

**Cerritos College**  
**Falcon's Nest Program Review**  
**CAS Self-Assessment Executive Summary**  
**December 2022**

### **Falcon's Nest Mission Statement**

The Falcon's Nest provides centralized support services for students facing basic need insecurities. This is accomplished through access to on and off campus resources, community collaboration, and advocacy that ensures a student's educational success.

### **Falcon's Nest Program Review Process**

Falcon's Nest participated in the Program Review process during Fall 2022 utilizing the CAS Standards. As a program review team, we met over the course of several weeks to go through the CAS standards, review evidence, and assess for the following twelve areas: mission, program and services, student learning, development and success, assessment, access, equity, diversity, and inclusion, leadership, management, and supervision, human resources, collaboration and communication, ethics, law, and policy, financial resources, technology, and facilities and infrastructure. We rated each area and noted any strengths and areas of improvement. This summary provides an overview of the strengths, areas of improvement, and recommendations.

### **Program Review Team**

Jamie Quiroz, Financial Aid Assistant Director, Chair of Program Review Team  
Dr. Elizabeth Miller, Dean of Student Services  
Pamela Sepulveda, LCSW, Case Manager  
Amber Dofner, Program Facilitator  
Angelica Profumo, CalFresh Outreach Lead  
Dr. Amy Holzgang, Instructional Faculty, Sociology  
Zoey Leon, EOPS Specialist  
Vivian Garcia – Social Work Intern

### **Overall Summary**

The Falcon's Nest is a holistic centralized network of resources that support meeting the basic needs of Cerritos College students. Some of the services provided include housing assistance, emergency aid, CalFresh, Food Pantry, hygiene, Franco's closest for professional clothing, laundry cards, gas cards, grocery cards, and a monthly food distribution. Services are coordinated through case management support to ensure a student's specific needs are met. The Falcon's Nest is staffed by a group of innovative, student centered, and dedicated team members. Each member of the team serves a critical role in supporting students. The team includes the Dean, Case Manager, Master of Social Work (MSW) interns, Program Facilitator, and short-term hourly employees. Program Assistant will be hired in January 2023.

### **Timeline**

Below is the timeline of events in the creation of the Falcon's Nest:

#### **2017**

- Food and Housing Insecurity Taskforce was created
- Homeless Liaison (AB 801) was identified
- Hunger Free Funds allocation began (AB 453)
- Partnership with Whole Child for mental health services
- Partnership with LA Regional Food bank to provide food distribution
- Basic Needs website created

#### **2018**

- Partnered with Jovenes to assist students experiencing homelessness
- First Basic Needs Summit in Sacramento
- Taskforce joined the #RealCollege national campaign movement

## **2019**

- SS Managers presented to Board of Trustees, submitted Basic Needs Center Proposal to VPSS
- Emergency food and grocery cards distributed out of financial aid
- CalFresh resource tables provided on campus
- Basic Needs website moved under Student Affairs
- Food pantry offered out of Health Services and various departments

## **2020**

- Foundation began providing grocery cards and emergency aid
- In partnership with Financial Aid, HEERF funds provided as emergency aid for students
- Falcon's Nest location established
- The Village ribbon cutting
- Rapid Rehousing and Prevention housing programs established
- Program Facilitator assigned to Falcon's Nest
- Case Manager hired to oversee Falcon's Nest
- Homeless liaison transitioned to Falcon's Nest
- Food and grocery cards moved to Falcon's Nest
- CalFresh hourly positions hired
- Biweekly Pop-Up Market with food and hygiene for students
- Falcon's Nest Referral Form established as a central intake form (Maxient)

## **2021**

- Set-up design of the Falcon's Nest physical space (market, closet, and offices)
- Social media started @ccfalconsnest
- MSW Intern program established
- Nest staff added to LCP model
- Established MOU with Food Finders and Food Bank for market items

## **2022**

- Official Ribbon Cutting of the Falcon's Nest – March 1<sup>st</sup>, 2022
- Launched web-based donation page with the Foundation
- Launched partnership with Costuming for laundry and tailoring
- Launched laundry and gas card support
- PantrySoft ordering system started
- Clerk position launched
- Launched partnership with Equity Center

## **Strengths**

There were many strengths identified including the following:

### **Mission (Part 1)**

The mission was developed to align with the college in Sept of 2020 in a collaborative meeting with the team. The Falcon's Nest displays their mission statement on their website and in PowerPoint presentations provided to the campus community. In addition to the mission, they went above and beyond and developed a Vision statement as well as a list of words to describe the values and culture. The Values included words like compassion, diversity, respect, altruism, teamwork, stewardship, and belonging. The culture included words like inclusive, home-like, fun, clean, inviting, productive, accepting, and accessible.

### **Program and Services (Part 2)**

Falcon's Nest provides a wide array of comprehensive services for our students who are experiencing food, housing, and financial insecurities. The program is designed based on Maslow's Hierarchy of Needs. The services offered are critical for our students to be successful in completing their courses and educational goals. The Falcon's Nest is a safe haven for our students and the level of quality care, structure, and professionalism displayed by the staff exceeds expectations of the program review team. Falcon's Nest is very intentional about connecting with students to provide their services. They demonstrate this by working with both the Learning and Career Pathways (LCPs) and the Special Populations across campus. Monthly emails are sent to students and campus partners. They provide extensive outreach services and have expanded their services beyond the basic needs. Another strength is their connection and communication to other staff, faculty, and management among departments across campus. They established a Falcon Basic Needs Advisory Group that meets quarterly to provide updates, discuss issues, and brainstorm solutions. They also have coordinated efforts as part of the Crisis Assessment Intervention Referral (CAIR) team and through the early alert process on EAB Navigate to streamline the referral process.

The Falcon's Nest has the following program components:

Food Access- Franco's Market is a fully stocked marketplace for students to receive fresh and self-stable grocery items. In Spring 2022, they launched the market items through an online platform, Pantry Soft. This allows all students to access the inventory regardless of remote or on-campus coursework. Falcon's Nest provides a comprehensive market space for students. For students who are better met with daily access to small food supplies, they provide a "grab and go" section of ready to eat meals as well as monthly grocery cards for \$50. Additionally, they have a comprehensive CalFresh Outreach program designed to ensure the outreach, education on, and support in application of CalFresh benefits. Lastly, they provide a monthly food distribution to students and community members through a partnership with the LA Regional Food Bank.

Hygiene Supplies - In the marketplace, they also provide a comprehensive supply of hygiene items for students, that includes equity-based hair care products to meet all hair types. Items available are shampoos, body wash, deodorant, feminine products, toothbrush, toothpaste, etc.

Professional Clothing - Franco's Closet is a clothing store of gently used professional clothing. Students are encouraged to "shop" for free in the gender inclusive space where clothes are organized by type and not gender. Further, if alterations or tailoring is needed, they have partnered with the campus Costuming Department to ensure students receive tailoring. In the store, they also carry shoes, accessories, and new undergarments. They are currently working with the campus Equity Center on purchasing chest binders to support gender affirming undergarments.

Housing - Since 2018, there has been a formal partnership with Jovenes, Inc., a local non-profit housing provider. Cerritos College is the first community college in the state to open an off-campus housing program for unhoused students- The Village. This program provides 28 students with affordable and bridge housing. Further, they have expanded to also include a Rapid Rehousing and Prevention program for students who are either unhoused or housing insecure.

Emergency Aid - The program also provides emergency financial aid for students struggling with expenses. This may include \$1,000 in HEERF support, \$50 in gas cards (monthly), laundry support (monthly), and access to alternative resources. Students provided emergency aid are invited to meet with a social worker to establish their monthly budget and explore options for financial sustainability.

Needs Assessments - Each student who comes to the Falcon's Nest is linked to a social worker who meets 1:1 with the student to better understand that student's individualized needs. This social worker then remains the student's personal point of contact for the rest of the academic year.

They have created a wealth of flyers, publications, social media posts to advertise their program and services. They keep their website up to date and have referral forms accessible from the website as well as the CalFresh pre-screen QR code. In addition to a list of services on a flyer, they have individual service flyers as well. As each student receives services, there is a needs assessment form that is completed which allows them to holistically assist the student with any areas of concern. They promote academic success by including the student educational plan on their assessment form, case management discussions, and by providing survival kits during finals.

The Falcon's Nest is highly structured and framed for success. They have standard operating procedures (SOPs), onboarding handbooks and training guides. They have contracts and MOUs with community partners that they meet with on a regular basis to ensure successful outcomes for students. They work closely with the Financial Aid Office to track resources given to students such as emergency food, groceries, laundry, and gas cards.

### **Access, Equity, Diversity, and Inclusion (Part 5)**

The Falcon's Nest is a nurturing and welcoming environment for students. Access, Equity, Diversity, and Inclusion are strengths in this department/program. The signage, layout, and design were made to make students feel comfortable. The staff are friendly and caring ready to help students. There are ally stickers displayed for veterans, safe zone, and undocumented students to feel safe and welcome. There is a ramp for accessibility and clothes in Franco's closet are also accessible. Closet is non-binary, not separated for gender. Falcon's Nest staff have gone through training related to equity such as SAS Training, OnCourse Equity & Diversity workshop, discrimination, and Title IX: Roles of Employees, Safe Zone, UndocuAlly, Diversity Awareness to name a few. There are hygiene products for different skin and hair types. The staff work closely with special populations and departments such as VRC, EOPS/CARE/LINC, CalWORKs, International, Financial Aid, Career Services, Student Accessibility Services (SAS), UndocuScholars Program, LINC for foster youth, and LGBTQ+.

The Falcon's Nest is comprised of staff who are advocates for students. A core competency of the MSW interns is to advance human rights and social justice. That is demonstrated in their work with each individual student. The needs assessment includes academic wellness, financial wellness, occupational wellness, basic needs, emotional health, physical health, social and personal wellness.

Their hours are posted on the doors, website, and flyers. There are extended hours for evening students and if a student cannot come in for a grocery card, it can be mailed to them.

Not only do the staff advocate for students in their case management and follow ups with community partners, but they implement strategies to improve access, equity, diversity, and inclusion. For example, the program is designed for success in this area through the case management assessments, training of clerks, discussions, professional development, and policies and procedures. They have also created community spaces for partners like Jovenes to come on site and meet with students.

### **Leadership, Management, and Supervision (Part 6)**

We have an outstanding leadership team in the Falcon's Nest. Our Dean of Student Services sets the bar with strong organizational structure, high standards, clear vision, and effective communication with the Case Manager. The Case Manager provides leadership to the team by communicating goals and expectations as well as building a positive team environment. The Case Manager has knowledge and expertise in the field of social work and provides a strong foundation for the other members of the team including MSW interns, Classified, and hourly employees. There are consistent and efficient meetings both as a team as well as individual check-ins. In looking at the space for the pantry and the closet, it is evident that there was a clear vision to make the space welcoming and student friendly. The leadership uses technology efficiently by using software such as Pantry Soft and Maxient. The hours are reflective of student needs. Communication is a strength in this area. Leaders communicate effectively so that everyone is on the same page internally and there are also regular meetings with community partners. The commitment to providing a positive experience for students in their time of need is impressive. Leaders empower the employees in the department to shine by allowing them to network with other colleges and be collaborative to learn and grow and share best practices.

### **Human Resources (Part 7)**

Over the last 2-3 years, the number of personnel has increased to accommodate the level of staffing needed for the Cerritos College student population. Falcon's Nest is in the process of hiring a Program Assistant position. The knowledge, skills, and experience within the department is substantial to meet the mission and goals of the department and college. The staff are qualified and trained to assist our students with the mission of Falcon's Nest. Pamela Sepulveda is a Licensed Clinical Social Worker (LCSW) and has a master's degree in Social Work. As a LCSW, she is able to meet the strict supervision requirements of the MSW internship program to follow a case management structure within the department. The department also began hiring Federal Work-Study and CalWORKs Work-Study employees as short-term hourly employees to maximize the services to students. Evaluations of the MSW interns and the classified employees are completed as required by the Case Manager.

Training and professional development is a strength for Falcon's Nest. This team has been able to attend several trainings including the annual Basic Needs Summit, Maxient training, ally trainings, FERPA training, sexual harassment, and customer service training. They have a comprehensive onboarding program with a handbook that helps to guide new

hourly employees on topics such as professionalism, confidentiality, telephone etiquette, and expectations to facilitate a welcoming and inclusive environment. Pamela attended the Higher Education Case Manager Association (HECMA) Conference. In terms of personnel, there are currently 15 staff (3 full-time and 12 part-time) that serve approximately 450 students.

### **Collaboration and Communication (Part 8)**

There was overwhelming evidence provided to the team to demonstrate collaboration and communication as a strength for Falcon's Nest. They keep track of all their outreach efforts through a spreadsheet log. They have collaborative partners across campus through the LCP and special population MSW Intern assignments. The emergency aid log is maintained and verified through a collaboration with the financial aid team. Some of the outside collaborations with community partners include the Los Angeles Regional foodbank, Center for Healthy Communities via CSU Chico grant, American Association of University Women (AAUW), Food Finders, Jovenes, Church of LDS. On campus partners include the 8 LCPS, Career Services/Re-Entry, Umoja, Puente, APIDA, LINC, Veterans, Undocu, ASCC, Athletica, SAS, EOPS/CARE, LGBTQ+, Title IX, CalWORKs, International Students, and Financial Aid. Falcon's Nest continues to strive to expand the network of collaborative partners. Most recently, they have created new partnerships to benefit students with Culinary Arts for food vouchers, the cheer team for hygiene products, financial aid for book vouchers, Equity Center for Chest binders, Native American Heritage resource fair, Soroptimist of Artesia/Cerritos, Student Accessibility Services (SAS), and LBS Financial Credit union for financial wellness efforts. In addition to these efforts, the lead for CalFresh is doing amazing collaborative work at the state level working with other colleges and has been asked to be a presenter at a state conference.

Falcon's Nest provides students and the campus community with relevant information, services, and resources that align with the mission of the department and college. They communicate with others via emails, meetings, flyers, social media posts, presentations, visuals, and signage. Falcon's Nest has been publicized in the New York Times as well as appearing on the local news. This kind of news coverage has boosted interest from the community and helped to create awareness among prospective students in the community. They have been successful at creating a wide network of partners for donations to benefit our students. They recently created a fund the Nest website and video for fundraising purposes. They work closely with the Cerritos College Foundation for donations and gifts adhering to related policies. They also comply with campus media procedures.

### **Ethics, Law, and Policy (Part 9)**

Ethical decision making and professional behavior is very important to the Falcon's Nest. It is embedded in the ethical statements and core competencies in the learning agreement for social workers. Staff make sure that supervision space is quiet and confidential when they talk with students or during intern supervision check ins. Professional etiquette is also part of the Falcon's Nest Clerk Handbook and practiced by all staff. Managers, classified staff, MSW interns, and short-term hourly staff all perform duties within the scope of their position, training, expertise, and competence. Falcon's Nest has on-boarding and training documents to help new employees learn the positions as well as daily task lists for the short-term hourly. The staff are trained to refer when they get questions or issues outside their scope. For example, they work closely with the victim's advocate and financial aid for follow up with students.

### **Financial Resources (Part 10)**

The state has prioritized basic needs over the last few years in the annual budget for community colleges. Fortunately, there has been state funding from the Chancellor's Office to provide basic needs services and housing support. In addition to categorical funding, the district has made an investment to create the space which included equipment, supplies, and renovations. There is also a CalFresh outreach grant through the Center for Healthy Communities. For Cal Fresh, they also receive SB85 funding. ASCC has also allocated annual funding for the Falcon's Nest. Falcon's Nest maximizes and leverages resources such as the MSW Interns and utilizes programs such as Federal Work-study and CalWORKs Work-study for hourly employees. They rely heavily on donations from partners and the campus community for Franco's Closet and hygiene kits. They follow restriction guidelines and are fiscally responsible for all funding sources. They are collaborating with partners to increase donations both monetary and in kind. In addition, they have partnered with the Foundation and the Financial Aid Office to provide emergency aid for students.

### **Technology (Part 11)**

The mission and goals of Falcon's Nest are being met with current technology. When they first opened, they purchased computers and related equipment for staff and students. They ordered laptops for staff to use on and off campus. Staff are trained in current technology, including Maxient, Teams, PantrySoft, and other programs. Students can also come into the office to use computers and a phone if needed. The website is maintained with current hours and services. The website is also checked for accessibility on a regular basis. Another important consideration by staff is confidentiality and privacy. There are privacy screens and staff are careful about keeping information private that is shared by students.

### **Facilities and Infrastructure (Part 12)**

The space that we now call Falcon's Nest is aesthetically welcoming and student friendly. There is modern signage that catches the eye, and it is a place where students can feel comfortable, more like a shopping experience. There are wraps and flags and A-frames. There is a ramp for accessibility along with signage indicating that. There are some lower racks and rolling racks for accessibility purposes as well. Case files are held in Maxient which is secure and confidential. Access is restricted to specified staff depending on the role. When students walk in, they are welcomed and greeted by the clerks, and they can connect with the CalFresh team near the front entrance. Prescreen QR code is provided to students. Computers are provided for completing a referral form, housing screening form, and/or PantrySoft for food. Once the need assessment is done, additional support is provided by a social worker. There are confidential meeting spaces. When issues arise, staff communicate with IT. All staff have food handler certifications.

### **Areas for Improvement**

There were a couple of areas of improvement identified including the following:

#### Insufficient Evidence

3.2 Student Learning and Development Domains and Dimensions

3.3 Assessment of Student Learning and Development

### **Student Learning, Development, and Success (Part 3)**

Falcon's Nest contributes to student learning, development, and success by including academic wellness as part of their case management needs assessment. The needs assessment includes a comprehensive educational plan, identity, person, social wellness including groups and activities on campus. MSW's discuss and brainstorm regularly on how they may be able to remove barriers and assist the students to be successful in their academic planning. Maslow's hierarchy of needs is part of the foundation of Falcon's Nest with the understanding that student safety and basic needs must be met for students to achieve deeper learning. Falcon's nest also participated in a mentorship and internship last year called Careers Taking Flight. The professional clothing offered to students for free also contributes to their development and success related to their career goals.

To help students understand the career of Social Work, the MSWs recently participated in a panel. Staff regularly promote campaigns across campus to bring awareness to hunger and homelessness awareness.

Although Falcon's Nest showed evidence of contributing to student learning, development, and success, they still need to formulate and create documented SLOs and assessment tools with a planning cycle to carry out assessments to measure the impact. Due to Falcon's Nest being a newly formed department, they were not able to provide sufficient evidence of Student Learning Outcomes. They will be working with Dr. Jeffries, the SLO consultant in the coming months to develop these SLOs.

### **Assessment (Part 4)**

#### Partly Meets

4.3 Assessment Plan and Process

4.4 Gathering Evidence

#### Insufficient Evidence

4.5 Review and Interpret Findings

4.6 Reporting Results and Implementing Improvement

In terms of assessment, Falcon's Nest collected some feedback on services and hours from students who received services in Fall 2021 from Franco's Nest during fall 2021. There are plans to send out another service at the end of fall 2022 and launch a national survey in January 2023 with the HOPE Impact Study on Basic Needs. The fall 2022 survey will assess topics such as engagement in the market, PantrySoft, housing, emergency aid, customer services, location, and wayfinding. The nest needs to review and interpret the findings of the Fall 2022 and January 2023 surveys. Additionally, the staff will create an action plan based on the data.

Data collected about peak times for students was analyzed and staff schedules are reflective to address those needs. Tally sheet is currently used to see what services are being utilized at what time of day. Department meetings are used to look at the data and the staff is responsive; however, this assessment plan is not always documented.

During the annual manager evaluation for the Case Manager, the manager is assessed on whether they are meeting the goals set in the previous evaluation.

There is also a strategic initiative report (unit plan) for Falcon's Nest. Intake survey is being used from EAB.

Although some assessments have taken place and some are in the process, the program review team felt that there was not much evidence to support the standard. It was recommended that the Falcon's Nest create an annual assessment plan of their services and partnerships and document the tools, data collected, analysis, and action plans to meet the intended outcomes.

## Recommendations

In setting up a new program, there are activities that need to be done as part of the development of a new program. Some of the recommendations made during our discussions are below:

- Create student learning outcomes and service area outcomes, determine the cycle (semester or annual) to assess each one, determine assessment tool, analyze data, and create action plans based on the analysis for the upcoming 2023-2024 school year
  - Related Standard:
    - 3.2 Student Learning and Development Domains and Dimensions
    - 3.3 Assessment of Student Learning and Development
    - 6.4 Strategic Planning
  - Completion Target: June 2024
  - Responsible Position: Dean of Student Services, Dr. Elizabeth Miller and Case Manager, Pamela Sepulveda
- Utilize PantrySoft to look at analytics for future to determine student needs
  - Related Standard:
    - 4.3 Assessment Plan and Process
    - 4.4 Gathering Evidence
    - 4.5 Review and Interpret Findings
    - 4.6 Reporting Results and Implementing Improvement
  - Completion Target: July 2023
  - Responsible Position: Case Manager, Pamela Sepulveda and Program Facilitator, Amber Dofner
- Develop a plan to assess partnerships with organizations and departments to improve efficiency and determine impact on outcomes
  - Related Standard:
    - 4.3 Assessment Plan and Process
    - 4.4 Gathering Evidence
    - 4.5 Review and Interpret Findings
    - 4.6 Reporting Results and Implementing Improvement
    - 6.4 Strategic Planning

- Completion Target: May 2023
- Responsible Position: Case Manager, Pamela Sepulveda and Program Facilitator, Amber Dofner
- Schedule meeting with IERP to discuss data needed with IERP related to enrollment, completion, success data, and educational progress for students utilizing the Falcon's Nest
  - Related Standard:
    - 4.3 Assessment Plan and Process
    - 4.4 Gathering Evidence
    - 4.5 Review and Interpret Findings
    - 4.6 Reporting Results and Implementing Improvement
    - 6.4 Strategic Planning
  - Completion Target: August 2024
  - Responsible Position: Case Manager, Pamela Sepulveda and Program Facilitator, Amber Dofner
- Schedule meeting with Financial Aid to discuss data needed to pull for outreach purposes from FAFSA/CADAA to target low-income students.
  - Related Standard:
    - 5.3 Advocating for Access, Equity, Diversity, and Inclusion
    - 8.1 Collaboration
    - 8.2 Communication
  - Completion Target: March 2023
  - Responsible Position: Case Manager, Pamela Sepulveda and Program Facilitator, Amber Dofner
- Develop an annual calendar of Professional development opportunities to enhance services and learn best practices in serving a diverse population of students.
  - Related Standard:
    - 7.3 Personnel Training and Development
    - 7.4 Paraprofessional Training and Development
  - Completion Target: August 2023
  - Responsible Position: Case Manager, Pamela Sepulveda and Program Facilitator, Amber Dofner
- Review, discuss, and align all policies that relate to Falcon's Nest, both institutional and foundation policies.
  - Related Standard:
    - 8.3 Procedures and Guidelines
    - 9.4 Policies and Procedures
  - Completion Target: August 2023
  - Responsible Position: Case Manager, Pamela Sepulveda and Program Facilitator, Amber Dofner
- Request donations from faculty/staff/admin to increase emergency aid funding with the Foundation especially as HEERF funding is set to expire June 2023.
  - Related Standard:
    - 10.1 Funding
  - Completion Target: June 2023
  - Responsible Position: Case Manager, Pamela Sepulveda
- Review plans for SSA building to see if it fits the needs of Falcon's Nest and make recommendations.
  - Related Standard:
    - 12.1 Design of Facilities
    - 12.2 Work Space
  - Completion Target: August 2023
  - Responsible Position: Dean of Student Services, Dr. Elizabeth Miller, and Case Manager, Pamela Sepulveda

**Summary of Ratings for CAS Standards**



<b>Part</b>	<b>Description</b>	<b>Rating</b>
1.1	Program and Services Mission	Meets
1.2	Mission Statement	Meets
2.1	Program and Services Goals	Meets
2.2	Program Information and Services	Meets
2.3	Program Structure and Framework	Meets
2.4	Program Design	Meets
3.1	Program Contribution to Student Learning, Development, and Success	Meets
3.2	Student Learning and Development Domains and Dimensions	Insufficient Evidence
3.3	Assessment of Student Learning and Development	Insufficient Evidence
4.1	Establishing a Culture of Assessment	Meets
4.2	Program Goals, Outcomes, and Objectives	Meets
4.3	Assessment Plan and Process	Partly Meets
4.4	Gathering Evidence	Partly Meets
4.5	Review and Interpret Findings	Insufficient Evidence
4.6	Reporting Results and Implementing Improvement	Insufficient Evidence
5.1	Inclusive and Equitable Educational and Work Environments	Meets
5.2	Organizational Aspects of Access, Equity, Diversity, and Inclusion	Meets
5.3	Advocating for Access, Equity, Diversity, and Inclusion	Meets
5.4	Implementing Access, Equity, Diversity, and Inclusion	Meets
6.1	Leadership	Meets
6.2	Management	Meets
6.3	Supervision	Meets
6.4	Strategic Planning	Meets
7.1	Staffing and Support	Meets
7.2	Employment Practices	Meets
7.3	Personnel Training and Development	Meets
8.1	Collaboration	Meets
8.2	Communication	Meets
8.3	Procedures and Guidelines	Meets
9.1	Ethical Statements	Meets
9.2	Ethical Practice	Meets
9.3	Legal Obligations and Responsibilities	Meets
9.4	Policies and Procedures	Meets
9.5	Communication of Ethical and Legal Obligations	Meets
9.6	Addressing Harassment and Hostile Environments	Meets
10.1	Funding	Meets
10.2	Financial Planning	Meets
10.3	Financial Management	Meets
11.1	Systems Management	Meets
11.2	User Engagement	Meets
11.3	Compliance and Information Security	Meets
11.4	Communication	Meets
12.1	Design of Facilities	Meets
12.2	Work Space	Meets
12.3	Equipment Acquisition	Meets
12.4	Facilities and Equipment Use	Meets