

**American Bar Association
Standing Committee on Paralegals
321 North Clark Street
Mail Stop 19.1
Chicago, Illinois 60654-7598**

**APPLICATION FOR REAPPROVAL OF
PARALEGAL EDUCATION PROGRAM**

Institution Name: _____

Program Name: _____

Address: _____

City: _____ **State:** _____ **Zip:** _____

Telephone Number: (____) ____ - ____ **Fax Number:** (____) ____ - ____

Institution Website URL: _____

Program Website URL: _____

We hereby certify that the information and materials contained in this report and supporting exhibits is complete and accurate to the best of our knowledge.

Institution President or Dean: _____

Signature: _____

Program Director: _____

E-Mail Address of Program Director: _____

Signature: _____

Date Submitted: _____

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Produced by the Standing Committee on Paralegals

**American Bar Association
Standing Committee on Paralegals**

UNIFORM TABLE OF EXHIBITS

Include only the exhibits listed and identify with the specified number. If an exhibit does not apply to the program, indicate that it is not applicable. Exhibits marked * must be provided in the format shown.

Exhibit 1	Enrollment Chart/Students by Program Option*
Exhibit 2	Number of Graduates by Program Option*
Exhibit 3	Organization Chart(s)
Exhibit 4	Advisory Committee Members*
Exhibit 5	Advisory Committee Guidelines or Procedures
Exhibit 6	Advisory Committee Minutes
Exhibit 7	Advertisements and Announcements to Recruit Faculty
Exhibit 8	Composition of Paralegal Program Faculty by Gender and Ethnic Background*
Exhibit 9	Expenditures and Budgets*
Exhibit 10	Assessment Plan/Analysis & Summary of Assessment Results
Exhibit 11	Curriculum for Each Program Option*
Exhibit 12	Exemptions from General Education and Total Unit Requirements*
Exhibit 13	List of Legal Specialty Courses by Term*
Exhibit 14	Legal Specialty Course Information Sheet*
Exhibit 15	Information on Courses Offered in Alternative Formats (if applicable)*
Exhibit 16	Assessment Results for Courses Offered in Alternative Formats (if applicable)
Exhibit 17	Resumes of Persons with Responsibilities for Program Direction
Exhibit 18	Faculty Participation in Professional Development*
Exhibit 19	Faculty Meeting Minutes
Exhibit 20	List of Faculty Members*
Exhibit 21	Resumes of Faculty Members
Exhibit 22	All Promotional Material used by Program
Exhibit 23	Employment and Continuing Education Information on Graduates*
Exhibit 24	Promotional Material for Continuing Education Courses (if applicable)
Exhibit 25	Written Agreement with External Library (if applicable)
Exhibit 26	Inventory of Required Library Resources

**American Bar Association
Standing Committee on Paralegals**

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SECTION I

GENERAL INFORMATION

G-101 through G-107

A. Name of the Program: _____

B. 1. Please check the name of the accrediting agency by which the institution is accredited:

- _____ Middle States Association of Colleges and Schools
- _____ New England Association of Schools and Colleges
- _____ North Central Association of Colleges and Schools
- _____ Northwest Association of Schools and Colleges
- _____ Southern Association of Colleges and Schools
- _____ Western Association of Schools and Colleges
- _____ Accrediting Commission of Career Schools and Colleges of Technology
- _____ Accrediting Council for Independent Colleges and Schools
- _____ Council on Occupational Education
- _____ New York State Board of Regents

(G-302(c))

2. Please indicate the date of the most recent reaffirmation of accreditation.

3. Please indicate the current status of the institution's accreditation.

Note: If there is a change in the institution's accrediting agency or in the status of the institution's accreditation at any time during the period of reapproval, the program must notify the Standing Committee on Paralegals immediately by submitting the Substantive Change Form for Accreditation Status, which can be found on the website for the American Bar Association Standing Committee on Paralegals, <http://www.abaparalegals.org>.

C. Program Options:

1. Please complete the following for each program option in paralegal studies offered by the institution. (*Note: "Program option is defined in G-103.A).*

Type of Program Option <i>(i.e., BA/BS; AAS/AA/AS; MA/MS; Certificate [Specify type, such as post-baccalaureate]; Minor, etc.)</i>	Name of Program Option <i>(i.e., Paralegal Studies, Legal Studies, Nurse Paralegal, Legal Nurse Consultant, etc.)</i>	Date Students First Admitted To Option	Date Option Approved by ABA <i>(If not approved as part of your initial approval)</i>

Note: Add additional rows as needed.

2. Did you notify the Standing Committee on Paralegals in advance of offering any new program options or ceasing to offer an approved program option? ***If not, while continuing to complete this reapproval application, go to the website for the American Bar Association Standing Committee on Paralegals (<http://www.abaparalegals.org>) and complete the Substantive Change Form for New Program Options or Substantive Change Form for Cessation of Program Option. This form must be submitted immediately. Do not submit this form as part of this reapproval application.***
3. Complete Exhibit 1, showing the number of students enrolled in each program option listed in item C.1 for the past four years.
4. Complete Exhibit 2, showing the number of graduates in each program option listed in item C.1 for the past seven years.
5. Does the program offer a minor which it does not consider a program option? If so, how do you demonstrate that the minor should not be considered a program option?

D. Location of the Program:

1. Are legal specialty courses offered at locations other than the main campus of the institution? If so, please provide the following information:
 - a. The addresses of all other locations and the distance from the main campus.
 - b. For each location, provide a list of all legal specialty courses offered there for each of the past four years.
2. Did you notify the Standing Committee on Paralegals in advance of offering courses at a new or additional location? ***If not, while continuing to complete this reapproval application, go to the website for the American Bar Association Standing Committee on Paralegals (<http://www.abaparalegals.org>) and complete the Substantive Change Form for New or Additional Locations. This form must be submitted immediately. Do not submit this form as part of this reapproval application.***

(G-104.N)

- E. Does the institution offer any programs for the education of paralegals, as defined in G-103 of the Guidelines, which are not included in this report? If so, describe and explain. **(G-106.A)**
- F. State verbatim each recommendation and compliance issue from the site team report of your last site visit and from any related follow-up visits. After each recommendation and compliance issue state the actions that the program has taken to address each issue.

SECTION II

ORGANIZATION AND ADMINISTRATION

G-201 through G-206

- A. State the specific goals and explicit objectives of the program. Indicate where these goals and objectives are published, e.g., college catalog, program brochures, websites, etc. **(G-201.A)**
- B. Provide an organizational chart showing (1) the academic unit within the institution where the paralegal program is situated; (2) the title of the person to whom the program director reports; and (3) where the program fits within the structure of the institution. Include the chart as Exhibit 3 and highlight the placement of the paralegal program. **(G-201.B - E)**

Note: If there has been a change in the organizational structure involving the paralegal program which the Standing Committee on Paralegals was not notified of in advance, while continuing to complete this reapproval application go to the website for the American Bar Association Standing Committee on Paralegals (<http://www.abaparalegals.org>) and complete the Substantive Change Form for Organizational Changes Involving the Paralegal Program. This form must be submitted immediately. Do not submit this form as part of this reapproval application.

- C. Provide information on the advisory committee:
 - 1. Complete Exhibit 4, showing the members of the paralegal program's advisory committee.
 - 2. Include as Exhibit 5 copies of any written guidelines or procedures governing advisory committee activities.
 - 3. How are advisory committee members appointed? What are the appointment terms?
 - 4. If the committee has any subcommittees, indicate the specific areas of responsibility, the names of current members, and how often they meet.
 - 5. List below the dates of each advisory committee meeting and any subcommittee meetings held during the past four years. Include as Exhibit 6 copies of the minutes of these

meetings. The minutes must include the dates of the meetings, the names of those in attendance, and a record of substantive discussions.

(G-203)

- D. Describe the procedures by which the institution maintains equality of opportunity and seeks to avoid prohibited discrimination regarding the treatment of personnel and students.
1. Where does the institution publish its non-discrimination policy or affirmative action plan relating to students and personnel?
 2. Where does the institution publish its policy or procedures for the accommodation of students and personnel with disabilities?
 3. What methods are used to encourage diversity in the student body of the paralegal program?
 4. Complete the following chart with respect to the ethnicity and gender of the paralegal students in each of the last four years.

Year	% of Minority Students	% of Female Students	% of Male Students
	%	%	%
	%	%	%
	%	%	%
	%	%	%

5. What methods are used to encourage diversity in the faculty of the paralegal program? Please include the steps taken to recruit and retain a diverse faculty. If written advertisements and/or announcements are used, include copies as Exhibit 7.
6. Complete Exhibit 8 showing the composition of the faculty of the paralegal program by racial/ethnic classification and gender for each of the last four years.

(G-204)

- E. Complete the budget chart provided as Exhibit 9, showing (1) the amounts spent for each category of expense for each of the past four years; (2) the budget for the current year; and (3) the projected budget for the next year. **(G-205)**
- F. Has there been a change in institutional ownership or in financial support, which has not been previously reported? ***If so, while continuing to complete this reapproval application, go to the website for the American Bar Association Standing Committee on Paralegals (<http://www.abaparalegals.org>) and complete the Substantive Change Form for Institutional Ownership or Financial Support. This form must be submitted immediately. Do not submit this form as part of this reapproval application.***

Note: G-201.F requires that the program must engage in planning, including long-range planning, and such planning must encompass the matters set forth in the Guidelines. G-202

requires that the paralegal education program be given status within the institution comparable to other units of similar size and function. Program Directors should be prepared to demonstrate compliance with both of the Guidelines to the site visit team at the time of the site visit.

SECTION III

EDUCATIONAL PROGRAMS

G-301 through G-302

A. Additional Educational Opportunities:

1. List all articulation agreements your program has with other institutions, including the name of each college and program.
2. For those programs awarding associate degrees:
 - (a) Indicate the percentage of program graduates who have transferred to an institution offering a baccalaureate degree in each of the past four years.
 - (b) Describe the methods used to encourage students and graduates to earn higher or additional degrees or certificates upon completion of the program.

(G-301.C)

B. Describe the program's plan for evaluation, review, and continuous improvement of the program, as follows:

1. Explain how the program determines the extent to which it is meeting its stated goals and objectives. Include whether the assessment of goals and objectives is part of an institutional plan.
2. Attach as Exhibit 10 a copy of the program's written assessment plan, including an analysis and summary of the assessment results.

(G-301.E - F)

C. Complete Exhibit 11 showing the total curriculum for each program option included in Section I.C. *If there have been substantial curriculum changes which were not approved in advance of being made, while continuing to complete this reapproval application go to the website for the American Bar Association Standing Committee on Paralegals (<http://www.abaparalegals.org>) and complete the Substantive Change Form for Substantial Curriculum Change. This form must be submitted immediately. Do not submit this form as part of this reapproval application.* (G-302)

D. Describe the program's sequencing plan for each program option included in Section I.C. **(G-302.E.5)**

E. General Education Requirements:

1. How is the distribution requirement for three disciplines within the general education component met? **(G-302.E.2)**
2. What method(s) is/are used to determine whether students demonstrate writing proficiency at the college level? **(G-302.E.3)**
3. What means are used to ensure that students demonstrate competence in oral communication? **(G-302.E.4)**
4. If credit is given by examination or through other means for general education courses, what methods are used to determine whether credit should be granted? Indicate how evaluation for equivalence is conducted and whether there are limits on the amount of credit that is earned through such means. **(G-302.E.6)**
5. If general education credit is accepted in transfer, what policies govern the acceptance of transfer of general education credits completed at other institutions? How are the courses evaluated to ensure that they meet the definition of general education and the breadth contained in these Guidelines? **(G-302.E.6)**

F. How does the program ensure that students have technology skills (other than electronic legal research skills) that are appropriate for employment as a paralegal? **(G-302.G)**

G. If the program admits and graduates students who have not met the general education or total unit requirement of **G-302.H**, complete the chart provided as Exhibit 12, showing information about students receiving exemptions from the general education and/or total unit requirements for each of the last four academic years.

H. Complete the chart provided as Exhibit 13, showing the legal specialty courses offered for each of the past four years. **(G-302.I)**

I. For each legal specialty course listed in Exhibit 13, complete the Course Information Sheet provided as Exhibit 14. **(G-302.I)**

J. Does the paralegal program include an internship or other field experience as a legal specialty course? If yes, provide the following information:

1. the systematic plan for developing, assigning, monitoring, and evaluating internships or other field experiences;
2. the number of hours on the job needed to earn credit;
3. how the program ensures that students and sponsors understand expectations;

4. how the student, sponsors, and program faculty communicate during the course of the internship or other field experience;
5. how the program ensures that the work emphasizes paralegal skills and competencies.

(G-302.I.1.d)

K. Which course or courses provide instruction in ethics and professional responsibility? Approximately how many hours in each program option are devoted to teaching this subject? **(G-302.I.3)**

L. Which course or courses provide instruction in legal research? In electronic research? Approximately how many hours in each program option are devoted to teaching legal research? **(G-302.I.4, G-601.I - J)**

M. Does the program cross-list any legal specialty course with other programs or majors offered by the institution? If so, list and explain. **(G-302 and G-503)**

N. What policies govern the acceptance of transfer of legal specialty credits completed at other institutions? Include criteria for accepting courses in transfer, procedures to protect the academic quality and integrity of the program, limits on the number of legal specialty courses that may be accepted in transfer, and where these policies and procedures are written. The criteria must include procedures for ensuring that programs provide at least ten semester credits or the equivalent of legal specialty courses through traditional classroom instruction as provided in G-302.J. **(G-302.I.6)**

O. What policies govern the award of legal specialty credit by course challenge, examination or portfolio? Include procedures to protect the academic quality and integrity of the program, limits on the number of legal specialty credits that may be earned through such means, procedures for evaluating and approving the award of such credit, and where these policies and procedures are written. **(G-302.I.6)**

P. Are any legal specialty courses offered through alternative delivery formats, such as compressed, accelerated, hybrid with 50% or more online instruction, hybrid with less than 50% online instruction, or fully online courses? If so, indicate which courses were submitted for approval or certified in advance of being offered and when the courses were approved or certified. Hybrid courses containing less than 50% online instruction do not require prior approval. *If courses are being offered in alternative delivery formats which were not submitted for approval or certified in advance of being offered, go to the website for the American Bar Association Standing Committee on Paralegals (<http://www.abaparalegals.org>) and complete either the Substantive Change Form for Courses Offered in Alternative Formats or the Substantive Change Form for Courses Offered in Alternative Formats Certification while continuing to complete this reapproval application. This form must be submitted immediately. Do not submit either of these forms as part of this reapproval application. (Refer to G-302.J for interpretations relating to alternative formats.)*

Q. For each method of alternative delivery used in each of the past four years:

1. Explain how the program ensures that students take at least ten semester credits or the equivalent of legal specialty courses through traditional classroom instruction or the equivalent as defined in **G-302.J.1**.
2. Provide as Exhibit 15 a detailed course outline for each course showing how the hours devoted to classroom time and the structured instructional activity outside of class or in online instruction are equivalent to the number of classroom hours that are normally required to award credit for such a course.
3. Explain how courses were selected for delivery in the alternative format and how the courses were developed.
4. Provide information on how students are screened to assess their ability to succeed in the alternative format or otherwise trained or prepared to succeed in taking course work in this format.
5. Provide information on the training and support for the development and instruction of courses delivered in the alternative format.
6. Provide information on the assessment that is conducted to determine the effectiveness of the alternative format and attach as Exhibit 16 a summary of the results of such assessment of the last four years.
7. Additionally, for totally online courses, provide the following additional information:
 - a. What means are used to ensure that there is interaction between faculty members and students, and among students?
 - b. By what means are faculty members accessible to students?
 - c. How do faculty members respond to students who have questions? How is feedback given to students on assignments and tests?
 - d. What technical support is provided to ensure proper functioning of the system and back-up in the event of technical difficulties?
 - e. What system is used to verify the identity of students submitting work or taking a test at a distance?

(G-302.J)

SECTION IV

FACULTY

G-401 through G-403

- A. Identify the name and the title of the person who serves as program director. Indicate whether this position is full-time. If the position is not full-time and the person designated as program director does not serve the institution on a full-time basis, identify the person responsible for the program who is full-time with the institution. **(G-402)**
- B. Has the person identified as the program director been in his/her position for fewer than four years? If so, provide the name or names of the person or persons who have served in this capacity for the past four years with dates of service, status as full-time or part-time, and indicate the reasons for the change. **(G-402)**
- C. If there has been a change in the program director during the past four years, did the program notify the Standing Committee on Paralegals of such change in the program director? ***If not, while continuing to complete this reapproval application, go to the website for the American Bar Association Standing Committee on Paralegals (<http://www.abaparalegals.org>) and complete the Form to Report Change in Program Director. This form must be submitted immediately. Do not submit this form as part of this reapproval application.***
- D. Provide as Exhibit 17 a resume for the person designated as the program director. If the program director is not full-time, provide a resume for the person responsible for the program who is full-time with the institution. Also, provide a resume for all other persons having substantial responsibilities for program direction or administration. Each resume must include the beginning date of service with the institution and the program, relevant professional qualifications, and experience working with paralegals and/or as a paralegal. **(G-401.A - D)**
- E. For the program director and each person having responsibility for program direction and administration (including where the program director is part-time, the person responsible for the program who is full-time with the institution) indicate how much time is devoted to the program and to other duties, using the three categories below. Be sure to show the approximate time allocation during the year for each area, e.g., percentages of full-time or actual hour amounts for each person.
1. Program-related administrative duties.
 2. Duties that are not related to the paralegal program.
 3. Teaching. (If the person teaches for the institution, specify the usual full-time teaching load at the institution and the amount of release or reassigned time, if any, that is given for direction of the program.)

(G-402)

F. Please indicate who has primary responsibility for each of the following functions that relate to Guideline requirements: **(G-402)**

FUNCTION	NAME AND TITLE OF PERSON RESPONSIBLE
Defining major program objectives	
Representing the program throughout the administrative and academic structure of the institution	
Determining the financial needs and formulating the program budget	
Attracting, selecting, and retaining qualified faculty and encouraging faculty professional development	
Advising program students	
Assuring the proper organization and operation of the advisory committee	
Maintaining liaison with the legal, paralegal, and paralegal education communities	
Identifying and responding to the occupational and educational needs of the community	
Arranging and monitoring internships or other field experiences, if offered	
Handling placement or coordination with the central placement office	
Evaluating the adequacy of the library/information resources	
Coordinating the educational program	
Evaluating the overall program including regular assessment of the legal community, students, graduates, and employers as required in G-301.E	

G. What measures are taken to support and encourage the professional growth of the program director and all faculty members in the paralegal program as both teachers and professionals? Complete Exhibit 18, listing the program director's and each faculty member's participation in such professional growth activities during the past four years. **(G-401.F - G)**

H. List below the dates of each paralegal faculty meeting held during the past four years. Include as Exhibit 19 copies of the minutes of these meetings. The minutes must include the dates of the meetings, the names of those in attendance, and a record of substantive discussions. **(G-401.H)**

I. Complete Exhibit 20, showing all faculty members who are now teaching and who have taught legal specialty courses for each of the last four years. **(G-401, G-403.A)**

- J. As Exhibit 21, provide an updated resume for each faculty member listed in Exhibit 20. Each resume must include a description of the faculty member's professional qualifications, including experience working with paralegals or as a paralegal. **(G-401.A, C - E)**
- K. What clerical, technical, and other support services are provided to faculty members? **(G-403.B)**

SECTION V

ADMISSIONS AND STUDENT SERVICES

G-501 through G-503

- A. What are the admission requirements and procedures used to select students? Indicate what printed or electronic publications of the program and institution contain admission requirements and procedures. **(G-501)**
- B. Provide as Exhibit 22 copies of all print catalogs, advertisements, promotional materials, brochures, flyers, and copies of all website pages that feature the paralegal program. Indicate on the catalog cover the numbers of the pages of the catalog that refer to the paralegal program. If your institution does not have a print catalog, provide copies of any online catalog pages related to the paralegal program and include the URL address of the online catalog. **(G-501.A - B)**
- C. Indicate where statements are published in the institution's and program's literature that explain that paralegals may not provide legal services directly to the public except as permitted by law. Indicate which of the documents provided in Exhibit 22 contain this statement and the page number on which the statement appears in each such document. **(G-501.A.3)**
- D. Describe how the required orientation to the paralegal profession is provided to new students. Include information on materials provided, when the orientation takes place, and what persons are involved in the process. **(G-502.A)**
- E. Describe the student services provided in each of the following areas and provide the name and title of the person(s) responsible for the following:
1. Course selection, advisement, and registration.
 2. Career counseling.
 3. Support programs such as remediation and tutoring.
 4. Student organizations and associations.
 5. Other services or activities.
- (G-502)**
- F. Describe how graduates are assisted in securing suitable employment by answering the following questions:

1. How and when does the program assist students in developing resume writing, interviewing, and job search skills?
2. How does the program provide information and resources about current paralegal employment opportunities?
3. What is the name and title of the person who has the chief responsibility for the employment/placement services?

(G-502(a) and G-502.C)

G. Complete the form provided as Exhibit 23, showing employment and related information for all graduates for each of the past four years. **(502(a), 502.C - D)**

H. What methods are used to give students the opportunity to express their views and make suggestions regarding the paralegal program? **(G-502.E)**

I. If the program provides continuing education for its graduates and/or paralegals, list the continuing education offerings for the past four years. Include any promotional flyers or materials as Exhibit 24. **(G-502.F)**

J. If non-paralegal students are enrolled in any legal specialty classes, provide information for each term for the last four years showing (1) the name and number of course(s); (2) the total number of students enrolled; (3) the number of non-paralegal students enrolled and (4) the reason that non-paralegal students are permitted to enroll in each course. **(G-503)**

SECTION VI

LIBRARY

G-601

A. Which law library facilities does the program rely on to meet the requirements of the Guidelines? Check all that apply.

- Law school library.
- City, county, or bar library.
- Section of the institution's library.
- A library collection and area set up specifically to serve the paralegal program.

(G-601.A, 601.E)

B. If the program relies on a library that is not located on the institution's campus, provide the following information:

1. Distance of the library or libraries from the institution's facilities, including all locations where paralegal classes are held.

2. Understanding or written agreement between the library and the program regarding student use, including accessibility and permission to provide onsite instruction. If there is a written agreement, include as Exhibit 25.

(G-601.F)

C. Provide the following information about library use and accessibility for each library listed in A above:

1. What are the hours of library operation?
2. Is instruction in legal research permitted within the library facility? State restrictions, if any.
3. What kind of assistance (including staffing) is provided to students when using the library?

(G-601.C - D)

D. How does the program evaluate the adequacy of the library and information resources? **(G-601.B)**

E. If your program has an affiliation with an ABA approved law school that allows paralegal students full use of the hard copy collection in the law school's library, submit as Exhibit 26 the following:

1. A letter from the law school librarian confirming that paralegal students can use the law library's hard copy collection.
2. An inventory of the paralegal periodicals and texts required by G-601.G.7 - 8.

F. If your program does not have an affiliation with an ABA approved law school, submit as Exhibit 26, an inventory of materials in the collection under each of the following categories, noting the most recent update.

1. State code(s).
2. State or regional reporter(s).
3. State or regional digest(s).
4. A resource for checking validity and currency of primary source materials, e.g., Shepard's Citations.
5. Legal encyclopedia(s).
6. Texts, practice manuals, and form books for all legal specialty courses. *(Include name, author, edition, date of publication, and publisher. Be sure to include the materials for every legal specialty course.)*
7. Local and state bar journals, legal newspapers, and periodicals devoted to the paralegal profession.
8. Texts and other resources (not listed in #7 above) about the paralegal profession. *(Include name, author, edition, date of publication, and publisher.)*

9. Law dictionaries.

(G-601.G)

G. Does your program provide access to (1) a resource for checking the validity and currency of primary source materials, e.g., Shepard's Citations; (2) a legal encyclopedia; (3) local and state bar journals; newspapers, and periodicals devoted to the paralegal profession; or (4) law dictionaries, **exclusively** in electronic format? If so, provide the following information to demonstrate compliance with Guideline interpretations:

1. Indicate which collection requirements noted above are met exclusively through electronic access.

2. Indicate what electronic resources are used to meet the requirement(s).

(G-601.H)

H. What access do students have to research materials and resources in electronic formats? List and describe each electronic format (i.e., subscription services, Internet access, etc) including the number of passwords if applicable and the number of terminals at which students may access materials in each format. **(G-601.J)**

SECTION VII

PHYSICAL PLANT

G-701 through G-703

A. Describe the office space that is assigned to the program director, staff, and faculty in the program. **(G-703.A)**

B. Describe the areas where students may meet privately with faculty and staff. **(G-703.B)**

Note: G-701 and G-702 require that the physical facilities, space, equipment and other instructional aids be sufficient and suitable for the program. Program Directors should be prepared to demonstrate compliance with both of the Guidelines to the site visit team at the time of the site visit.