



Project Charter

SACS Reaffirmation Project

Project Title

SACSCOC Reaffirmation Project

Date

January 6, 2013

Requested By

Maureen Cartledge, Interim VPAS

Charter Prepared by

Karen Sides, Dean of Interdisciplinary Programs,
Project Lead

Background & Business Need

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Board of Trustees is expected to approve the reaffirmation of St. Philip’s College in 2016.

Per SACSCOC policies on reaffirmation, a visiting team of peer evaluators will be appointed to evaluate the College’s compliance with all requirements and standards of the *Principles of Accreditation*. For each standard addressed, the College will describe policies and processes demonstrating compliance and provide supporting evidence, such as data, examples of policy implementation, publications and other supporting materials. The visiting team will also evaluate the College’s Quality Enhancement Plan (QEP) to ensure that it meets the stated requirements of student learning outcomes assessment, that the plan is thoughtfully and thoroughly developed with broad-based faculty involvement, that the topic is supported by data, and that the college has the capacity to implement the plan.

The visit itself is presumed to take place over three days in late summer or early fall 2015. SACSCOC staff will provide ultimate notification of the timing and expectations of the visit.

Project Scope Statement

This project will direct a Core Team and various Functional Teams to create an implementation plan, operational structure and tracking mechanisms to achieve the successful and timely development of the Compliance Report and Quality Enhancement Plan.

Project Objectives/Deliverables

1. Completion of a narrative description for each standard and requirement addressed, including provision of associated data, policies, and other supporting materials.
2. Development of key deliverables, including plans, publications and policies that cross multiple standards and requirements and integrate with other district-wide projects.

Boundaries

This project will not address nor track compliance with SACSCOC substantive change or any other issues not a part of the reaffirmation compliance or Quality Enhancement Plan. This project will not involve the planning and logistics any of any substantive change or other associated or related activities.



Assumptions	
<ul style="list-style-type: none"> • SACSCOC will reaffirm St. Philip's College. • Leaders and members of functional teams will have apparent and direct involvement in ongoing compliance with the standards assigned to them or the development of the QEP. 	
External Dependencies	
<ul style="list-style-type: none"> • SACSCOC • Texas Higher Education Coordinating Board • Alamo Colleges, Governance • Alamo Colleges, DSO 	
Project Risks	
SACSCOC disapproval of affirmation would require a contingency plan to address shortcomings. Project implementation would be restarted upon a subsequent attempt to bring the College into compliance.	
Key Stakeholders	
Stakeholder	Role or Interest in Project
President	Ultimate responsibility to SACSCOC compliance
Vice President of Academic Affairs	Functional responsibility to SACSCOC as well as to provide project resources
Deans and Directors Council	Responsible to provide guidance on and endorsement of project deliverables.
Core Team Members	Responsible for leadership to achieve project deliverables
Functional Team Members	Responsible for executing deliverables to project schedule
Faculty of SPC	Project support and implementation; beneficiaries of project deliverables
Staff of SPC	Project support and implementation; beneficiaries of project deliverables
Students of SPC	Project support and implementation; beneficiaries of project deliverables
Key Leadership	
<ul style="list-style-type: none"> • President • Vice President of Academic Affairs 	
Key Individuals	
<ul style="list-style-type: none"> • Deans and Directors Council members provide guidance on and endorsement of the document • Project Leader • Core Team members provide leadership towards successful development of the document • Functional Team members execute deliverables of the document 	
Key Support Functions	
<ul style="list-style-type: none"> • Dedicated Project Management • Communication Management • Reporting and assessment resources to be provide by Planning and Research as well as the Office of Student Learning Outcomes Assessment 	



Requested Timeline/Milestones	
January 2014	Approve Project Charter
January 2014	Core Team identify initial actions and team members required to support tactics
January 2014 –	Kick-Off of Functional Teams QEP Topic Confirmation Process implemented
February – August 2014	Functional Teams develop compliance documentation narrative QEP research, overall structure and QEP development
August 31, 2014	Function teams submit compliance deliverables to editors
October 2014	Compliance deliverables reviewed and edited QEP initial draft presented to college community for feedback
October-December 2014	Compliance report prepared for publication
January 2015	Compliance report publication finalized for internal approval QEP report reviewed and edited
March 2015	Compliance report submitted to SACSCOC
May 2015	QEP report publication finalized for internal approval
July 2015	Focus report review and submission QEP report submitted to SACSCOC
Fall 2015	SACSCOC Site Visit

APPROVALS

Adena Williams Loston

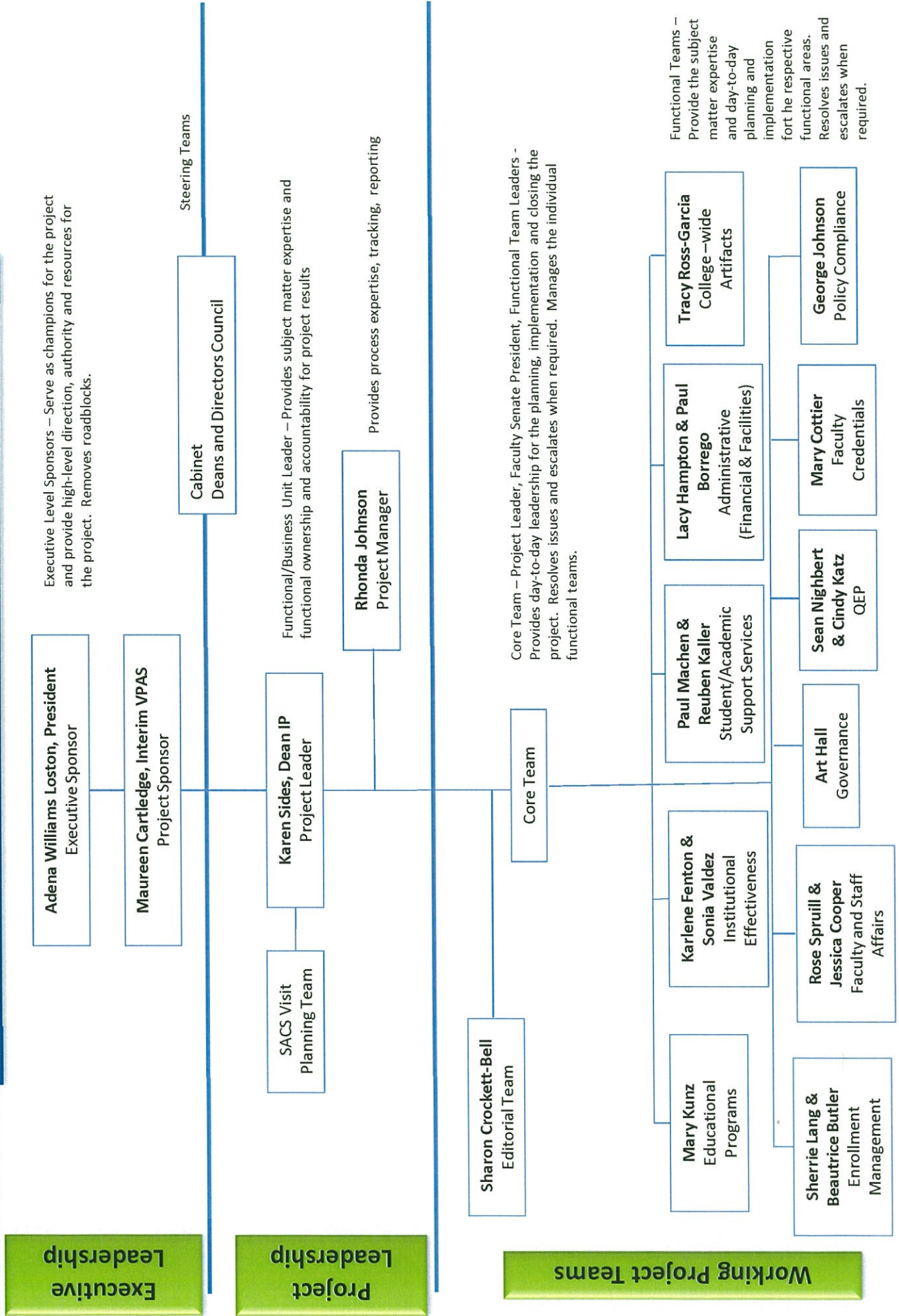
Adena Williams Loston, President

January 6, 2014
Date

Maureen C. Cartledge

Maureen Cartledge, Interim Vice President of Academic Success

January 6, 2014
Date



SACS Report and Visit – St. Philip's College



SACS Visit - Planning Team
Key Deliverables:
 Meeting accommodations
 Lodging
 Catering and dining
 Transportation
 Technology
 Supplies
 Nametags, packets, etc.
 Meeting planning
 Communications

Educational Programs Mary Kunz	Case for Reqs/Stdts: CR2.7.2 Program Content CR 2.7.4 Coursework for degrees CS3.3.1.4 Research outcomes CS3.3.1.5 Community outcomes CS 3.4.1 Academic pgm approval CS3.4.5 Academic policies CS3.4.7 Educational quality/consortial agreements CS3.5.3 Publish pgm requirements FR4.1 Student Achievement FR4.2 Program curriculum FR4.4 Program length Key Deliverables: Degrees and majors authorized
Enrollment Management Sherrie Lang & Beautrice Butler	Case for Reqs/Stdts: CS3.4.2 Admission policies CS3.4.4 Acceptance academic credit CS3.4.6 Credit award practice CS3.4.8 Noncredit to credit CS3.9.2 Student Records CS3.5.2 Credit hour requirement FR4.8 Distance and Correspondence Education FR4.9 Definition of credit hours Key Deliverables: Credit Hour policy

Governance Art Hall	Case for Reqs/Stdts: CR2.1 Degree-granting authority CR2.2 Governing Board CR2.3 CEO CR2.4 Institutional Mission CS3.2.1 CEO evaluation/selection CS3.2.2 Governing Board Control CS3.2.3 Conflict of Interest CS3.2.4 External influence CS3.2.5 Board dismissal CS3.2.6 Board/Admin distinction CS3.2.7 Org Structure CS3.2.8 Qualified administration CS3.1.3 Compliance with COC CS3.1.1 Mission alignment CS3.2.10 Admin Evaluation CS3.2.11 CEO control athletics CS3.2.12 CEO control fundraising CS3.2.13 Institution related entity Key Deliverables: Organizational charts Profiles/CVs of AC & SPC officers
Institutional Effectiveness Karlene Fenton & Sonia Valdez	Case for Reqs/Stdts: CR2.5 Institutional Effectiveness CS3.3.1 Outcomes (overall review) CS3.5.1 Gen Ed Competencies Key Deliverables: Integrated strategic plan

Student/Academic Spt Svc Paul Machen & Reuben Kaller	Case for Reqs/Stdts CR2.9 Learning resources/ library CR2.10 Student support pgms CS3.3.1.3 Student/Acad. Outcomes CS3.8.1 Learning/Info resources CS3.8.2 Library instruction CS3.4.3 Admission policies CS3.4.9 Academic support svcs CS3.4.12 Technology Use CS3.9.1 Student Rights FR4.3 Publication of policies FR4.5 Student complaints FR4.6 Recruitment Materials FR4.7 Compliance Financial Aid Key Deliverables: Student support programs, services, activities documentation Statement of compliance with FERPA/HIPAA Library documentation Training students and faculty – online training
Policy Compliance George Johnson	Case for Reqs/Stdts: CS3.2.14 Intellectual Property CS3.12.1 Substantive change CS3.13.1 COC Policy compliance Key Deliverables: SACS Priority policies Policy library

Admin. (Financial & Facilities) Lacy Hampton & Paul Borrego	Case for Reqs/Stdts: CR2.11.1 Financial resources CS 3.10.1 Financial stability CS3.10.2 Financial aid audit CS3.10.3 Control of finances CS3.10.4 Control of sponsored funds CR2.11.2 Physical resources CS3.11.3 Physical facilities CS3.3.1.2 Admin support outcomes CS 3.11.1 Control of resources Key Deliverables: Business plan with budget, revenues, expenditures, cash flow Operational, mgt. and facilities plan
College-wide Artifacts Tracy Ross-Garcia	Case for Reqs/Stdts: CS3.14.1 Publication of accreditation Key Deliverables: Faculty Manual University Catalog Employee Handbook Student Handbook College Website Sean Nighbert & Cindy Katz
QEP Sean Nighbert & Cindy Katz	Case for Reqs/Stdts: CR2.12 QEP CS3.3.12 QEP outcomes

Faculty and Staff Affairs Rose Spruill & Jessica Cooper	Case for Reqs/Stdts: CS3.7.2 Faculty evaluation CS3.7.3 Faculty development CS3.7.4 Academic Freedom CS3.7.5 Faculty role in governance CS 3.2.9 Personnel appointment CS3.8.3 Librarian staffing CS3.4.10 Resp. for curriculum CS3.4.11 Pgm Coordination CS3.9.3 Student Success staffing Key Deliverables: Faculty Governance (senate bylaws, officers, meetings)
Faculty Credentials Mary Cottier	Case for Reqs/Stdts: CR2.8 Fac. quality/integrity CS 3.7.1 Faculty Competence Key Deliverables: Faculty Rosters

REAFFIRMATION REPORTING PROJECT - ROLES AND RESPONSIBILITIES

Role	Individuals	Major Responsibilities
Executive Sponsor	Adena Williams Loston	<ul style="list-style-type: none"> ○ Support communication and institutional culture change ○ Promote buy-in on the part of the SPC community ○ Resolve major policy/process issues; facilitate resolution with Project Sponsor ○ Approve any major changes to scope, timeline, or budget
Project Sponsor	Maureen Cartledge	<ul style="list-style-type: none"> ○ Appoint project leadership ○ Communicate progress and updates to president ○ Ensure project management team is monitoring project progress, managing project risk and issues ○ Communicate project status to the SPC leadership and other members of the College community ○ Provide College resources needed for the project to be successful ○ Ensure that the right technical resources are assigned to the project ○ Make decisions regarding issues impacting project scope, budget, business change, or college culture ○ Review, gauge impact of, advise on, and provide support for changes to business practice ○ Decide which issues and which decisions must be raised to the Steering Team ○ Define principles that shape the decision making process ○ Facilitate the Steering Team meetings
Steering Team (Cabinet sans President)	<u>Maureen Cartledge</u> Paul Borrego Beautrice Butler Mary Cottier Sharon Crockett-Bell Director Planning/Research Karlene Fenton Art Hall Lacy Hampton Sherrie Lang Paul Machen Tracy Ross-Garcia Karen Sides Rose Spruill	The Project Steering Team provides leadership at the functional level for the development of materials for submission to SACSCOC. Responsibilities include: <ul style="list-style-type: none"> ○ Ensure the right functional staff are assigned to the functional teams for a successful project ○ Make policy change recommendations and business practice recommendations, as needed ○ Resolve project issues raised by the core team ○ Review the project timeline status to understand dependencies and to make adjustments as needed ○ Review the communication plan to assure that project progress is appropriately communicated ○ Lead project communications with the College community ○ Engage standing College committees, including the Deans and Directors Council, to discuss educational program issues and maintain lines of communication with academic leaders ○ Support discussions among academic and non-academic leaders to support SACSCOC compliance ○ Provide help and support to the core team as needed
Deans and Directors Council	<u>Maureen Cartledge</u> Paul Borrego Beautrice Butler Mary Cottier Sharon Crockett-Bell Director Planning/Research Karlene Fenton Art Hall Lacy Hampton Sherrie Lang Paul Machen John Orona Tracy Ross-Garcia Karen Sides Rose Spruill Grace Zapata	The deans and directors will be updated monthly in Council meetings on progress and critical issues that pertain to the educational programs.
Project Leader	Karen Sides	<ul style="list-style-type: none"> ○ Serve as a member of the project management team ○ Plan, coordinate distribute and prioritize of work in collaboration with Function Team Leaders ○ Review schedule of work developed by each functional team ○ Oversee the work of the team leaders and help them execute the schedule ○ Monitor project status, risks, and issues ○ Resolve issues related to project execution ○ Secure functional team members participation in the project ○ Support effective communication among all levels of the project implementation team ○ Ensure all project team members are aware of their responsibilities ○ Manage the balance of project scope, resources, and timelines ○ Ensure narrative responses/evidence submitted by teams is adequate to demonstrate SACS compliance ○ Serve as final editor of responses/evidence to ensure a common voice representing SPC ○ Maintain the documentation folder information ○ Attend Steering Team meetings and facilitate Core Team meetings

Project Manager	Rhonda Johnson	<ul style="list-style-type: none"> ○ Serve as a member of the project management team ○ Establish project work plan, methodology and tools ○ Monitor project pace relative to milestones ○ Help functional teams design schedule compression strategies if a functional team falls behind. ○ Get project task update information from all functional teams on a biweekly basis ○ Update the project schedules in AlamoShare and/or other designated software biweekly ○ Provide copies of updated schedules and produce reports on a biweekly basis to the Project Leader ○ Troubleshoot to isolate genuine negative slack and scheduling conflicts ○ Train team members on status tracking and updating ○ Manage tasks in designated software ○ Maintain project folder information ○ Schedule periodic reviews with team leaders to review dependencies, timelines, forecasts and risks ○ Attend Steering Team meetings and co-facilitate Core Team meetings
Core Team	<p><u>Karen Sides</u> Functional Team Leaders Gregory Hudspeth Rhonda Johnson</p>	<ul style="list-style-type: none"> ○ Manage interrelationships and dependencies among Functional Teams ○ Review schedule status and monitor performance of the functional teams ○ Document, assign responsibility for, and follow up to ensure all project issues are resolved ○ Anticipate, discuss, and make decisions regarding dependencies that exist among the various functional teams ○ Raise policy questions and business practice changes issues to the Steering Team, if needed ○ Make implementation decisions that are needed by the functional teams ○ Develop communication plan
Functional Team Leaders	<p><u>Administrative</u> - Lacy Hampton, Paul Borrego <u>College Artifacts</u> - Tracy Ross- Garcia <u>Educ. Pgms</u> - Mary Kunz <u>Enrollment Mgt.</u> Sherrie Lang, Beautrice Butler <u>Fac Credentials</u>-Mary Cottier <u>Faculty/Staff</u> – Rose Spruill, Jessica Cooper <u>Governance</u> - Art Hall <u>Inst. Effectiveness</u> - Karlene Fenton, Sonia Valdez <u>Policy</u> - George Johnson <u>QEP</u>-Sean Nighbert,Cindy Katz <u>Student/Academic Spt</u> - Paul Machen, Reuben Kaller</p>	<p>Functional team leaders are responsible for the successful execution of their charge. They are responsible for making decisions and ensuring that necessary work is complete and within deadlines. Specific responsibilities include:</p> <ul style="list-style-type: none"> ○ Schedule, plan, and facilitate Functional Team meetings ○ Communicate overall project status of their functional area to Core Team ○ Keep Project Leads and Core Team apprised of major issues ○ Assign project tasks to team members ○ Provide leadership in interpretation and analysis decisions ○ Provide ultimate accountability for the submission of narrative responses and evidence, including requested updates, to the Project Leader according to scheduled deadlines ○ Attend Core Team meetings and Steering Team meetings as required
Functional Teams	Multiple members representing functional or other key areas of the College	<p>The Functional Team Members are responsible to actively participate in the coordination of decision-making and get the work done. Specific responsibilities include:</p> <ul style="list-style-type: none"> ○ Create and implement detailed work plans for each SACSCOC standard ○ Develop responses and collect or develop appropriate evidence to demonstrate SACS compliance ○ Submit responses/evidence, including requested updates, to Functional Team Lead by deadlines ○ Attend Functional Team meetings ○ Support Functional Team Leader and complete key deliverables identified with scope of work
Editors Team Leader	Sharon Crockett-Bell	<ul style="list-style-type: none"> ○ Review narrative responses to standards and select evidence for grammar, accuracy, tone, relevance, and consistency across standards