities (i.e., Means) - Used in many Board policies and alludes to the administrative and operation functions of the College that are the responsibility of the CEO. Examples include: administrative activities of the college; actions, plans, program services and operations used to achieve the Board's Strategic Outcomes. These describe how the Strategic Outcomes will be achieved.

Operating Standards - Specific statements clarifying the steps needed to successfully complete a task or process. Generally, these statements are aimed at establishing efficiency, consistency, responsibility, and accountability.

Policy/Policies - Guiding or governing principles, used as a basis for making decisions in furtherance of the College's mission and values. Policy does not include operating standards used to implement the policy.

Simple Majority - Refers to a voting system where the most votes win.

Strategic Outcome Policies - The College's purpose, vision, mission, strategic plan, and other related statements that clearly state the desired results of the College's actions; the benefits of college programs and services from the community's perspective (i.e., describes the needs to be met, for whom, and at what cost); and establish a framework for accountability.

Substantive Change - Changes that materially change the intent, direction, or impact of a policy.

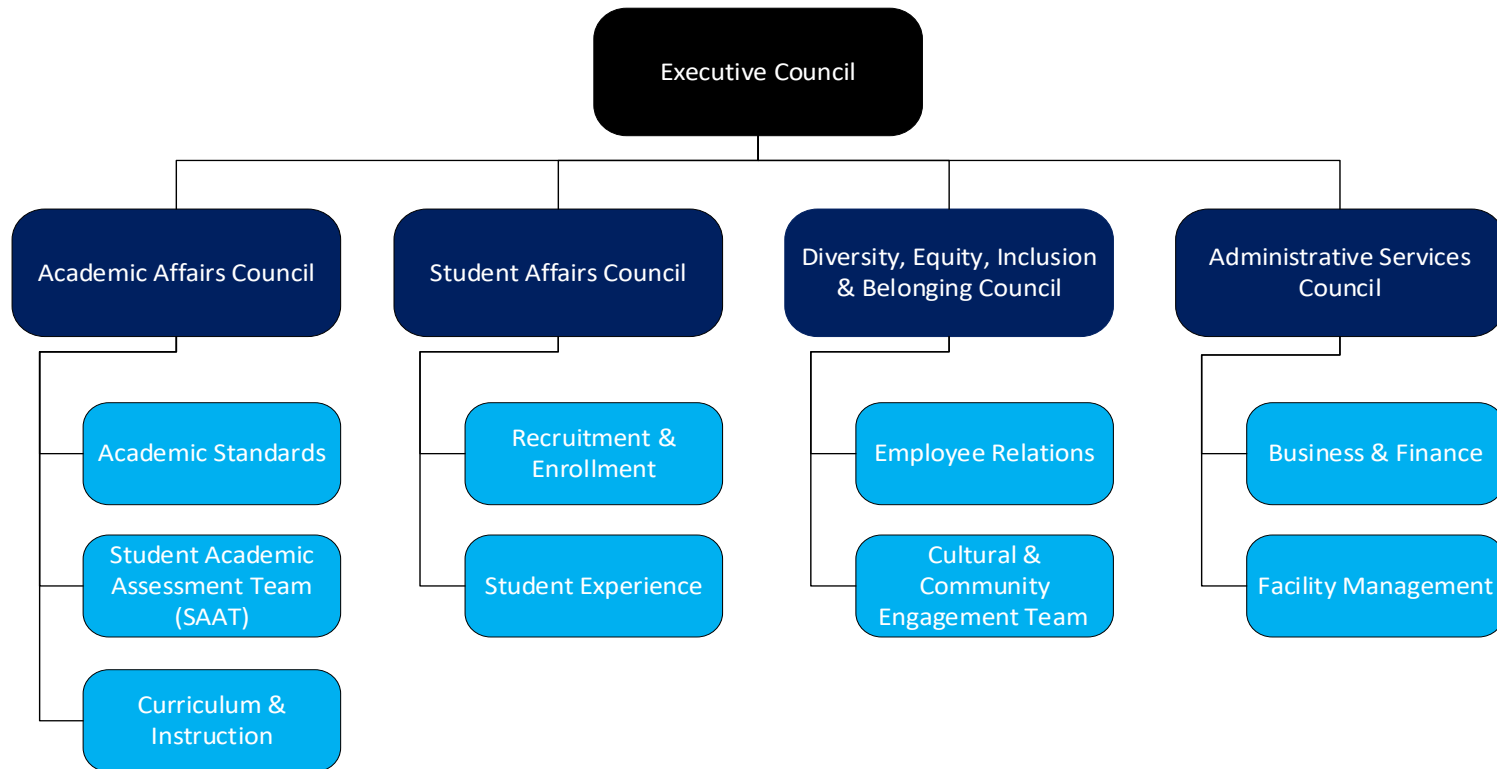
Supermajority - Five or more votes on an issue or decision from Trustees at a properly noticed public meeting.

Trustee - Any duly elected qualified person residing within the College's district as noted in the Illinois Community College Act.



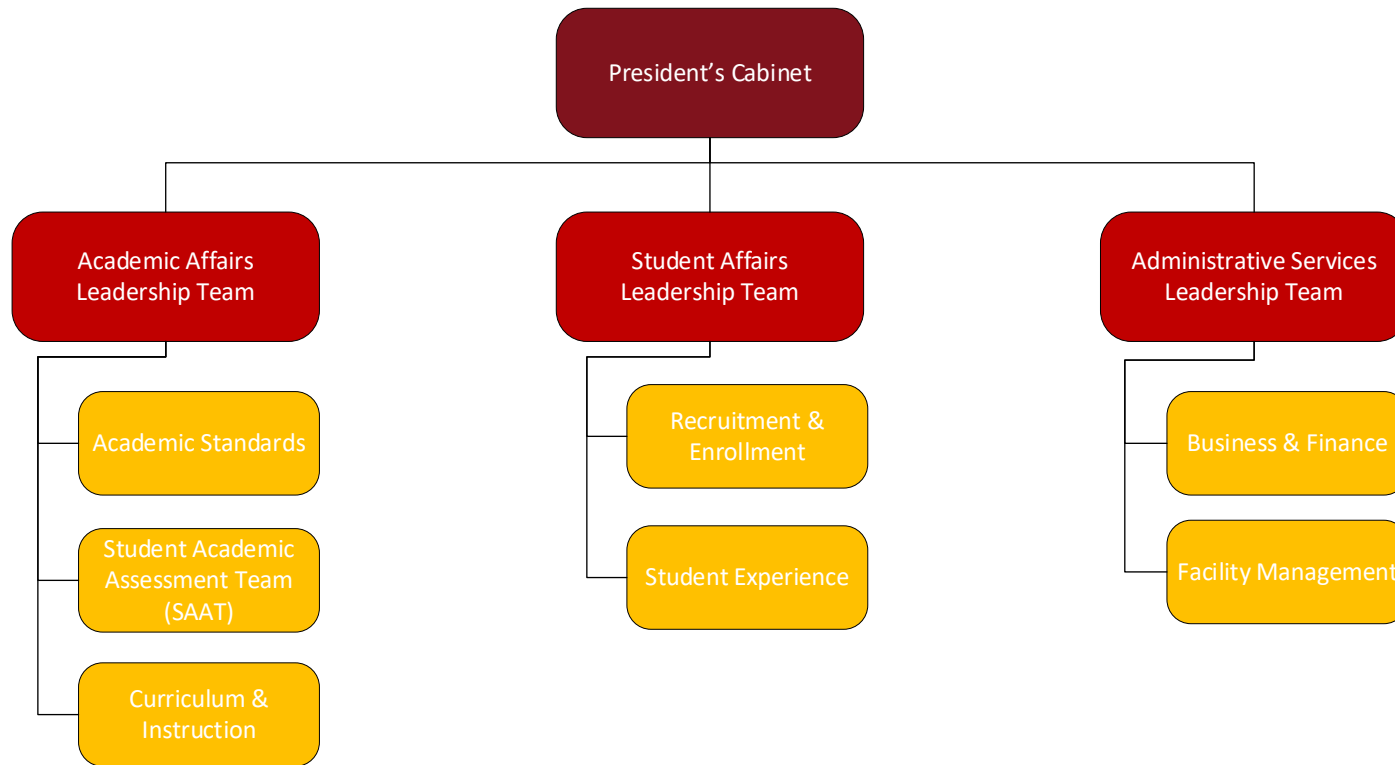


Governance Committee Structure





Operational Committee Structure





Guidelines for All Governance Councils & Operational Teams

The following guidelines apply to all governance councils and operational teams, including any appointed ad-hoc teams:

Evaluation/Assessment: Each Council or Team will conduct a periodic self-assessment of its effectiveness. Where feedback suggests areas of improvement, an improvement plan will be developed that includes expected outcomes, benchmarks and a timeline for completion.

Decision-making process: The decision-making process occurs through recommendations made to the President (policy) and/or Vice President (Operations). Consensus shall be the preferred decision-making process. If consensus cannot be achieved, the Council, Team or Committee shall decide by majority vote of members present.

Further, in the event that consensus cannot be achieved within timelines identified for council, team, or committee decisions, a majority and minority position will be developed and presented to the President or appropriate Vice President for consideration. Once a majority and minority position are received, the President or Vice President will consider them, and either return the deliberations to the council or team with advice on resolving the issue(s), or, resolve the issue and provide the rationale to the council or team.

Member Term: Council & Team members, other than by position appointments, will have a term limit of two years with two renewal years for a maximum of four continuous years.

Chair/Chair in Waiting: Council Chair/Chair in Waiting will rotate annually between a faculty member and staff member/administrator. Operational Team Chairs will be assigned by the appropriate Vice President. The Council Chair in Waiting is expected to succeed the current Council Chair. The Chair is responsible for:

1. Soliciting agenda items and meeting materials.
2. Preparing agendas.
3. Securing location.
4. Ensure meeting materials are prepared in advance of meetings.
5. Distributing agendas and meeting materials.





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Member Responsibility: All members within a council or team will recognize that each member brings a unique perspective to the table, adding value to each council or team.

As such, each member shall:

1. Prepare for meetings in advance which includes reading relevant materials, consulting with constituencies, researching issues on the agenda, and completing assigned tasks prior to meeting.
2. Attend all meetings and recognize constructive participation fosters relationship-building.
3. Participate in decisions and contribute to informed decision making.
4. Communicate with representative constituencies and avoid personal comments that do not represent that membership.
5. Inform the Chair/Chair in Waiting if they must miss a scheduled meeting.
6. Acknowledge other members have the right to be heard and will endeavor to not interrupt others when speaking.
7. Raise alternative ideas/opinions issues (in a mutually respectful way) aimed at improving our College and our Community.
8. Cooperate with colleagues despite political and pedagogical differences.
9. Act in good faith and work for the common good.

Vacancies: A council or team can only function with regular attendance of its membership. Council or team members who are unable to attend the regularly designated meeting time, should inform the chair so a new appointment can be made.

Quorum: A simple majority of the Council/Team membership must be present to vote (e.g. decide) on business during a meeting. If less members are present, discussion and planning should still occur.

Minutes: Will provide:

1. Date of the meeting.
2. Time the meeting was called to order.
3. Names of the meeting participants and absentees.
4. Corrections and amendments to previous meeting minutes.
5. Additions to the current agenda.
6. Whether a quorum is present.
7. Motions taken or rejected.
8. Voting-that there was a motion and second, and the outcome of the vote.
9. Actions taken or agreed to be taken.
10. Next steps.
11. Items to be held over.
12. New business.
13. Open discussion or public participation.
14. Next meeting date and time.
15. Time of adjournment.





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SCC SHARED GOVERNANCE COMMITTEE CALENDAR

Mon	Tues	Wed	Thu	Fri
WEEK 1				
	Administrative Services Leadership Team 8:30-9:30	*President's Cabinet 10-12		
	*Student Affairs Leadership Team 10-12			
	Academic Standards Team 2-4			
WEEK 2				
	Administrative Services Leadership Team 8:30-9:30	*President's Cabinet 10-12	*DEIB Council 1-3	
	*Student Affairs Council 10-12	Cultural & Community Engagement Team 2-4	Student Experience Team 10-12	
	*Academic Affairs Leadership Team 1-3			
WEEK 3				
*Administrative Services Council 10-12	Employee Relations Team 10-12	Facility Management Team 1-3	*Academic Affairs Council 10-12	
	Administrative Services Leadership Team 8:30-9:30	*President's Cabinet 10-12	*Curriculum & Instruction Team 2-4	
	Business & Finance Team 2-4			
WEEK 4				
	*Academic Affairs Leadership Team 1-3	Recruitment & Enrollment Team 1:30-2:30		
*Student Academic Assessment Team 2-4	Administrative Services Leadership Team 8:30-9:30	*President's Cabinet 10-12	*Executive Council 10-12	
*Denotes committees that must not meet at the same time.				





Committee Charge

Committee Name: Executive Council

Committee Type: Administrative - Policy

Mission/Purpose: The Executive Council (EC) will serve as the major planning and policy body of the College and is responsible for strategic planning, policy development, institutional effectiveness, and coordinating the Councils that are part of the governance system.

Scope of Responsibility: The EC shall:

1. Oversee College policy, operating standard, and guideline development.
2. Ensure policies, operating standards, plans, and other matters are directed to the appropriate governance, administrative, or representative groups.
3. Ensure governance processes, accreditation processes, integrated plans, and activities promote institutional effectiveness, through informed data-driven decision-making, collaboration, assessment, communication, coordination, and refinement.
4. Make recommendations to the President regarding the implementation and progress of major college-wide planning and initiatives.
5. Develop and monitor implementation of the College's strategic plan.
6. Review and revise the College's Mission, Vision, and Values Statements on a periodic basis.
7. Review and revise the College's shared governance structure on a periodic basis.
8. Assess the College's model of integrated planning.
9. Develop or suspend committees as needed through use of ad-hoc groups to research, analyze, and make recommendations.
10. Receive and review periodic updates and reports from committees.

Policy Responsibility: General (A1000), Public Relations (A8000), College Advancement (A9000).

HLC Criterion: 1.A. all subcomponents, 1.B. all subcomponents, 2.A., 2.C., 2.E.1., 2.E.2.

Reporting: The EC reports to the President. The President will consider all recommendations made by EC and endorse those that are informed by best practice and compliant with applicable law. All endorsed recommendations will be shared as informational items with the Board of Trustees for approval.

Composition: VP's, Faculty (3), Staff (2), Academic Affairs Council Chair, Student Affairs Council Chair, DEIB Council Chair, Administrative Services Council Chair, Executive Assistant. Ad Hoc Members include: Assessment Coordinator, Accreditation Liaison Officer (ALO), and Executive Directors.

Meeting Dates: Fourth Thursday of the month from 10:00a - 12:00p.





Committee Charge

Committee Name: Academic Affairs Council

Committee Type: Administrative - Policy

Mission/Purpose: The Academic Affairs Council (AAC) will serve as the academic policy making body of the College and is responsible for policy development, institutional effectiveness and ensuring academic policy, operating standards, and guidelines support the initiatives of the Academic Affairs Operational Teams.

Scope of Responsibility: The AAC shall:

1. Oversee academic policy, operating standards, and guideline development.
2. Ensure academic policies, operating standards, plans, and other matters are directed to the appropriate governance, administrative, or representative groups.
3. Review and recommend policies and operating standards for Academic Affairs areas.
4. Review all academic policies, operating standards, and guidelines to ensure they align with externally recognized best practices.
5. Coordinate, as needed, with Academic Affairs Operational Teams for policy and operating standard development.
6. Review efficacy of persistence & completion efforts as they evolve collegewide.
7. Receive and review periodic updates, reports from teams and Strategic Plan Monitoring Reports.
8. Serve as a communication conduit to the College.
9. Assist in maintaining accreditation requirements for HLC.
10. Collaborate with the Student Affairs Council on policies related to academic student support initiatives.
11. Collaborate with the Administrative Services Council on policies related to business, finance, information technology, and infrastructure initiatives that impact Academic Affairs.
12. Collaborate with the Executive Director of Public Relations & Marketing to promote Academic Affairs programming in a manner that focuses on student success, academic quality, and value.
13. Develop or suspend committees as needed through use of ad-hoc groups to research, analyze, and make recommendations.

Policy Responsibility: Academic Affairs (A2000, A2100, A2200, A2300, and A2400)

HLC Criterion: 1.C.1., 2.D., 2.E.4., 3.A., 3.B., 3.C.2., 3.C.3., 3.C.4., 3.C.5., 3.C.6., 4.A., 4.B.

Priorities for FY25: Implement Education Pathways throughout the College (1.2); Enhance Early College Programming (2.3.D.); Implement new Early College/Dual Credit process and Master Agreement District-wide (2.3.D.); Complete HLC Approval of CBE Delivery Model (1.2.P.); Complete transition of OTA Program (1.2.T.); Initiate NATEF





Committee Charge

Accreditation process for Automotive Program and Complete new/revised program development activities for Small Engine Repair (power sports) (1.2.C.), Implement Health Science Career Pathways Dual Credit Certification (1.2.R.), CBE Business Program (1.2.I.), Initiate Respiratory Therapy program development (1.2.U.), Explore a Construction Technician certificate (1.2.Q.), Implement CBE welding (1.2.P.), Initiate CAAHEP accreditation for Medical Assistant (1.2.F.), Enhance workforce training and continuing education programming (1.4.E.), Explore classroom experiences with delivery strategies such as VR (2.2.A.), Develop multiple measures placement for dual credit (2.4.B.), Increase enrollment of adult education students in concurrent and subsequent academic programs (2.5.C.), Complete the Academic Affairs portion of the Administrative Policy Manual (3.4.B.)

Reporting: The AAC reports to the VPAA. The VPAA will consider all recommendations made by AAC and endorse those that are informed by best practice and compliant with applicable law. All endorsed policy recommendations will be forwarded to the Executive Council for approval.

Composition: Student Academic Assessment Chair (Assessment Coordinator), Academic Standards Chair, C&I Chair (Dean of Transfer & Adult Ed.), SBDC Staff, Executive Associate, Faculty (3), and Staff (2).

Meeting Dates: Third Thursday of the month from 10:00a - 12:00p.





Committee Charge

Committee Name: Student Affairs Council

Committee Type: Administrative - Policy

Mission/Purpose: The Student Affairs Council (SAC) will serve as the student affairs policy making body of the College and is responsible for policy development, institutional effectiveness and ensuring student affairs policy, operating standards, and guidelines support the initiatives of the Student Affairs Operational Teams.

Scope of Responsibility: The SAC shall:

1. Oversee Student Affairs policy, operating standards, and guideline development.
2. Review and recommend policies and operating standards for Student Affairs areas.
3. Review of the efficacy of persistence and completion efforts as they evolve collegewide.
4. Review academic policies and operating standards as they pertain to student services.
5. Review all student affairs policies, operating standards, and guidelines to ensure they align with externally recognized best practices.
6. Serve as a communication conduit to the College.
7. Receive and review periodic updates, reports from teams and Strategic Plan Monitoring Reports.
8. Assist in maintaining accreditation requirements for HLC.
9. Collaborate with the Academic Affairs Council on policies related to academic student support initiatives.
10. Collaborate with the Student Affairs Council on policies related to academic student support initiatives.
11. Collaborate with the Administrative Services Council on policies related to business, finance, information technology, and infrastructure initiatives that impact Student Affairs.
12. Collaborate with the Executive Director of Public Relations & Marketing to promote Student Affairs programming in a manner that focuses on student success, academic quality, and value.
13. Develop or suspend committees, as needed, through use of ad-hoc groups to research, analyze, and make recommendations.

Policy Responsibility: Student Affairs (A3000, A3100, A3200, A3300, A3400).

HLC Criterion: 2.B.all; 2.E.3.; 3.C.7.; 3.D.1; 3.D.2.; 3.D.3.; and 4.C.all

Priorities for FY25: Assist in the development of academic pathways; refine SCCES model for student affairs (4.1.A.); Develop data structures to support strategic improvement needs (4.1.F.); Develop digital career pathway blueprints (2.1.A); Student orientation/FYE (2.1.C.); Experiment with classroom delivery strategies to determine





Committee Charge

impact on enrollment, retention, persistence, and completion (2.2.A.); Implement post-graduate follow-up (4.5.A, 4.5.E); Build technology infrastructure and web deployment of student services creating a seamless and consistent advisement and registration experience for students - including dual credit students and students who prefer and engage the College online and Implement the Navigate360 CRM (1.1.D., 2.1.C., 2.1.D., and 2.1.H.).

Reporting: The SAC reports to the VPSA. The VPSA will consider all recommendations made by the SAC and endorse those that benefit the College. All endorsed policy recommendations will be forwarded to the Executive Council for approval.

Composition: Director of Recruitment & Enrollment, Director of Community Education & Outreach Centers; Director of Student Success, Athletic Director, Coordinator of Financial Aid/Veteran's Affairs, Center Coordinator (1), Student Engagement Coordinator, Advisor (1), Registrar, Career Services Coordinator, Transfer Faculty (1), CTE Faculty (1), Non-Student Affairs Staff (1) and Executive Assistant.

Meeting Dates: Second Tuesday of the month from 10:00a - 12:00p.





Committee Charge

Committee Name: Diversity, Equity, Inclusion, and Belonging Council

Committee Type: Administrative – Policy

Mission/Purpose: The Diversity, Equity, Inclusion, and Belonging (DEIB) Council serves as the policy-making body to ensure all administrative policies and operating standards promote equity and inclusion. The DEIB Council is responsible for developing and improving DEIB policy assessment rubrics that align with externally recognized best practices to be used by all governance committees. The DEIB Council will provide recommendations to the College's other governance councils and administrative teams on climate and culture improvement opportunities.

Scope of Responsibility: The DEIB Council shall:

1. Make recommendations to the Executive Director of Human Resources (EDHR) regarding strategic initiatives aimed at improving equity and inclusion throughout the College.
2. Develop and monitor the implementation of DEIB and Human Resource strategic plan initiatives.
3. Collaborate with the Academic Affairs Council on policies related to academic student support initiatives.
4. Collaborate with the Administrative Services Council on policies related to business, finance, information technology, and infrastructure initiatives that impact Student Affairs.
5. Develop or suspend committees, as needed, through use of ad-hoc groups to research, analyze, and make recommendations.

Policy Responsibility: Human Resources (A4000, A4100, A4200, A4300, A4400, A4500, A4600, A4700, A4800, and A4900).

HLC Criterion: 1.C.2.; 1.C.3; and 3.C.1.

Priorities for FY25: Improve Diversity, Equity, Inclusion, and Belonging (DEIB) activities (3.1.A.); Review administrative policies and operating standards to ensure they are free of implicit and explicit biases (3.1.E); and Review and revise HR operating standards to ensure equity (3.1.F.).

Reporting: The DEIB Council reports to the ED HR. The ED will consider all recommendations made by the DEIB Council and endorse those that are informed by best practice and compliant with applicable law. All endorsed recommendations will be forwarded to the Executive Council for approval.

Composition: Faculty (4), Staff (5), Administration (3)

Meeting Dates: Second Thursday of the month from 1:00p – 3:00p.





Committee Charge

Committee Name: Administrative Services Council

Committee Type: Administrative – Policy

Mission/Purpose: The Administrative Services Council (ASC) is the primary planning and policy-making committee for the Administrative Services Division and is responsible for the continuous quality improvement and consistency of the College's business, finance, information technology, and infrastructure improvement activities.

Scope of Responsibility: The ASC shall:

1. Oversee AS policy, operating standards, and guideline development.
2. Ensure AS policies comply with Federal, State, and local laws/regulations.
3. Review all AS policies, operating standards, and guidelines to ensure they align with externally recognized best practices.
4. Make recommendations to the Vice President of Administrative Services (VPAS) regarding the implementation and progress of major college-wide AS initiatives.
5. Receive and review periodic updates, reports from teams and Strategic Plan Monitoring Reports.
6. Serve as a communication conduit to the College.
7. Assist in maintaining accreditation requirements for HLC.
8. Collaborate with the Academic Affairs Council on policies related to academic student support initiatives.
9. Collaborate with the Student Affairs Council on policies related to student support initiatives.
10. Collaborate with the Executive Director of Public Relations & Marketing to promote programming in a manner that focuses on student success, academic quality, and value.
11. Develop or suspend committees as needed through use of ad-hoc groups to research, analyze, and make recommendations.

Policy Responsibility: Business & Financial Services (A5000), (A5100), (A5200), (A5300), (A5400), (A5500) and (A5600); Information Technology (A6000), (A6100), (A6200), (A6300), (A6400) and (A6500); and College Facility (A7000), (A7100), (A7200), (A7300), (A7400) and (A7500).

HLC Criterion: 3.D.4; 5.B.1; 5.B.3; 5. B. 4.; and 5.C.all.

Priorities for FY25: Strengthen SCCES linkage with budget development and reporting process (4.1.B); Strengthen SCCES linkage with Capital Improvement process (4.1.D); Revise budget submission document to reflect Board preferences and priorities (4.6.B.); Increase employee Submit to Government Finance Officers Association (GFOA) for consideration of distinguished budget presentation award (4.6.D.); Evaluate conducting a Technology Readiness Assessment (4.7.B.); Align capital projects plan with the





Committee Charge

College's Strategic Plan (4.8.A.); Develop a rolling three-year tuition strategy (4.9.A.); and Develop a debt-management plan (4.9.B).

Reporting: The ASC reports to the VPAS. The VPAS will consider all recommendations made by the ASC and endorse those that are informed by best practice and compliant with applicable law. All endorsed recommendations will be forwarded to the Executive Council for approval.

Composition: Director of Information Technology Services, Director of Community Outreach & Extension Centers, Director of Adult & Alternative Education, Education Technology Coordinator, Network Administrator, Accountant, Bookstore Manager, Faculty (1), Staff (1) and Executive Assistant.

Meeting Dates: Third Monday of the month from 10:00a - 12:00p.





Committee Charge

Committee Name: President's Cabinet

Committee Type: Administrative - Operations

Mission/Purpose: The President's Cabinet (PC) serves as the major operational decision-making body of the College and is responsible for creating and sustaining a vibrant entrepreneurial culture that is focused on helping students achieve their learning goals in a safe and supportive environment. The PC develops, nurtures, and facilitates collaborative decision-making through inclusive and intentional communication with the effective allocation of resources throughout the College.

Scope of Responsibility: The PC shall:

1. Oversee College operations and ensure employee efforts are optimized towards the attainment of the College's strategic goals and the Board's strategic outcomes.
2. Review and make recommendations on ideas, strategies, emerging from campus-wide dialogue and review progress in achieving goals.
3. Promote collaboration among divisions, departments, programs, and employees throughout the College to facilitate the achievement of goals, initiatives and projects.
4. Facilitate input from, and communication with, a broad-based campus and community population.
5. Evaluate and recommend improvements to the College's strategic and annual planning processes.
6. Assess the College's budget and recommend allocation priorities.
7. Ensure college compliance with federal, state, and local laws and regulations.
8. Recommend Marketing & Public Relations initiatives.
9. Review Institutional Effectiveness efforts and use key performance metrics to improve operational practices.
10. Delegate operational decision-making authority to the most appropriate level in the organization and ensure alignment of employee effort.
11. Provide guidance to all levels of the organization to assist with planning, implementation, and evaluation of organizational strategy/initiatives.
12. Ensure operational processes and activities promote institutional effectiveness, through informed data-driven decision-making, collaboration, assessment, communication, coordination, and refinement.
13. Make recommendations to the President regarding the implementation and progress of major college-wide planning and initiatives.
14. Develop and monitor implementation of the College's strategic plan.
15. Review Strategic Plan Board Monitoring Reports.
16. Receive and review periodic updates and reports from operational committees and employees.

Policy Responsibility: None.





Committee Charge

Reporting: The PC advises the President. The President will consider all recommendations made by the PC and endorse those that are informed by best practice and compliant with applicable law. All endorsed recommendations will be forwarded to the Executive Council for approval.

Composition: VP's, Executive Directors, & Executive Assistant(s) to the President

Meeting Dates: Wednesdays from 10:00a - 12:00p.





Committee Charge

Committee Name: Academic Affairs Leadership Team

Committee Type: Administrative - Operations

Mission/Purpose: The Academic Affairs Leadership Team (AALT) serves as the major strategic and operational decision-making body for Academic Affairs Division of the College and is responsible for ensuring the College's academic-related strategic initiatives align with identified key performance indicators and measures of success. The AALT is responsible for creating and sustaining a vibrant, innovative culture that is focused on helping students achieve their learning goals in a safe and supportive environment. The AALT develops, nurtures, and facilitates collaborative decision-making through inclusive and intentional communication with the effective allocation of resources throughout the College. The AALT works in tandem with both the Student Affairs Leadership Team (SALT) and the Administrative Services Leadership Team (ASLT) to ensure College activities align with the continuous improvement of student learning and success.

Scope of Responsibility: The AALT shall:

1. Oversee Academic Affairs operations and ensure employee efforts are optimized towards the attainment of the College's strategic goals and the Board's strategic outcomes.
2. Develop, monitor, and report on the implementation of the College's academic-related strategic plan initiatives.
3. Make recommendations to the Vice President of Academic Affairs (VPAA) regarding the implementation and progress of major college-wide academic initiatives.
4. Implement strategic plan initiatives assigned to the VPAA.
5. Develop and review academic related Board Monitoring Reports.
6. Facilitate input from, and communication with, a broad-based campus and community population on matters that improve teaching and learning.
7. Assess the Academic Affairs budget and recommend allocation priorities.
8. Ensure college compliance with federal, state, and local laws and regulations.
9. Review Institutional Effectiveness efforts and use key performance metrics to improve operational practices.
10. Delegate operational decision-making authority to the most appropriate level in the division and ensure alignment of employee effort.
11. Collaborate with all levels of the organization to assist with planning, implementation, and evaluation of Academic Affairs strategy/initiatives.
12. Ensure operational processes and activities promote institutional effectiveness, through informed data-driven decision-making, collaboration, assessment, communication, coordination, and refinement.





Committee Charge

13. Make recommendations to the Vice President of Academic Affairs (VPAA) regarding the implementation and progress of major academic-related planning and initiatives.
14. Receive and review periodic updates and reports from operational committees and employees.

Policy Responsibility: Provide input to Academic Affairs Council when needed.

HLC Criterion: 1.C.1., 2.D., 2.E.4., 3.A., 3.B., 3.C.2., 3.C.3., 3.C.4., 3.C.5., 3.C.6., 4.A., 4.B.

Strategic Plan Responsibility: Goal 1, Objective 2, Strategies A through T; Goal 1, Objective 3, Strategy A; Goal 1, Objective 4, Strategies A, D, F; Goal 2, Objective 1, Strategy B; Goal 2, Objective 2, Strategy A & B; Goal 2, Objective 3, Strategy B, D & G; Goal 2, Objective 4, Strategies A, B, C, & G; Goal 2, Objective 5, Strategy A, B, C, D, E & F; Goal 3, Objective 1, Strategy D; Goal 3, Objective 2, Strategy C; Goal 3, Objective 5, Strategy C; Goal 4, Objective 1, Strategy C; Goal 4, Objective 2, Strategies B through F; Goal 4, Objective 3, Strategies A & B.

Priorities for FY25: Implement Education Pathways throughout the College (1.2); Enhance Early College Programming (2.3.D.); Implement new Early College/Dual Credit process and Master Agreement District-wide (2.3.D.); Complete HLC Approval of CBE Delivery Model (1.2.P.); Complete transition of OTA Program (1.2.T.); Initiate NATEF Accreditation process for Automotive Program and Complete new/revised program development activities for Small Engine Repair (power sports) (1.2.C.) Implement Health Science Career Pathways Dual Credit Certification (1.2.R.), CBE Business Program (1.2.S.), Health Information Technician (1.2.L.), Initiate Respiratory Therapy program development (1.2.U.), Explore a Construction Technician certificate (1.2.Q.), Implement CBE Welding (1.2.P.), Initiate CAAHEP accreditation for Medical Assistance (1.2.F.), Enhance workforce training and continuing education programming (1.4.E.), Explore classroom experiences with delivery strategies such as VR (2.2.A.), Develop multiple measures placement for dual credit (2.4.B.), Increase enrollment of adult education students in concurrent and subsequent academic programs (2.5.C.), Complete the Academic Affairs portion of the Administrative Policy Manual.

Reporting: The AALT advises the VPAA. The VPAA will consider all recommendations made by the AALT and endorse those that are informed by best practice and compliant with applicable law.

Composition: Dean of Allied Health & Nursing Programs, Dean of Career & Technology Programs, Dean of Transfer & Adult Ed Programs, Department Chairs (4), Coordinator of High School Partnerships & Pathways, Curriculum Development Manager, Director of Workforce Development, Director of Adult & Alternative Education, and Executive Associate.

Meeting Dates: Second and Fourth Tuesday of the month from 1:00p - 3:00p.





Committee Charge

Committee Name: Student Affairs Leadership Team

Committee Type: Administrative - Operations

Mission/Purpose: The Student Affairs Leadership Team (SALT) serves as the major strategic and operational decision-making body for Student Affairs Division of the College and is responsible for ensuring the College's student-focused strategic initiatives align with identified key performance indicators and measures of success. SALT works in tandem with both the Academic Affairs Leadership Team (AALT) and the Administrative Services Leadership Team (ASLT) to ensure College activities align with the continuous improvement of student learning and success. SALT creates and sustains a vibrant entrepreneurial culture that is focused on helping students achieve their learning goals in a safe and supportive environment. SALT develops, nurtures, and facilitates collaborative decision-making through inclusive and intentional communication with the effective allocation of resources throughout the College.

Scope of Responsibility: The SALT shall:

1. Oversee Student Affairs operations and ensure employee efforts are optimized towards the attainment of the College's strategic goals and the Board's strategic outcomes.
2. Develop, implement, and evaluate student support services including processes for: recruitment, pre-enrollment, admission, career interest, orientation, placement testing, advisement/registration, financial aid and internal scholarships, supplemental education support, student engagement, retention support, student judicial, student life/co-curricular, student mental and physical health/wellness, student assistance with fundamental needs (e.g. housing, transportation, food, etc.), athletics, graduation functions, certification exams, and career services.
3. Facilitate input from, and communication with, a broad-based campus and community population on matters that improve student services.
4. Evaluate and recommend improvements to the College's strategic and annual planning processes.
5. Implement strategic plan initiatives assigned to the Vice President of Student Affairs (VPSA).
6. Develop and review the Student Affairs-related Board Monitoring Report.
7. Assess the Student Affairs budget and recommend allocation priorities.
8. Ensure college compliance with federal, state, and local laws and regulations.
9. Review Institutional Effectiveness efforts and use key performance metrics to improve operational practices.
10. Delegate operational decision-making authority to the most appropriate level in the division and ensure alignment of employee effort.





Committee Charge

11. Collaborate with all levels of the organization to assist with planning, implementation, and evaluation of student affairs strategy/initiatives.
12. Ensure operational processes and activities promote institutional effectiveness, through informed data-driven decision-making, collaboration, assessment, communication, coordination, and refinement.
13. Make recommendations to the Vice President of Student Affairs (VPSA) regarding the implementation and progress of student affairs planning and initiatives.
14. Create & update the Student Handbook.
15. Receive and review periodic updates and reports from operational committees and employees.
16. Review and recommend improvements to the College's enrollment management (from inquiry through graduation) efforts.
17. Provide an annual summary of outcomes/achievements to the Student Affairs Council.

Policy Responsibility: Provide input to Student Affairs Council (SAC) when needed.

HLC Criterion: 2.B.all; 2.E.3.; 3.C.7.; 3.D.1; 3.D.2.; 3.D.3.; and 4.C.all

Strategic Plan Responsibility: Goal 1, Objective 1, Strategies A, B, C, D; Goal 1, Objective 2, Strategy N; Goal 2, Objective 1, Strategies C, D, E, F; G, H; Goal 2, Objective 2, Strategies C, D, F; Goal 2, Objective 3, Strategy A, E, F.

Priorities for FY25: Assist in the development of academic pathways; refine SCCES model for student affairs (4.1.A.); Develop data structures to support strategic improvement needs (4.1.F.); Develop digital career pathway blueprints (2.1.A); Student orientation/FYE (2.1.C.); Experiment with classroom delivery strategies to determine impact on enrollment, retention, persistence, and completion (2.2.A.); Implement post-graduate follow-up (4.5.A, 4.5.E); Build technology infrastructure and web deployment of student services creating a seamless and consistent advisement and registration experience for students - including dual credit students and students who prefer and engage the College online and Implement the Navigate360 CRM (1.1.D., 2.1.C., 2.1.D., and 2.1.H.).

Reporting: SALT advises the VPSA. The VPSA will consider all recommendations made by the SALT and endorse those that are informed by best practice and compliant with applicable law.

Composition: Director of Recruitment & Enrollment, Director of Community Education & Outreach Centers, Director of Student Success, Director of Educational Talent Search, Director of Student Support Services, Athletic Director, Coordinator of Financial Aide/Veteran's Affairs, Registrar, and Executive Assistant.

Meeting Dates: First Tuesday of the month from 10:00a - 12:00p.





Committee Charge

Committee Name: Administrative Services Leadership Team

Committee Type: Administrative – Operations

Mission/Purpose: The Administrative Services Leadership Team (ASLT) serves as the major administrative strategic and operational decision-making body of the College and is responsible for creating and sustaining an administrative culture focused on supporting college strategic initiatives and building an infrastructure that facilitates college operations and student learning. The ASLT develops, nurtures, and facilitates collaborative decision-making through inclusive and intentional communication with the effective allocation of resources throughout the College.

Scope of Responsibility: The ASLT shall:

1. Oversee College fiscal operations and ensure employee efforts are optimized towards the attainment of the College's strategic goals and the Board's strategic outcomes.
2. Develop, implement, and evaluate Administrative Services policies in the following areas: financial/fiscal operations, budgeting, purchasing, auxiliary operations, risk management, grants, contracts, inventory control, information management, information security, technology standards, building/grounds, plant operations, construction, facility usage, and emergency operations.
3. Review and make recommendations on ideas, strategies, emerging from campus-wide dialogue and review progress in achieving goals.
4. Facilitate input from, and communication with, a broad-based campus and community population.
5. Implement strategic plan initiatives assigned to the Vice President of Administrative Services (VPAS).
6. Develop and review Administrative Services-related Board Monitoring Reports.
7. Evaluate and recommend improvements to the College's budget planning and development processes.
8. Assess the College's budget and recommend allocation priorities.
9. Ensure college compliance with federal, state, and local laws and regulations.
10. Review Institutional Effectiveness efforts and use key performance metrics to improve operational practices.
11. Delegate operational decision-making authority to the most appropriate level in the organization and ensure alignment of employee effort.
12. Provide guidance to all levels of the Administrative Services Division to assist with planning, implementation, and evaluation of strategy/initiatives.
13. Ensure administrative processes and activities promote institutional effectiveness, through informed data-driven decision-making, collaboration, assessment, communication, coordination, and refinement.





Committee Charge

14. Make recommendations to the Vice President of Administrative Services (VPAS) regarding the implementation and progress of major college-wide planning and initiatives.
15. Develop and monitor implementation of the College's strategic plan.
16. Receive and review periodic updates and reports from operational committees and employees.

Policy Responsibility: Provide input to Administrative Services Council when needed.

HLC Criterion: 3.D.4; 5.B.1; 5.B.3; 5.B.4. and 5.C.all.

Strategic Plan Responsibility: Goal 3, Objective 2, Strategy A; Goal 4, Objective 6, Strategies A, B, C, D; Goal 4, Objective 7, Strategies A, B; Goal 4, Objective 8, Strategies A, B; and Goal 4, Objective 9, Strategies A, B.

Priorities for FY25: Strengthen SCCES linkage with budget development and reporting process (4.1.B); Strengthen SCCES linkage with Capital Improvement process (4.1.D); Revise budget submission document to reflect Board preferences and priorities (4.6.B.); Increase employee Submit to Government Finance Officers Association (GFOA) for consideration of distinguished budget presentation award (4.6.D.); Evaluate conducting a Technology Readiness Assessment (4.7.B.); Align capital projects plan with the College's Strategic Plan (4.8.A.); Develop a rolling three-year tuition strategy (4.9.A.); and Develop a debt-management plan (4.9.B).

Reporting: The ASLT advises the VPAS. The VPAS will consider all recommendations made by the ASLT and endorse those that are informed by best practice and compliant with applicable law.

Composition: Director of Business Services, Director of Facilities, Director of Information Technology, and Executive Assistant.

Meeting Dates: Tuesdays of each week from 8:30a - 9:30a.





Committee Charge

Committee Name: Academic Standards Team

Committee Type: Administrative - Hybrid

Mission/Purpose: The Academic Standards Team (AST) is responsible for ensuring the academic integrity and quality of the College's courses and programs. The AST provides oversight on activities related to academic program requirements, student preparation standards, student performance standards, standards of instruction, standards for faculty development, and standards for teaching.

Scope of Responsibility:

1. Oversee the development, delivery, and improvement of the College's curriculum.
2. Ensure curriculum is academically sound, comprehensive, and responsive to community needs and reflective of the Board's Strategic Outcomes.
3. Ensure curriculum delivery standards are consistent with student interests.
4. Provide oversight of all new courses and programs to ensure that academic standards are maintained.
5. Recommend new credit courses and programs for approval.
6. Recommend program changes and course revisions for approval.
7. Recommend degree and general education requirements for all programs.
8. Oversee processes to resolve academic integrity issues and student appeals.
9. Provide a forum for innovation in teaching and learning.
10. Oversee faculty tenure processes.
11. Oversee faculty development processes.
12. Recommend, annually, an academic calendar for consideration of approval.
13. Ensure catalog and student handbooks have accurate information as it relates to academic standards.
14. Develop and implement standards for academic related web content.

HLC Criterion: 2.D.; 2.E.4; 3.A.; 3.C.2,3,4,5,6, and 4.A

Strategic Plan Responsibility: Goal 1, Objective 2, Strategies A through V; Goal 1, Objective 3, Strategy A; Goal 1, Objective 4, Strategies A, D, F; Goal 2, Objective 1, Strategy B; Goal 2, Objective 2, Strategy A & B; Goal 2, Objective 3, Strategy B, D & G; Goal 3, Objective 5, Strategy C; Goal 4, Objective 2, Strategies B, C, D, E, F; and Goal 4, Objective 3, Strategies A, B, C.

Priorities for FY25: Implement Education Pathways throughout the College (1.2); Enhance Early College Programming (2.3.D.); Implement new Early College/Dual Credit process and Master Agreement District-wide (2.3.D.); Complete HLC Approval of CBE Delivery Model (1.2.P.); Complete transition of OTA Program (1.2.T.); Initiate NATEF Accreditation process for Automotive Program and Complete new/revised program





Committee Charge

development activities for Small Engine Repair (power sports) (1.2.C.), Implement Health Science Career Pathways Dual Credit Certification (1.2.R.), CBE Business Program (1.2.S.), Health Information Technician (1.2.L.), Initiate Respiratory Therapy program development (1.2.U.), Explore a Construction Technician certificate (1.2.Q.), Implement CBE welding (1.2.P.), Initiate CAAHEP Accreditation for Medical Assistant (1.2.F.), Enhance workforce training and continuing education programming (1.4.E.), Explore classroom experiences with delivery strategies such as VR (2.2.A.), Develop multiple measures placement for dual credit (2.4.B.), Increase enrollment of adult education students in concurrent and subsequent academic programs (2.5.C.), Complete the Academic Affairs portion of the Administrative Policy Manual (3.4.B.).

Policy Responsibility: Provide input to Academic Affairs Council when needed

Reporting: The AST reports to the Vice President of Academic Affairs (VPAA). The VPAA will consider all recommendations made by AST and endorse those that are informed by best practice and compliant with applicable law.

Composition: Dean of Allied Health & Nursing Programs, Accreditation Liaison Officer (as invited), Department Chair (1), Coordinator of HS Partnerships/Pathways, Coordinator of Financial Aid and Veteran Affairs, OTA Fieldwork Coordinator, Registrar, Staff (1), Faculty (3) and Executive Associate. Ad Hoc ALO.

Meeting Dates: First Tuesday of the month from 2:00p - 4:00p





Committee Charge

Committee Name: Student Academic Assessment Team

Committee Type: Administrative - Hybrid

Mission/Purpose. The Student Academic Assessment Team (SAAT) promotes assessment practices which support the continuous improvement of student learning and institutional effectiveness. Further, SAAT provides planning, support, and leadership to promote the achievement of college goals pertaining to outcomes assessment. Academic assessment provides systematic, routine processes that allow the faculty/staff to determine the degree that students are achieving the stated student learning objectives.

Scope of Responsibility:

1. Offer input into the process of academic and co-curricular assessment across the institution, and make recommendations in support of continuous quality improvement.
2. Lead academic and co-curricular assessment practices that are sustainable for integration into institutional planning and decision-making.
3. Support continuous accreditation requirements with the ongoing academic and co-curricular Assessment Cycle through the collection and analysis of evidence of student learning.
4. Facilitate meaningful reporting on the Assessment of Student Learning to appropriate stakeholders.
5. Evaluate course, discipline, and program-level assessment processes, and make recommendations for improvement to the Vice President of Academic Affairs.
6. Lead program review processes and ensure improvement strategies are considered for inclusion in the Strategic Plan and College budget.

Policy Responsibility: Provide input to the Academic Affairs Council when needed.

HLC Criterion: 1.C.1 and 4.B

Strategic Plan Responsibility: Goal 3, Objective 1, Strategy D; Goal 4, Objective C; and Goal 4, Objective 2, Strategy A.

Priorities for FY25: Implement Education Pathways throughout the College (1.2); Expand Early College Programming (2.3.D.); Implement new Early College/Dual Credit process and Master Agreement District-wide (2.3.D.); Facilitate HLC Approval of CBE Delivery Model (1.2.P.); Ensure transition of OTA Program (1.2.T.); Initiate NATEF Accreditation process for Automotive Program and Complete new/revised program development activities for Construction Technician (1.2.Q.), Health Science Career Pathways Dual Credit Certification (1.2.R.), CBE Business Program (1.2.S.), CBE Information Technology Program (1.2.K.) and Health Information Technician (1.2.L.)





Committee Charge

Reporting: The SAAT reports to the Vice President of Academic Affairs (VPAA) and is chaired by the Assessment Coordinator (full-time faculty member).

Composition: Assessment Coordinator, Accreditation Liaison Officer, Executive Director of Institutional Effectiveness, Director of Student Success, Curriculum Development Manager, Faculty (4) from each academic department, and staff from Advising/Recruitment (1).

Meeting Dates: Fourth Monday of the month from 2:00p - 4:00p





Committee Charge

Committee Name: Curriculum and Instruction Team

Committee Type: Administrative - Hybrid

Mission/Purpose: The Curriculum & Instruction Team (C&IT) is responsible for ensuring the College's courses and programs meet State and Federal guidelines. The C&IT provides oversight on activities related to course development, program development, and curriculum management. The C&IT manages the curriculum processes outlined in the Illinois Community College Board's (ICCB) Program Manual.

Scope of Responsibility:

1. Ensure all College programs and courses meet ICCB Administrative Rules.
2. Ensure accuracy of the College's Curriculum Master File and Master Program File.
3. Ensure all new courses are assigned the proper codes using ICCB's Generic Course List.
4. Review curriculum proposals and make recommendations for approval.
5. Review transfer and cooperative agreements to ensure they meet all program and course standards.
6. Review programs and courses in a systematic manner on a regular basis to ensure that courses are kept current and relevant.
7. Prepare appropriate (i.e., addition, modification, deletion) curriculum forms that are consistent with operating standards outlined in ICCB's Program Manual.
8. Prepare a summary of curriculum actions for annual Board review.

Policy Responsibility: Provide input to the Academic Affairs Council when needed.

HLC Criterion: 3.B

Strategic Plan Responsibility: Goal 2, Objective 2, Strategy B; Goal 2, Objective 3, Strategy D; Goal 2, Objective 4, Strategies A, B, C, G; Goal 2, Objective 5, Strategies A, B, C, D, E and Goal 3, Objective 2, Strategy C.

Priorities for FY25: Implement Education Pathways throughout the College (1.2); Expand Early College Programming (2.3.D.); Implement new Early College/Dual Credit process and Master Agreement District-wide (2.3.D.); Facilitate HLC Approval of CBE Delivery Model (1.2.P.); Ensure transition of OTA Program (1.2.T.); Initiate NATEF Accreditation process for Automotive Program and Complete new/revised program development activities for Construction Technician (1.2.Q.), Health Science Career Pathways Dual Credit Certification (1.2.R.), CBE Business Program (1.2.S.), CBE Information Technology Program (1.2.K.) and Health Information Technician (1.2.L.)

Reporting: The C&IT reports to the Vice President of Academic Affairs (VPAA). The VPAA will consider all recommendations made by C&IT and endorse those that are





Committee Charge

informed by best practice and compliant with applicable law. All endorsed recommendations will be forwarded to the Executive Council for approval.

Composition: Dean of Allied Health & Nursing Programs, Dean of Career & Technology Programs, Dean of Transfer & Adult Ed Programs, Department Chairs (4), Director of Financial Aid and Veterans Affairs, Registrar, Executive Director of Institutional Effectiveness, Curriculum Development Manager, Staff (1), and Faculty (3). The Dean of Transfer & Adult Ed Programs chairs this committee.

Meeting Dates: Third Thursday of the month from 2:00p - 4:00p





Committee Charge

Committee Name: Recruitment & Enrollment Team

Committee Type: Administrative - Hybrid

Mission/Purpose: The Recruitment and Enrollment Team (RET) supports the efforts of the College's overall implementation and analysis of effective enrollment strategies. Enrollment Management must be seen as an undertaking of the entire College and intertwined in all areas.

Scope of Responsibility:

1. Monitor recruitment activities and provide a monthly report.
2. Implement best practices for enrollment management for community colleges.
3. Review and recommend improvements to the College's enrollment management (from inquiry through graduation) efforts.
4. Assess student satisfaction and implement initiatives for improved service.
5. Craft and deliver a thorough, full-year recruitment marketing plan to include social media messaging, text messaging, mailings, enrollment blitzes.
6. Focus enrollment equity initiatives for non-traditional, low-income, and minority students.
7. Identify points throughout the semester in which students cease enrollment/attendance in courses and programs and recommend plans for improvement.

Policy Responsibility: Provide input to the Student Affairs Council when needed.

HLC Criterion: 3.D.2 and 3.D.3

Strategic Plan Responsibility: Goal 1, Objective 1, Strategies A,B,C,D; Goal 1, Objective 1, Strategies D,G,H; Goal 2, Objective 1, Strategy H; and Goal 2, Objective 2, Strategy C.

Priorities for FY25: Assist in the development of academic pathways; refine SCCES model for student affairs (4.1.A.); Develop data structures to support strategic improvement needs (4.1.F.); Develop digital career pathway blueprints (2.1.A); Student orientation/FYE (2.1.C.); Experiment with classroom delivery strategies to determine impact on enrollment, retention, persistence, and completion (2.2.A.); Implement post-graduate follow-up (4.5.A, 4.5.E); Build technology infrastructure and web deployment of student services creating a seamless and consistent advisement and registration experience for students - including dual credit students and students who prefer and engage the College online and Implement the Navigate360 CRM (1.1.D., 2.1.C., 2.1.D., and 2.1.H.).

Reporting: The RET advises the Vice President of Student Affairs (VPSA) through policy recommendations to the Student Affairs Council and performs operational activities for the Student Affairs Leadership Team.





Committee Charge

Composition: Director of Recruitment & Enrollment, Executive Director of Public Information & Marketing, Financial Aid Operations Specialist, Student Organization Sponsor (1), Registrar, Center Coordinator (1), Transfer Faculty (1), CTE Faculty (1), Non-Student Affairs Staff (1), Executive Director of Institutional Effectiveness, Coordinator of HS Partnerships & Pathways; Director of Workforce Development and Administrative Assistant to Recruitment & Enrollment.

Meeting Dates: Fourth Wednesday of the month from 1:30p - 2:30p





Committee Charge

Committee Name: Student Experience Team

Committee Type: Administrative - Hybrid

Mission/Purpose: The Student Experience Team (SET) supports student retention, academic and personal success for all students and performs strategic activities aimed at improving the college experience for all students as well as persistence strategies that facilitate course and program completion. The Team focuses on improving the physical, emotional, and social well-being of our students through the implementation of evidence-based best practices that improve the student experience and confirms the effectiveness of these practices by obtaining student feedback.

Scope of Responsibility:

1. Monitor retention and persistence activities and provide a monthly report.
2. Collaborate with Information Technology Department to utilize the Saints Alert program.
3. Assess, evaluate, and make recommendations for student support strategies to enhance student access, success, persistence, and goal attainment.
4. Focus on retention and persistence equity initiatives for under-prepared, non-traditional, low-income, and minority students.
5. Evaluate annual student success and equity data and make recommendations for improvement.
6. Recommend support programs and services that promote student equity.
7. Research best practices and provide training related to improving student success.
8. Provide a first-year experience program
9. Perform strategic initiatives aimed at creating a healthy and safe campus environment.
10. Expand and support the diversity of the College's student population.
11. Promote initiatives that provide opportunities for the development of our students and community.
12. Offer student engagement activities i.e., guest speakers, clubs, support groups.
13. Recommend and coordinate community education based on interest at all sites, utilizing campus and community individuals for instruction.
14. Assist with the election and recommendation for Student Trustee.
15. Provide multicultural events aimed at creating a more inclusive and unifying student experience.
16. Assist students with the operation of a student governance structure.
17. Plan annual commencement activities.
18. Review and recommend approval status of charters for student organizations.
19. Review and provide input on the College's academic calendar.

Policy Responsibility: Provide input to the Student Affairs Council when needed.





Committee Charge

HLC Criterion: 2.B.all; 2.E.3.; 3.C.7.; 3.D.1. and 4.C.

Strategic Plan Responsibility: Goal 1, Objective 2, Strategy N; Goal 2, Objective 1, Strategies C, E, F; Goal 2, Objective 2, Strategies D,F; and Goal 2, Objective 3, Strategies A,E,F.

Priorities for FY25: Assist in the development of academic pathways; refine SCCES model for student affairs (4.1.A.); Develop data structures to support strategic improvement needs (4.1.F.); Develop digital career pathway blueprints (2.1.A); Student orientation/FYE (2.1.C.); Experiment with classroom delivery strategies to determine impact on enrollment, retention, persistence, and completion (2.2.A.); Implement post-graduate follow-up (4.5.A, 4.5.E); Build technology infrastructure and web deployment of student services creating a seamless and consistent advisement and registration experience for students - including dual credit students and students who prefer and engage the College online and Implement Navigate360 CRM (1.1.D., 2.1.C., 2.1.D., and 2.1.H.).

Reporting: The SET advises the Vice President of Student Affairs (VPSA) through policy recommendations to the Student Affairs Council and performs operational activities for the Student Affairs Leadership Team.

Composition: Executive Director of Public Information & Marketing, Director of Recruitment & Enrollment, Director of Student Success, Student Engagement Coordinator, Career Services Coordinator, Student Club Sponsor (1), Registrar, Center Coordinator (1), Counselor, SSS/Career Transfer, Educational Technology Specialist, Transfer Faculty (1), CTE Faculty (1) and Staff (1).

Meeting Dates: Second Thursday of the month from 10:00a - 12:00p





Committee Charge

Committee Name: Cultural & Community Engagement Team

Committee Type: Administrative - Hybrid

Mission/Purpose: The Cultural & Community Engagement Team (CCET) serves as the body to develop and implement activities that increase awareness and respect for diversity within the campus and the community. The CCET is responsible for providing educational opportunities and resources to create an environment that promotes an understanding of human differences. The CCET will provide recommendations to the College's other governance councils and administrative teams on climate and culture improvement opportunities.

Scope of Responsibility:

1. Promote an inclusive environment that recognizes the perspectives and experiences of all campus and community members.
2. Collaborate with other governance teams and local communities to enhance awareness, increase understanding, and highlight the contributions of different cultures.
3. Provide training and educational opportunities to enhance cultural competence and inclusivity.
4. Develop strategic initiatives that prevent bias and cultural insensitivity within the campus and community.

Policy Responsibility: Provide input to the DEIB Council when needed.

HLC Criterion: 1.C.2 and 1.C.3

Strategic Plan Responsibility: Goal 3, Objective 1, Strategies C, E; Goal 3, Objective 3, Strategy A; and Goal 3, Objective 5, Strategy E.

Priorities for FY25: Increase awareness of diversity, equity, and inclusion through multicultural activities in the classrooms and throughout campus (3.1.C.) and Develop events that promote inclusive employee interaction (3.5.E.)

Reporting: The CCET reports to the Executive Director of Human Resources. The Executive Director will consider all recommendations made by the CCET and approve those that are informed by best practice and compliant with applicable law. All approved recommendations will be forwarded to the DEIB Council and then Executive Council for approval.

Composition: Executive Director of Human Resources, Human Resource Support Specialist, Faculty (4), Staff (3), Administration (3), Center Coordinator (1)

Meeting Dates: Second Wednesday of the month from 2:00p - 4:00p





Committee Charge

Committee Name: Employee Relations Team

Committee Type: Administrative - Hybrid

Mission/Purpose: The Employee Relations Team (ERT) serves as the body to develop and implement approaches to increase employee satisfaction, mutual respect, inclusivity, and belonging. The ERT is responsible for implementing approaches to improve talent acquisition, employee engagement, performance management, compensation, and legal compliance processes. The ERT will provide recommendations to the DEIB Council regarding strategic initiatives for improving equity and inclusion throughout the College.

Scope of Responsibility: The ERT Council shall:

1. Implement initiatives that ensure equal opportunities for all employees.
2. Ensure the College complies with Federal, State, and local labor laws, regulations and standards.
3. Assist in professional growth by providing opportunities for skill development and career advancement.
4. Develop strategic initiatives to increase employee satisfaction and engagement, and strengthen workforce retention.

Policy Responsibility: Provide input to the DEIB Council when needed.

HLC Criterion: 3.C.1.

Strategic Plan Responsibility: Goal 3, Objective 1, Strategy F; Goal 3, Objective 2, Strategies B, D; Goal 3, Objective 3, Strategies B, C; and Goal 3, Objective 5, Strategies A, B, D.

Priorities for FY25: Provide customer service training (3.2.C.); Provide advanced Microsoft Office product trainings, increasing employee talent, technical capability, and leadership skills (3.2.C.); Explore establishing an externship (or exchange) experience program for interested employees where they can learn best practices to bring back to the College (3.2.D.); Perform an organization skills assessment to identify talent gaps (3.3 B.); Create opportunities for cross-skill training (3.3.C.); Establish a new employee orientation process (3.5.A.); Implement an employee exit interview process (3.5.B.); Create consistent employee recognition processes (3.5.D.); Develop events that promote inclusive employee interaction (3.5.E.); and Ensure HR supports the recruitment, onboarding, and performance management of employees.

Reporting: The ERT Council reports to the Executive Director of Human Resources. The Executive Director will consider all recommendations made by the ERT and approve those that are informed by best practice and compliant with applicable law.





Committee Charge

All approved recommendations will be forwarded to the DEIB and then to Executive Council for approval.

Composition: Executive Director of Human Resources, Faculty (3), Staff (3), Administration (3), OTA Fieldwork Coordinator, Center Coordinator (1), and Human Resource Operations Specialist

Meeting Dates: Third Tuesday of the month from 10:00a - 12:00p





Committee Charge

Committee Name: Business & Finance Team

Committee Type: Administrative - Hybrid

Mission/Purpose: The Business & Finance Team (BFT) is responsible for ensuring the College's business and financial practices meet State and Federal guidelines. The BFT provides oversight on activities related to budget development, financial analysis, purchasing, billing, and payroll activities. The BFT manages the College's financial processes outlined in the Illinois Community College Board's (ICCB) Financial Management Manual.

Scope of Responsibility:

1. Create and update business and financial operations operating standards manual.
2. Coordinate with the Board Finance Committee to develop a long-term financial plan for the College.
3. Implement an inclusive 3-year budgeting process with a 5-year financial outlook.
4. Assist organizational units with budget planning.
5. Assist with College audits.
6. Ensure resource allocation is linked to the College's Strategic and Student Assessment plans.
7. Implement finance and budget strategic goals assigned to the Vice President of Administrative Services.
8. Create and update a customized program costing tool.

Policy Responsibility: Provide input to the Administrative Services Council when needed.

HLC Criterion: 5.B.3; 5.B.4; and 5.C.all

Strategic Plan Responsibility: Goal 4, Objective 6, Strategies A, B, C, D and Goal 4, Objective 9, Strategies A, B.

Priorities for FY25: Strengthen SCCES linkage with budget development and reporting process (4.1.B); Strengthen SCCES linkage with Capital Improvement process (4.1.D); Revise budget submission document to reflect Board preferences and priorities (4.6.B.); Increase employee Submit to Government Finance Officers Association (GFOA) for consideration of distinguished budget presentation award (4.6.D.); Evaluate conducting a Technology Readiness Assessment (4.7.B.); Align capital projects plan with the College's Strategic Plan (4.8.A.); Develop a rolling three-year tuition strategy (4.9.A.); and Develop a debt-management plan (4.9.B).





Committee Charge

Reporting: The BFT advises the Vice President of Administrative Services (VPAS) through policy recommendations to the Administrative Services Council and performs operational activities for the Administrative Services Leadership Team.

Composition: Director of Business Services, Bookstore Manager, Accountant, Payroll Specialist, Financial Aid Operations Specialist, Center Coordinator (1), Faculty (2), Staff (2)

Meeting Dates: Third Tuesday of the month from 2:00p-4:00p.





Committee Charge

Committee Name: Facility Management Team

Committee Type: Administrative - Hybrid

Mission/Purpose: The Facility Management Team (FMT) is responsible for ensuring the College's information technology infrastructure, building, grounds, and plant operations meet State and Federal guidelines and the physical environment is safe, well-maintained, and continuously-improved to meet the evolving needs of students and employees. The FMT provides oversight on activities related to facility development, facility usage, facility improvement, transportation infrastructure, and sustainability activities, while managing the College's Resource Allocation Management Plan outlined in the Illinois Community College Board's (ICCB) Financial Management Manual. Further, the FMT will work the Administrative Services Council and Administrative Services Leadership Team to mitigate insurance cost increases by providing oversight on activities related to college safety awareness training, data security, work environment security, planning for emergency operations, hazard recognition, and American with Disabilities Act (ADA) compliance activities. The FMT is responsible for ensuring the College's information technology infrastructure supports student, academic, and administrative needs

Scope of Responsibility:

1. Create & update a Facilities Master Plan and Technology Master Plan that supports the strategic plan.
2. Create & update a 5-Year Facilities Capital Outlay and Construction Plan.
3. Collect, evaluate, prioritize, and recommend facility and technology improvement proposals for implementation.
4. Assist organizational units with facility needs and technology initiatives.
5. Assess, annually, facility conditions and technology utilization and make improvement and safety recommendations.
6. Identify, prioritize, and recommend areas for expansion, access, and maintenance of facility and technology utilization to enhance instructional programs, student services, and the management of the college.
7. Develop and implement standards to ensure landscape and external appearance of the College is consistent with best practices.
8. Ensure facility and technology resource allocation is linked to the Strategic and Student Assessment plans.
9. Implement facility management and technology strategic goals assigned to the Vice President of Administrative Services (VPAS).
10. Coordinate the College's Illinois Green Economy Network (IGEN) sustainability efforts.
11. Develop and implement standards for the operation and maintenance of the College's website.
12. Coordinate with other organizational units to ensure accuracy of webpage information.





Committee Charge

13. Create and update a data classification manual.
14. Identify, prioritize, and recommend continuous and specialized technological training needs to maximize employee productivity and student success.
15. Research and pilot new technology to support student success.
16. Recommend funding strategies and priorities for facility spending.
17. Establish subcommittees to assist with the planning for building renovations and remodels.
18. Develop and implement an annual scheduled maintenance plan.
19. Communicate scheduled maintenance and repairs to college community.
20. Coordinate with the Budget & Finance Team on matters related to bond funding.
21. Develop and implement safety standards to ensure compliance with State and Federal laws (e.g., ADA, OSHA, Clery Act, Violence Against Women (VAWA), etc.).
22. Create & update a chemical hygiene plan that supports academic programming.
23. Create & update a College Safety Plan.
24. Create & update a Disaster Recovery Plan for college operations.
25. Create & update a Risk Management Plan.
26. Create an annual Safety Report including Clery Act and VAWA compliance.
27. Collect, evaluate, prioritize, and recommend facility improvement proposals for implementation.
28. Assist organizational units with safety needs.
29. Inspect, prioritize, and recommend college facilities and program areas to promote a healthy, safe, and secure work and learning environment.
30. Review reported health and safety problems and recommend corrective actions.
31. Ensure safety resource allocation is linked to the Strategic and Student Assessment plans.
32. Recommend funding strategies and priorities for technology and safety training.
33. Develop and implement an annual safety inspection plan.
34. Coordinate with the Budget & Finance Team on matters related to Tort funding.
35. Oversee health and safety training programs for students and employees.
36. Participate in the collection, review, discussion, and dissemination of authoritative safety information, including maintenance of all Material Safety Data Sheets (MSDS) in a central location.
37. Implement College-wide Emergency Preparedness training activities.
38. Assist with accident investigations, inspection of facilities, and the correction of unsafe conditions.

Policy Responsibility: Provide input to the Administrative Services Council when needed.

HLC Criterion: 3.D.4 and 5.B.1.

Strategic Plan Responsibility: Goal 3, Objective 2, Strategy A; Goal 4, Objective 7, Strategies A, B; and Goal 4, Objective 8, Strategy A, B.





Committee Charge

Priorities for FY25: Strengthen SCCES linkage with budget development and reporting process (4.1.B); Strengthen SCCES linkage with Capital Improvement process (4.1.D); Revise budget submission document to reflect Board preferences and priorities (4.6.B.); Increase employee Submit to Government Finance Officers Association (GFOA) for consideration of distinguished budget presentation award (4.6.D.); Evaluate conducting a Technology Readiness Assessment (4.7.B.); Align capital projects plan with the College's Strategic Plan (4.8.A.); Develop a rolling three-year tuition strategy (4.9.A.); and Develop a debt-management plan (4.9.B).

Reporting: The FMT advises the VPAS through policy recommendations to the Administrative Services Council and performs operational activities for the Administrative Services Leadership Team.

Composition: Director of Facilities, Director of Informational Technology, Educational Technology Coordinator, Director of Community Education & Outreach Centers, IT Support Specialist, Computer Services Specialist, Executive Assistant, Faculty (2), and Staff (2).

Meeting Dates: Third Wednesday of the month from 1:00p - 3:00p.





Operating Standard

Title: Policy Numbering

Number: A13xx.01

Type: Administrative

Responsible: President

Related Policies:

Linked Operating standards:

Related Laws:

Related Standards:

HLC Criterion:

Statement

All College policies will bear a five-digit alphanumeric code. The alphanumeric code reflects specific information about policy type, policy category, and policy chapters. The following encoding process is used:

For all policies, the first (alpha) digit will designate document type.

A - Administrative policy, operating standard and/or guideline.

B - Board policy, operating standard and/or guideline.

For **Board** policies, the first (numeric) digit will designate the following policy categories:

- 1 - Strategic Outcomes
- 2 - Delegation
- 3 - Executive Limitations
- 4 - Bylaws

For **Administrative** policies, the first (numeric) digit will designate the following policy categories:

- 1 - General College
- 2 - Academic Affairs
- 3 - Student Affairs
- 4 - Human Resource
- 5 - Business & Financial Services
- 6 - Information Technology
- 7 - College Facility
- 8 - Public Relations
- 9 - College Advancement (Foundation)



For the (1) General College category, the second (numeric) digit will designate the following chapters:

- 1 - Legal
- 2 - Health & Safety
- 3 - General Behavior
- 4 - Records Management
- 5 - Institutional Effectiveness
- 6 - Institutional Research

For the (2) Academic Affairs category, the second (numeric) digit will designate the following chapters:

- 1 - Curriculum Management
- 2 - Academic (Learning) Standards
- 3 - Faculty Standards
- 4 - Teaching Standards

For the (3) Student Affairs category, the second (numeric) digit will designate the following chapters:

- 1 - Admissions
- 2 - Financial Aid
- 3 - Enrollment Services
- 4 - Student Life

For the (4) Human Resource category, the second (numeric) digit will designate the following chapters:

- 1 - Employment & Classification
- 2 - Compensation, benefits rewards, recognition
- 3 - Vacation and Leaves of Absence
- 4 - Payroll
- 5 - Ethics & Conduct
- 6 - Privacy & Records
- 7 - Dispute Resolution
- 8 - Performance Review
- 9 - Safety & Wellness

For the (5) Business & Financial Services category, the second (numeric) digit will designate the following chapters:

- 1 - Financial/Fiscal Services
- 2 - Budget
- 3 - Procurement
- 4 - Auxiliary Services
- 5 - Risk Management
- 6 - Vehicles & Equipment
- 7 - Grants & Contracts
- 8 - Property Disposal



9 - Naming College Property

For the (6) Information Technology category, the second (numeric) digit will designate the following chapters:

- 1 - Information Management
- 2 - Infrastructure
- 3 - Technology Use
- 4 - Security
- 5 - Web Standards
- 6 - Cell Phones & Wireless
- 7 - Data Classification & Standards

For the (7) College Facility category, the second (numeric) digit will designate the following chapters:

- 1 - Buildings and Grounds
- 2 - Construction
- 3 - Plant Operations
- 4 - Facility Usage
- 5 - Parking
- 6 - Security
- 7 - Emergency Operations
- 8 - Shipping & Receiving

For the (8) Public Relations category, the second (numeric) digit will designate the following chapters:

- 1 - Media Relations
- 2 - College Publications
- 3 - External Communications & Promotional Material
- 4 - Internal Communications
- 5 - Printing/Copy Services
- 6 - Design Standards

For the (9) College Advancement (Foundation) category, the second (numeric) digit will designate the following chapters:

- 1 - Planned Giving
- 2 - Acceptance & Acknowledgement of Gifts
- 3 - Donor Recognition
- 4 - Fundraising
- 5 - Endowment
- 6 - Events
- 7 - Prospect Research
- 8 - Ethics
- 9 - Alumni & Friends

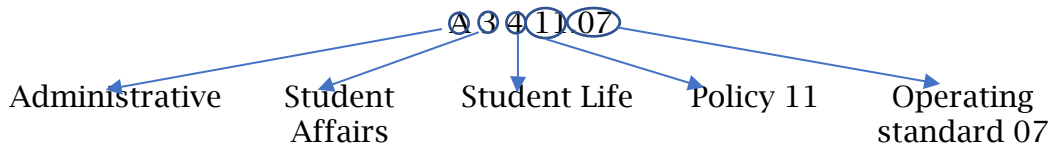


The last two digits of all policies will be the policy number.

The following example illustrates how the convention will be used:

A3411			
Document Type (alpha)	Category (numeric)	Chapter (numeric)	Number (last 2 digits) (numeric) Policy 11
A - Administrative	3 - Student Affairs	4 - Student Life	

If operating standards and/or guidelines are connected to a policy, then the same convention will apply for the five-digit alphanumeric code and a period (.) plus a two-digit number will be added to identify the operating standard. To illustrate this concept using the same policy number from above, the following applies:



Change Log		Governance Unit: Executive Council
Date	Description of Change	
08-22-24	Annual Review, No Changes	



Change/Update Log	
8/22/2024	Updated Composition(s); Title Changes; Additional Membership
	Updated Meeting Times for RET and BFT
	Updated FY24 Priorities to FY25 Priorities (Strategic Plan Goals)
	Clarified Collaborative Efforts Between Councils
	Clarified & Included Collaborative Efforts Between Councils and Executive Directors
	The term Procedure changed to Operational Standard
	Updated Change Log Template
	Changed the Name of the Cultural Awareness Team

Change/Update Log	
7/31/2023	Change bullets to numbers
	Updated Meeting Calendar
	Updated Team Names on Structure Charts
	Updated Table of Contents to Match Updated Team Names
	Added Definition - Ad Hoc
	Added Definition - Simple Majority
	Clarified Definition of Quorum
	Updated Definition of Means to Operational Activities
	Added Vice Chair/Chair in waiting to Guidelines
	Updated Compositions
	Removed Associated Committees on all Charges
	Added HLC Criterion to all Charges
	Added Strategic Plan Responsibility to all Charges
	Added FY25 Priorities to all Charges
	Updated Policy Numbering Operating standard

