

PROPOSED INDIVIDUALLY-CONSIDERED "SUBSTANTIAL" CHANGES

Proposed "minor" and "editorial" changes, including rearrangements, are already reflected in the base text. See "PROPOSED MINOR CHANGES" document for details of changes proposed to get to this point. The Board may change some of those amendments April 17; if so, corresponding changes will be made here. Also see "POLICY-REVIEW OVERVIEW" document for initial comments and review-process overview.

Only the policies for which further amendments have been proposed are listed here. (proposed further amendments are shown in sections below in ***bold italic*** and ~~strike through~~) Comments/attribution for proposed amendments are shown in **Courier bold**.

Each amendment proposed below will be considered (along with any alternatives submitted by other trustees) for individual approval, disapproval, or amendment by a separate Board vote.

B-1. BOARD POLICY PRINCIPLES

[1] The Board governs primarily through written policies. The College President shall cause all sectors of the College to be informed of the Board policies relevant to their activities and shall ensure the compliance of College activities with Board policies. The College President may set additional administrative rules, as long as they are consistent with and supportive of any Board policies to which they are related.

[2] The Board may use resolutions rather than policies for limited-term decisions or directives. Resolutions are limited in effect to the specific items and time periods they address, or for one year if no period is stated.

[3] There are no unwritten Board directives. The only policies, decisions, authorizations, or limitations in effect at the Board level are those explicitly listed as policies or active resolutions in the Board minutes or web site after a public vote of adoption. Individual or collective statements by Trustees in any other form have no authority in College operations. All trustees shall be informed whenever the administration takes actions that address a request or suggestion from a trustee. ***When an administrator attributes an action to a Board directive, the relevant written directive(s) must be identified.***

[4] To the extent activities in an area are not covered by a current Board policy or resolution or an administrative rule, employees should use their own best judgement to act in the interest of the community and students.

[5] Board policies are to be used only to directly express the decisions of the Board; they are not to be used to simply repeat or ratify either administrative rules (which do not require Board approval) or external laws and regulations (which the Board has no power to change).

[6] When a Board policy or resolution (except one related to Board procedure) has more than one reasonable interpretation, the College President may specify which interpretation the College shall follow, with notification to the Board of any significant policy ambiguities revealed by this process.

Proposal 1.[HE] Require references to Board directives to be clear.

Sponsor's rationale: This would aid in maintaining a clear distinction between the limited set of directives the Board gives in its policies and resolutions and the substantial flexibility the administration has in how it chooses to implement those policies. This will enable those with suggestions for changes to figure out if they should address them to the Board or to the administration. Note that nothing except a public vote constitutes a Board directive.

B-2. DUTIES AND RESPONSIBILITIES, BOARD OF TRUSTEES

The Board of Trustees has the responsibility for formulating public policy for the operation of the Austin Community College District. It functions as the legislative and policy-making body charged with the governance and control of activities within the College District. The formulation and adoption of written policy is the basic method by which the Board exercises its leadership in the operation of the College District. The Board delegates to the President of the College the function of specifying required actions and designing the detailed arrangements under which the College will be operated. The Board maintains and supervises the College by evaluating information and recommendations concerning implementation of its policies. The general responsibilities of the Board are:

[1] To adopt and periodically review a statement of philosophy that clarifies basic educational beliefs and educational responsibilities of the College for the community.

[2] To determine the quality of professional leadership needed to carry out the philosophy and objectives of the College.

[3] To select and appoint the President of the College, ***with a performance evaluation in the summer and***

winter quarters each year.

[4] To establish the policies necessary for supporting operations of the College District.

[5] To review and take appropriate action on matters relating to site and facilities development.

[6] To provide ways and means of financial support, approve the annual budget, and review and approve expenditures as provided in College policy.

[7] To approve courses and programs of study that support community needs.

[8] To require and review appropriate administrative reports.

[9] To consider inquiries and requests from citizens and organizations on matters of policy, administration, and other items of public concern affecting the College District.

[10] To serve as a final adjudicating agency for students, employees, and citizens of the Austin Community College District on matters of Board policy.

[11] To bear the legal responsibility for all aspects of the operation of the College District.

[12] To choose its officers and advisors, and to plan its own activities and priorities.

Proposal 2.[BD] Specify semiannual Board evaluation of College President.

Sponsor's rationale: This important Board duty needs to be mentioned in policy. A semiannual schedule will facilitate unified Board communication about issues early enough that they can be addressed prior to the annual review of the President's contract.

B-4. BOARD OF TRUSTEES BYLAWS

1. General Delegation of Authority for Board Procedure

The Board Chair shall decide any questions of Board procedure that are not addressed by, or that require interpretation of, law, Board policy, or specific Board resolutions.

2. Board Officers

The Board shall elect from among its members a Board Chair, who shall preside over Board meetings and shall coordinate policy-development activities and the Board-President relationship; a Board Vice-Chair, who shall coordinate the community-linkage activities of the Board and shall preside in the absence of the Board Chair; and a Board Secretary, who shall oversee and certify the records of the Board and shall coordinate monitoring of compliance with Board policy. These officers shall be elected at the first Board meeting after a Trustee election is completed, a year later, and when a vacancy in an office exists or is created by Board vote. No trustee may serve in the same office for ~~more than two of any four~~ consecutive years.

3. Board Meetings

3.1 Official meetings of the Board can be called, within the notification limits imposed by law, by the Board Chair or by any three Trustees. ~~The Board will normally take final votes on items only at its first meeting in a month, and only on items that had been discussed at a previous meeting.~~ ***Except for special meetings called as emergencies in accordance with state law (and then by a 3/4 vote), the Board will not take a final vote on a topic at the first meeting at which it is discussed or at other than the first regular meeting of a month or its recessed continuation.***

3.2 The College President and Board Chair shall develop proposed agendas for Board meetings in accordance with priorities set by the Board, with final authority on what is included in the agenda and agenda packet lying with the Board Chair. ~~Subjects for meetings shall also be placed on agendas as requested by any Trustee, provided that the proposed action and its rationale are submitted in written form at least 12 days prior to the meeting.~~ ***A motion to place an item on a particular future agenda shall, at the request of any trustee, be placed on the next agenda for determination by Board vote.*** The College President shall cause all Trustees to be sent the agenda and all supporting materials at least 5 days before the meeting, and shall cause all required legal postings of Board meetings. Only subjects on the agenda shall be considered at a meeting.

3.3 Robert's Rules of Order shall be used to conduct meetings of the Board and its committees, subject to these bylaws and applicable law. Final approval of any non-procedural motion requires affirmative votes in a public session from a majority of the full current membership of the Board. For procedural motions, amendments, and committee votes, the majorities required by Robert's Rules of Order shall be of members present and voting.

3.4 The College President shall cause to be kept all legally-required records of Board meetings. Minutes of the full Board shall accurately reflect the actions taken by the Board and the vote of each Trustee on those actions. When approved by the Board and signed by the Secretary, the minutes shall become the official record of a meeting. ***The Secretary shall have authority over how the decisions and activities of the Board are presented by the College.***

~~4. Board Advisory Committees [move to proposed new policy B-7]~~

~~Board committees consisting primarily (or entirely) of non-Trustees may be established by the Board to advise it on specific issues. The College President shall meet reasonable committee requests for information and assistance.~~

Proposal 3.[HE] Rotate Board-officer positions every year.

Sponsor's rationale: This change is intended to improve Board unity by familiarizing more trustees with officer roles, to help bring multiple perspectives to each area of officer responsibility, and to reduce burnout.

Proposal 4.[CN] Except in emergencies, final votes will be taken only at business meetings and after discussion at an earlier meeting.

Sponsor's rationale: Limiting final votes to a single monthly meeting will maximize the presence of trustees for all final decisions, while allowing discussion and procedural decisions to proceed smoothly.

Proposal 5.[HE] Change mechanism for adding agenda item.

Sponsor's rationale: The proposed approach is intended to establish a good method to handle possible differences of opinion between the Board Chair and an individual trustee about when to consider something.

Proposal 6.[HE] Have Board Secretary oversee Board web site and reports.

Sponsor's rationale: This is intended to ensure a unified approach and a Board perspective in the Board's presentation to the community on the College web site and official publications (schedule, catalog, etc.).

B-7. BOARD ADVISORY COMMITTEES

Board committees consisting primarily (or entirely) of non-Trustees may be established by the Board to advise it on specific issues. ***The role of Board advisory committees is to collect and sort information and to identify options for Board decision. Such committees shall thus avoid monolithic recommendations where diversity of opinion exists and shall not deal with issues for which there is no basis in policy for Board involvement.*** The College President shall meet reasonable committee requests for information and assistance, ***with the mediation of the Board Vice-Chair in resolving any disputes.***

The Board shall each summer, and at other times as needed, decide on the extent and nature of the topics for which it wishes to use the advisory-committee mechanism. After considering suggestions from trustees, the President, and other interested groups, the Board Chair shall recommend for Board consideration a chair, membership, term, and charge for each such committee.

Proposal 7.[HE] Extension of provision on Board advisory committees.

Sponsor's rationale: This would set mechanisms and principles for use of Board advisory committees, but let each Board planning process decide just where and when to seek such independent community advice.

C-2. COLLEGE ORGANIZATIONAL PRINCIPLES

A. College Unity

Austin Community College is a single college with multiple campuses and teaching sites, not a multi-college system. All employees, especially those with management responsibility, shall act to support the unity of the College by aligning their activities with the directives of the College's chief officers, by seeking what is best for the whole College rather than exclusively for a particular sector, and by fostering cooperation. ***Employees serving as administrative officers of the College shall be supportive of each other, their superior officers, and the Board in their communications with subordinates and with members of the public.***

B. Presidential Leadership

The President shall build a capable, unified, and diverse leadership group. As Chief Executive Officer, the President is responsible for determining and specifying in writing the staffing and scope of individual managerial positions, of institutional units, and of College-wide councils or committees. The President shall keep the other College officers well informed about Board and presidential issues, activities, and plans.

Proposal 8.[BD] Add a mutual-support provision to the College Unity section.

Sponsor's rationale: The authority delegated by the Board to administrative officers should be used to promote College unity.

C-6. ORGANIZATIONAL PERFORMANCE EVALUATION/AUDITING

The President shall ensure that each significant function, sector, and process of the College is evaluated (including feedback from the people dependent on it) for effectiveness, efficiency, and policy compliance according to an announced schedule. The administration shall consider suggestions from students, employees, and others as to

evaluation format and content. For each such evaluation, the administration shall publish a report summarizing its analysis of current performance, any improvements it plans, and the feedback it received. The administration shall also provide the Board summaries of the status of activities designed to address any weaknesses previously identified by either this system or by the external auditors, **and a list of any unusual major College practices or conditions, with justifications or plans for improvement.**

The Board shall engage external auditors to conduct the annual financial audit and to perform such other services as may be deemed appropriate by the Board or the Board Secretary in furtherance of Policy B-6, Monitoring Policy Compliance. Such auditors shall have complete access to any institutional records or information they deem needed for their work. The auditors shall report to the Board any significant inappropriate practices they detect in College activities. **The same firm will not be chosen as auditors for more than 5 out of any 10 years.**

Proposal 9.[HE] Require reports on unusual practices/conditions.

Sponsor's rationale: It would aid the benchmarking and exception-reporting approach for the administration to identify and explain any areas where ACC is unusual. These may be good (in which case a justification would be given) or they may be acknowledged problems, with some already being addressed and others planned for later work.

Proposal 10.[HE] Require rotation between audit firms.

Sponsor's rationale: It is considered a good management practice to change auditors periodically to ensure an appropriate level of independence.

C-7. LEGAL COUNSEL

The Board of Trustees shall designate an attorney(s) to serve in the capacity of legal counsel for the Austin Community College District and to provide the Board independent advice and representation in all legal matters affecting or potentially affecting the Board or the College District.

The attorneys shall be reasonably compensated and shall serve at the pleasure of the Board. The attorneys shall be available to handle all legal matters for the Board and administration of the College District, and shall be responsible to the Board.

The attorneys shall attend Board meetings when requested by the Board or by the College President and shall be available for consultation with members of the Board, the College President, and individual staff members designated by the College President, and shall undertake to represent the Board and the College in all matters referred by the Board and the College President. When a request for a legal opinion comes from a trustee, the attorneys shall inform all Trustees of the request.

The College President, in coordination with the College legal counsel, shall cause to be maintained and distributed a College Legal Manual that explains the important legal provisions covering College operations, **including those related to the use of copyrighted material.** The President shall keep the Board informed of the status and disposition of any official notices, complaints, and decisions related to College legal, regulatory, or accreditation issues. **The President shall keep the Board informed of the status and disposition of any [important] official notices, complaints, and decisions related to College legal, [regulatory,] or accreditation issues.**

Proposal 11.[CN] Add provision about use of copyrighted material.

Sponsor's rationale: This ensures that the College gives appropriate attention and guidance to a legal issue that is increasing in visibility and complexity.

Proposal 11A [HE] Alternative provisions on Board legal notifications.

Alternative 1: omit "important" and "regulatory".

Alternative 2: include "important" and "regulatory".

Alternative 3: no amendment on this topic (omit entire sentence)

Rationale: These are various strategies, including no change, for addressing, without requiring excessive reports, the need of the Board for appropriate notification about potential problems.

C-9. CONFLICTS OF INTEREST

The College President shall establish and enforce rules to keep college resources from being inappropriately used for personal gain. The rules shall forbid, in addition to activities forbidden by law, at least these activities:

- [1] the acceptance of significant (over \$50/year) personal gifts from College vendors.
- [2] participation of authors in decisions about use of their textbooks by the College.
- [3] employment of a person under the supervisory jurisdiction of a close relative.
- [4] the provision of college business to College managers or Trustees, or to their immediate family members.

Provision of College business to firms in which such people have a substantial interest (as defined by Chapter 171 of the Texas Local Government Code) shall also be forbidden except when the President finds a compelling benefit for the College and the manager or Trustee publicly recuses themselves from the decision.

[5] significant use of College facilities, resources, or duty time for activities for which an employee is paid by anyone other than the College, except when such activities have been approved in writing by an authorized supervisor and appropriate compensation is made to the College.

[6] acceptance of compensation for referring students to vendors.

[7] resale of materials (e.g., textbooks) provided due to an employee's role at the College.

The rules shall also establish procedures by which College officers, and other employees when designated by the President, shall report any outside employment or paid consulting work.

The President shall annually report to the Board a summary of enforcement activities associated with this policy.

Proposal 12.[HE] Add provisions forbidding secondary compensation from vendors.

Sponsor's rationale: These changes would ensure that certain inappropriate practices are not permitted.

C-10. PURCHASING

A. General Objectives

[1] To support the instructional mission of the College by procuring in a timely manner the specific equipment, services, and materials needed for effective College operations.

[2] To secure work and materials at the best value for the College.

[3] To provide opportunities for individual vendors, contractors, historically underutilized businesses, and small/local businesses to compete for College purchases/contracts in a fair and competitive environment, and to create an open process for procurement through competition.

B. Board Approval: The requirement for specific Board approval of vendor and price for purchasing, consulting, or contracting expenditures or commitments for related groups of items depends on the cost and on the extent of prior Board review. For multi-year purchases, the stated limits apply to total costs.

[1] Expenditures costing less than \$25,000 never require such approval.

[2] Expenditures costing over \$100,000 always require such approval.

[3] Expenditures costing between \$25,000 and \$100,000 require such approval unless either:

[a] the Board has previously approved, after a public review period of a month or more, a budget or other written plan listing the items and their approximate cost, or

[b] the expenditure is primarily to repair or replace an existing capability that has been unexpectedly lost, or

[c] the expenditure is necessary to meet an emergency and is reported to the Board at its next meeting.

For items that require Board approval below \$500,000 that are not design-build contracts, the administration shall provide a summary and evaluative judgments of vendor responses with a recommendation of a single vendor. Such items should be submitted to the Board early enough that it does not have to make its final decision at its first consideration of the item if it has unresolved questions or decides not to accept the administration's recommendation at the first meeting the item is on the agenda. In cases where the administration's recommendation is not accepted, consideration of alternatives shall occur at a subsequent meeting.

For items in excess of \$500,000 and for all design-build contracts, a limited number of well-qualified vendors shall make presentations to the Board. The administration shall provide the Board with appropriate evaluative criteria or questions for use by the Board in the review process. The administration shall provide a summary of the proposals and provide evaluative judgment concerning strengths and weaknesses of these well-qualified vendors.

The Board shall generally assess the administration's recommendation by whether it and the process leading to it are in accord with Board policy and the General Objectives set forth in Section A of this policy, giving due deference to the administration's expert judgment on whether a recommendation will meet General Objectives [1] and [2].

C. Reports: The administration shall provide quarterly reports and annual summaries on purchasing activities. Such reports shall include:

[1] purchase orders and contracts awarded to HUBs;

[2] purchase orders and contracts awarded to local vendors;

[3] state contract and state catalog purchases made;

[4] all contracts over \$10,000; and

[5] an explanation of consulting fees in excess of \$5,000 to a single vendor in a fiscal year.

[6] a listing of any expenditures directly for administrative officers that exceed \$5000 or are unusual.

D. Responsible Contracting Practices ~~Historically Underutilized Businesses (HUBs)~~

[1] In all purchasing and contracting decisions, employees shall make diligent efforts to include **historically-underutilized-business** (HUB) vendors and shall, where practicable, avoid practices that tend to exclude HUB vendors. ACC shall develop, maintain, and enhance the participation of minority-owned and women-owned firms in all phases of its procurement processes, supporting their efforts to compete for College business.

[2] The College shall encourage all vendors, suppliers, contractors, and professionals with whom it does business to support the common goal of equal opportunity and economic participation for all citizens. In expenditure of College funds, neither the College nor its contractors and suppliers shall discriminate on the basis of sex, race, color, creed, religion, national origin, age, or sexual orientation, or on the basis of disabilities that do not significantly effect the quality of work.

[3] *In deciding which functions to accomplish via external contractors, the administration shall take care not to support patterns of employment that fail to meet community compensation standards.*

[4] *Contracts shall be opened for bid on an equal basis by all qualified vendors at least once every five years (or on completion for contracts longer than five years).*

Proposal 13.[BD] Add C[6] to report expenditures for officers.

Sponsor's rationale: This reporting approach will alert the Board to anything out of line in this area without requiring specific approvals.

Proposal 14.[HE] "Living wage" amendment added as section D[3].

Sponsor's rationale: This would establish the principle that ACC will not use privatization in areas where the result would be to depress compensation.

Proposal 15.[HE on suggestion from DM] Add "Open contracting" amendment as D[4].

Sponsor's rationale: It is important to the College, both economically and in its relationship to the community, for all vendors to have an equal chance and to not give undue advantage to current vendors.

C-13. COLLEGE-COMMUNITY LINKAGES

It is important that the College create and maintain strong community linkages at many levels. Such linkages should be part of coordinated plans based on principles and priorities adopted by the Board or President.

Accordingly:

A. Communication Linkages:

[1] Staff-community linkages: The President shall ensure that the College maintains a system to receive external information and advice on how the College can best serve its community, especially from sectors that directly deal with the College's entrants or graduates. This system shall be structured so as to promote productive College-community interaction. The President shall also ensure that the College has appropriate representation in relevant community organizations and events.

[2] Board-community linkages: In addition to the activities individual Trustees choose to undertake as elected officials, the Board shall have an organized program of interaction with the community. The Vice-Chair of the Board shall coordinate this program, aligning it with a priority list adopted annually by the Board. The College shall provide electronic dissemination of Board-meeting proceedings, **including cable television**.

[3] **Citizen communications: At the first business meeting of each month, citizens may address the Board according to the published procedures, which shall be uniformly applied so as to provide fair access to all citizens.**

B. Operational Linkages:

The College shall respond to community needs by creating appropriate partnerships or contractor-client relationships with community organizations. Negotiation of such agreements is the responsibility of the President, subject to Board approval if they are multi-year agreements or involve expenditures in excess of the approval limits established in policy C-10, Purchasing. Proposals for partnership agreements should include an economic analysis, and should ensure that each party bears an appropriate share of the costs.

C. Reports to the Board:

The President shall report annually to the Board on the nature and extent of linkage activities, on the financial terms and operational results of community partnerships, and on any plans or recommendations for changes in this area.

Proposal 16.[JW] Add requirement for TV broadcasts of Board meetings.

Sponsor's rationale: Televising Board meetings will enable more of the public to see and hear what the Board

does and will thus promote the interest of open government.

Proposal 17.[CN] Add provision about citizens' communications to section A.

Sponsor's rationale: This gives citizens' communications a basis in policy, and ensures that the same rules will apply to everyone.

C-14. AUXILIARY ENTERPRISES [proposed new policy]

[1] General student-service enterprises: Services run or contracted for by the College whose primary function is to provide general services to students (e.g., food-service providers) should be awarded and/or operated under terms which maximize the value of those services to students, rather than maximizing the economic return to the College. Allocation of facilities and other resources in support of such enterprises should reflect an analysis of student demand.

[2] Specialized student-service enterprises: Student-oriented services whose benefits are limited to a small fraction of students should generally be operated at approximately breakeven, unless a planned subsidy has been allocated as part of the budget process.

[3] Other enterprises: Activities not primarily oriented to serving students (e.g., a public golf course) should be operated so as to yield maximal sustained gain for the College. For any such activities whose gross revenues exceed \$500,000 per year, the administration shall, during the master-planning process, provide the Board an analysis showing its plans for achieving this objective.

[4] Reports: Each year the administration shall provide a public report on any continuing contracts or financial agreements the College has with external parties.

[5] Provision of space: Allocation for a year or more of significant College facilities to the use of external entities requires a cost/benefit analysis and Board approval.

Proposal 18.[HE] Adopt principles for auxiliary enterprises [sections 1-4].

Sponsor's rationale: This policy would express Board values about the approach the College should take to the main types of auxiliary enterprise, and make information about enterprises/contracts publicly available.

Proposal 18A [BD] Require Board approval for long-term subleases [section 5].

Sponsor's rationale: Long-term allocations of College space to external entities should receive Board review.

D-3. FACULTY WORKLOADS

A. Faculty Duties:

In this and all other Board policies, the term "faculty" does not refer to the adjunct faculty or faculty paid hourly unless specifically indicated.

The College shall maintain a clear delineation of duties for adjunct and full-time faculty. Standard adjunct-faculty duties relate to areas of direct instruction, including needed preparation and grading, and the associated section-specific student consultation. ~~The College shall generally place at least as high a value on such direct instruction as on other faculty work.~~ The College shall usually rely on full-time faculty for further required faculty work, such as subject-area advising, instructional planning, curriculum innovation, program and personnel evaluation, supervision of adjunct faculty, and shared-governance responsibilities. For appropriate liaison or specialized tasks, or when there are not enough full-time faculty in an area, adjunct faculty may be selected to work in these areas.

B. Faculty

[1] The total responsibilities of faculty positions shall require at least 40 hours per week on a full-time basis. Such positions are filled by the faculty appointment process described in Policy F-4. They will typically be on a full-time basis, but the President may establish fractional faculty positions when deemed appropriate, in which case both the salary and all the responsibilities described below are reduced proportionally. Faculty contracts are for a 10½-month period which generally includes Fall Semester, Spring Semester, and six weeks of the Summer Semester. Faculty have the option of choosing a nine-month contract at 6/7 of the 10½-month pay if they so desire.

[2] The workload for faculty will typically include a teaching courseload of 30 lecture equivalent hours (LEH) for an academic year (an average of 15 hours per week), and 5 or 6 additional LEH in a summer semester. Faculty members shall schedule at least five office hours per week for consultation with students, and shall make at least five additional office hours per week available by appointment.

[3] The President shall set equivalency rules for faculty workloads to determine how labs, unusual teaching situations, and other modes of direct student contact will be counted toward this courseload. These rules may also

provide that only partial credit is given for sections substantially smaller than the target size for that course.

[4] The President shall specify workload and vacation rules for faculty whose primary responsibilities are other than classroom teaching, such as librarians and counselors with faculty status.

[5] Each faculty member shall be expected to share responsibilities related to the total concerns of the College. Such responsibilities include instructional development, faculty meetings, committee and task-force assignments, registration duties, student advisement, other assigned responsibilities, and appropriate self-directed professional activities. The President may correspondingly reduce courseloads and/or provide stipends to faculty members whose non-teaching assignments substantially exceed the typical amount.

[6] Faculty members who, with appropriate approvals, teach more than a full courseload (with appropriate additional office hours) shall be paid for the excess at adjunct-faculty rates.

[7] ~~Each faculty member shall be consulted prior to the determination of his or her teaching schedule and work assignments; however, the administration may make work and class assignments as needed.~~ ***The administration may make work and class assignments as needed, but will try to accommodate preferences.***

C. Adjunct Faculty

[1] Adjunct faculty are hired by the College on an as-needed basis for direct instruction. Their course-based compensation, which is proportional to the number of lecture hours taught (or equivalent), covers the time used for direct instruction, course preparation, grading, and at least one office hour per course per week for individual consultation with students. Any additional work asked of people serving as adjunct faculty, such as service on official instructional or governance committees, task forces, or councils (including the Adjunct Faculty Council), is not part of the standard adjunct-faculty job and shall be compensated separately.

[2] The President shall ensure that the College's employment of adjunct faculty is not excessive ~~or poorly controlled~~, and that the College ~~does not usually~~ ***only rarely*** permits adjunct-faculty workloads in excess of 9 credit hours or 11 LEH per week. (*See also the alternative proposal below to delete C[2].*)

D. Reports

The President shall report to the Board during the annual budget process on the recent and projected pattern of faculty courseloads, including overloads and courseload reductions, and on the recent and projected level of use of adjunct faculty. ***This report shall describe the process by which courseload reductions are allocated, listing the justifications and the estimated hours of extra work beyond the standard expectation.***

Proposal 19. [LD] Delete "The College shall generally place at least as high a value on such direct instruction as on other faculty work." sentence from section A.

Sponsor's rationale: I don't know what this means or what consequences it has. If it's important, let's reword it.

Proposal 20. [LD] Change B[7] language as indicated.

Sponsor's rationale: I don't see a significant difference in the consequences of my wording vs. the current wording. I just think we should state that scheduling decisions will be made by the administration.

Proposal 21. Change provision C[2] on adjunct-faculty workload.

alternative 1 [LD]: Change C[2] to restrict high-workload adjunct usage.

Sponsor's rationale: I don't know what "poorly controlled" means, other than "excessive". I think we need to state clearly that our intent is for faculty workloads to be restricted and that these are meant to be part-time jobs.

alternative 2 [JW]: Delete C[2], removing policy restriction on usage.

Sponsor's rationale: This subject is covered at a more appropriate level of generality in the adjunct faculty policy (D-6[3]), which states that the President "shall make rules to limit the use of adjunct faculty to to a level which does not jeopardize these goals".

alternative 3: Leave current provision unchanged.

Rationale: This alternative is appropriate if the current "not usually" language is seen as adequate.

Proposal 22. [CN] Add courseload-reduction justifications to report.

Sponsor's rationale: This will aid the Board both in understanding the function of courseload reductions and in evaluating compliance with the compensation-policy mandate for objective criteria in workload assignments.

D-6. EMPLOYMENT OF ADJUNCT FACULTY

While faculty whom the College employs on a multi-year basis and who have additional mandatory non-instructional duties (referred to in this policy as full-time faculty) have the central role in organizing and delivering its instruction, adjunct faculty also provide essential services in most instructional areas. Among other benefits,

employment of adjunct faculty permits the College to schedule flexibly, to provide students direct access to working professionals in the fields they wish to enter, to refresh the instructional dialog with new perspectives, and to achieve for each area an appropriate balance of overall faculty effort between direct instruction and other needed faculty work.

~~However, care is required for the best employment of adjunct faculty.~~ The President shall maintain systems that ensure that use of adjunct faculty by the College meets community standards for responsible employment and that it does not result in diminished or uneven instructional effectiveness or violation of accreditation criteria.

Accordingly:

[1] *priority of instructional effectiveness*: The foremost consideration in hiring and scheduling all faculty shall be to ensure that instruction systematically meets high standards for effectiveness both in imparting needed skills and in successful student completion of programs.

[2] *evaluation*: Adjunct-faculty evaluation, which shall be coordinated by task forces and/or program coordinators in the discipline, should be multi-faceted, based on published criteria, include appropriate observation, and determine whether the course syllabus and the skill levels covered by tests match the standards established for the course. Adjunct faculty shall be promptly and fully informed of the results of their evaluations, which shall be used to develop plans for improvement of performance where needed.

[3] *appropriate balance of adjunct and full-time faculty*: The President shall develop and implement plans, subject to Board approval, to hire the number of full-time faculty required to ensure quality, provide needed academic support activities throughout each area, and meet accreditation criteria, and shall make rules to limit use of adjunct faculty to a level that does not jeopardize these goals.

[5] *assignment of adjunct sections*: Consistent and comprehensive effectiveness in serving student needs will require, in addition to specific individual teaching skills, connection of the College to all parts of its diverse community and predictability of employment for successful adjuncts. Adjunct sections shall be assigned so as to [a] provide a controlled but sustained influx of new people into each area of substantial adjunct-faculty use, [b] make extensive use of multiple-semester appointments for adjunct faculty (***appointed solely on the basis of past performance evaluations***), and [c] make best use of individual adjuncts in light of the skills revealed by evaluation and supervisory observation; an annual report on the performance of the College in these areas shall be made to the Board. Adjunct faculty shall not be scheduled for workloads that are excessive in combination with their other commitments at the College and elsewhere. Individual adjunct-faculty preferences as to location and time of work shall be accommodated as much as is consistent with College and student needs. Scheduling of adjunct faculty shall be clearly explained.

[6] *adjunct-faculty compensation*: Adjunct faculty shall be compensated at professional rates for all work expected of them. Appropriate allowances may be made for courses with unusually high or low workloads and for difficult-to-staff courses. Allowance should also be made for relevant experience and education at the College and elsewhere. It is a goal of the College that adjunct faculty whose total work for ACC equals half-time or more annually have adequate health-insurance benefits; the President shall, in each budget, provide a plan to implement this goal.

[7] *professional development*: The College shall encourage professional development for adjunct faculty. Such professional development, which may be mandated and be an element in the adjunct-faculty compensation scales, shall be appropriate to the teaching tasks and prior professional competence of adjunct faculty members.

[8] *new faculty*: Special systems for effective orientation and supervision of new faculty shall be maintained, including immediate course evaluations whenever a faculty member has not previously taught a particular course at the College. People applying to work as adjunct faculty who may consider ACC as a potential source of full-time faculty employment shall be frankly informed of the small number of full-time faculty openings at the College and of the large number of applicants from inside and outside the College for such positions. ACC adjuncts who do apply for full-time faculty jobs shall be given equitable consideration, with the quality of their performance as adjunct faculty considered in the hiring decision process.

[9] *access to instructors*: The College shall provide operational support, including voice and electronic mail, sufficient to ensure good student access to adjunct faculty as well as good communication between adjunct faculty and their supervisors. The College shall also decide its schedule early enough that adjunct-faculty names are generally available to students by the beginning of registration.

[10] *integration into the College*: ***The College reporting structure should be clear to all employees*** ~~Each adjunct faculty member shall be provided a contact person in the teaching faculty in his or her discipline to provide needed consultation and assistance. Adjunct faculty shall also be informed in writing of who has primary responsibility for their evaluation, to whom they should refer students who have unresolved complaints about their class, to whom they should direct requests and questions about their scheduling, and how they should handle the provision of a substitute if they are unable to meet a class session due to illness or other causes.~~

[11] *community/industry connection*: The College shall use the connections of adjunct faculty with their other employers and/or community activities to enrich and improve services to students.

[12] *diversity*: ACC values diversity in its adjunct faculty. The hiring and retention of adjunct faculty shall be subject to all provisions of policy F-1, Equal Employment Opportunity / Affirmative Action. The College must establish programs to actively seek out and recruit minority candidates for adjunct-faculty positions. ACC employees must avoid practices that tend to exclude consideration of minority candidates for adjunct-faculty positions.

Proposal 23.[CN] Delete "However, care is required ..." sentence.

Sponsor's rationale: This sentence does not add to the policy, and is implied by the substantive provisions that follow it.

Proposal 24.[JW] Base MSTTA appointments solely on evaluations.

Sponsor's rationale: The MSTTA selection process has been the subject of considerable controversy, with allegations of favoritism and bias. Selecting MSTTA's on any basis other than performance evaluations (such as interviews) only encourages such controversy. The point of the MSTTA provision in the adjunct faculty policy is to try to retain the best adjunct faculty at ACC. If our evaluation process is good, that is the basis we should use for selection. If it is not, we need to work on it.

Proposal 25.[LD] replace [10] by this sentence: "The College reporting structure should be clear to all employees."

Sponsor's rationale: I think the current policy is too wordy – that we should stipulate the desired end in policy and leave the how-to to the administration.

[Timing of planning approvals – affects policy E-1 or E-2]

Proposal 26. Choose among alternative timings for planning approvals

Alternative 1: Approve facilities plan biennially rather than annually.

Mechanism: Replace "annually" with "*biennially*" in the first sentence of E-2.

Rationale: This amendment is appropriate if the Board wishes to align (and effectively combine) facilities and Master-plan updates and approvals on a two-year cycle.

Alternative 2: Have facilities plan consistent with Master Plan, but separate.

Mechanism: Replace "as part of" with "*consistent with*" in the first sentence of E-2.

Rationale: This amendment is appropriate if the Board wishes to update the facilities plan annually but retain the biennial pattern for Master Plan development and approval.

Alternative 3: Update the Master Plan annually rather than biennially.

Mechanism: Replace "biennially" with "*annually*" in the first sentence of E-1.

Rationale: This amendment is appropriate if the Board wishes to have both the Master Plan and facilities plan updated and submitted for approval on an annual cycle.

E-2. PROVISION OF COLLEGE FACILITIES

The President, in the context of a multi-year facilities plan updated and submitted for Board approval annually as part of the integrated Master Plan called for in Policy E-1, shall ensure that facilities are provided and allocated so as to support effective instruction, reflect community needs and declared College priorities, and maximize long-term economic value.

[1] Facilities planning and allocation shall be driven by both economic considerations and responsiveness to the educational needs of students and of College employees engaged in providing services to students, who shall be consulted extensively during planning for facilities they will use. In addition to full provision for needed classrooms, laboratories, and learning resources, adequate space shall be provided for faculty offices, student activities, and administrative functions.

[2] The facilities plan shall discuss the extent of unsatisfied demand due to facilities limitations, especially when related to programs or functions previously identified as College priorities, and any geographic demand/supply imbalances.

[3] Facilities shall be built and maintained so as to give good long-term economic value, with a preference for owned rather than leased space. Care shall be taken to avoid practices (e.g., short-lived components, undersized

classrooms) in which reduced initial construction costs are more than offset by increased operational costs. The facilities plan shall describe methods and plans to ensure that use of College space is highly efficient.

[4] The College shall develop analyses, based mainly on data from exemplary comparable institutions, to estimate the amount, type, and distribution of facilities appropriate for current and projected enrollments, program mix, and staffing levels.

[5] As part of the annual facilities plan, the Board shall be provided a report updating these analyses, comparing current College facilities usage with desired patterns, and recommending priorities for facilities development.

[6] The administration shall provide reasonable estimates, suitable for use in economic analyses of programs, of the typical annual costs of the various types of facility space used in College operations, including both operating costs and appropriate amortization of capital costs.

[7] College facilities-development activities shall be conducted so as to respect other community priorities, including environmental protection and respect for the City of Austin's desired development zone.

[8] Fundraising for facilities by the College and/or Foundation shall be for projects that have received Board approval. ***Designation of names for facilities requires Board approval.***

Proposal 26A [HE]: Require Board approval for facilities names.

Sponsor's rationale: Naming a College facility is a long-term decision that needs to be handled in a way that balances a variety of values. Board review will help produce this result.

E-3. COLLEGE BUDGET

The President shall, prior to the end of June each year, develop and submit to the Board and for public review a proposed annual budget that:

[1] Provides adequate support for the educational programs of the College, based on efficient operation of both direct and support services.

[2] Distributes resources primarily on objective criteria based on student enrollment and program needs.

~~[3] Provides a justification or plan for correction of any substantial disparities in the resources supplied to serve students in similar programs at different campuses.~~

[4] Budgets revenues and expenses based on actual expected performance. When there is substantial uncertainty about performance in an area, the associated budget projection should be moderately conservative; in such cases, the administration should describe its targets for the area and the budget effects of the range of plausible outcomes.

[5] Budgets expected overall current-funds expenses plus transfers mandated by law or policy of less than expected current-funds revenues, and budgets fund balances within the limits imposed by policy E-6, Fund Balance.

[6] Is consistent with a multi-year master plan developed in compliance with policy E-1 on Master Planning.

[7] Provides a recent history and (to the extent feasible) a three-year plan for tuition/fee levels, enrollment, overall revenues and expenses, debt service, plant-fund expenditures, and fund-balance levels, with a description of planning assumptions and significant changes.

When deemed appropriate by the administration, capital items in an annual budget may be purchased during the period after budget approval but prior to the start of the fiscal year.

The President shall inform the Board whenever the actual performance of the College differs significantly from the approved budget, and shall propose corrective budget amendments if projected performance differs from the budget target for current-funds surplus by more than ½% of annual Education&General-fund revenues.

Proposal 27.[LD] Delete section [3] on inter-campus disparities.

Sponsor's rationale: The disparities have been corrected now or are being corrected. The policy should just state that "resources will be allocated to campuses based on objective justifications and criteria".

E-8. TUITION AND FEE RATES

[1] The tuition rates for in-district college-credit students shall be set by the Board. Except when the Board explicitly directs otherwise, tuition rates for other students shall be set by the President in accordance with this policy. To the extent feasible, general charges shall be assessed as tuition.

[2] In order to maintain a tuition differential that is fair both to ACC taxpayers and to Texas-resident ACC students who live outside the taxing district, the credit-hour differential for such students shall reflect the local tax effort in support of in-district students. It shall thus be the ratio of annual property-tax revenues to annual in-district credit hours, except that any term-to-term increase in the differential shall be no more than \$3 per credit-hour. The

President is authorized and encouraged to use any available method to lessen the impact of this tuition differential on economically-disadvantaged students.

[3] The further per-credit-hour differential in tuition rates for students who do not qualify as Texas residents shall be no less than the ratio of all revenues from state government to total credit hours by in-state students.

[4] Student fees must be approved annually by the Board, with justifications, revenue/cost estimates, and proposed changes listed during budget deliberations.

[5] The President may adopt rules waiving all or part of the tuition and/or other charges for *appropriate groups of students, as permitted by law* ~~senior citizens or students enrolled under a joint credit agreement with a school district~~, with an annual report to the Board on the nature and extent of such waivers.

[6] The President shall set charges for non-credit and continuing-education classes that at least cover operational, indirect, and overhead costs, except where specific below-cost sectors have been approved by Board vote.

Proposal 28.[LD] Generalize President's tuition-waiver authority.

Sponsor's rationale: In anticipation that tuition for other groups may be waived by the legislature, I'd like the policy to be generalized.

E-12. APPROVAL THRESHOLDS

Unless limited elsewhere in policy, the President may, ~~after 30 days prior notice to the Board of the nature of the intended action~~, take these actions without further Board approval:

[1] Make changes in benefit or placement rules whose projected effect is less than \$100,000 per year.

[2] Approve, and sign on behalf of the College, easements, covenants, restrictions, and other agreements regarding real property owned or leased by the College. This authorization does not extend to the purchase or sale of fee simple interest in real property.

Proposal 28A Select approach to sub-threshold reports.

Alternative 1: Give 30 days prior notice (retain language above)

Alternative 2: Report annually (replace above language with "*with an annual report to the Board on the nature of the actions taken*").

F-10. EMPLOYEE BENEFITS

A. Coverage

[1] The provisions of this policy apply to staffing-table positions. Benefits may be provided for other classes of employees when deemed appropriate by the President, provided that the rates at which leave is earned do not exceed those for staffing-table positions.

[2] Provisions for employee leave benefits should be within the range of comparable institutions. Use and accumulation of all leave is subject to administrative rules set by the President; in particular, use of annual leave may be restricted at times where it would interfere with meeting teaching assignments or needed seasonal work.

The President shall recommend a plan for paid holidays for Board approval as part of the budget process.

[3] Since providing education benefits to its employees is in its best interests, the College shall generally pay employee tuition and fees at the College, within limits set by administrative rule.

[4] To the extent feasible, jobs at the College should be structured so as to qualify for state insurance benefits.

B. Standard Leave

~~[1] Staffing table employees are eligible to accrue annual leave after the first ninety (90) days of employment.~~

~~[2] The standard amount of annual leave for eligible employees shall be 15 days per year during their first 5 years in an ACC staffing table position and 20 days per year after that.~~

~~[3] No more than 30 days of annual leave may be accumulated; employees are paid for any unused annual leave upon separation.~~

~~[4] Faculty members with less than year-round employment do not earn annual leave.~~

~~[5] Up to 19 paid holidays may be provided each year, as specified by the College President.~~

C. Exceptional Leave

~~[1] Sick leave is earned at the rate of 1 day per month, with a maximum of 150 days, and taken as needed. Half of any accumulated excess over 120 days is paid on separation.~~

~~[2] Paid leave may also be taken for jury duty, the birth or adoption of a child (10 days), the death of a close relative (3 days), and military reserve training (up to 10 days).~~

~~[3] Unpaid leave, with or without benefits, may be granted at the discretion of the administration.~~

~~[4] The President shall establish a sick leave pool in accordance with state law.~~

Proposal 29.[CN] Require approval of paid holidays in annual budget process.

Sponsor's rationale: This will ensure that the amount of paid holiday time provided by the College receives appropriate attention.

Proposal 29A [HE] Include encouragement of provision of insurance benefits.

Sponsor's rationale: This would state as a basic Board value a principle implied by other Board policies and recent actions.

Proposal 30.[LD] Delete all details on leave (handle by administrative rule).

Sponsor's rationale: These statements do not state or reflect a value of the College – they are procedural rules.

F-13. STAFFING

[1] The President shall, as part of the budget process, publish a staffing table giving the planned distribution of long-term positions for the year, with identification of any changes from the previous year. This staffing table shall list positions, not names. Board approval for changes in the staffing table is not required ~~unless the changes would increase the total number of administrative positions or increase the annual rate of personnel expense by more than \$100,000.~~

[2] Hiring of employees, placement of individual employees on pay scales, and assignment of individuals to positions shall be done by the College administration and do not require Board approval, **except for the 10 highest-paid administrative officers**. Neither the staffing table nor appointment to a staffing table position is a contract between the College and any particular employee. Employment contracts may be issued only when specifically approved by the Board.

~~[3] Faculty shall be placed in an experience step and educational level appropriate to their background. Thus the President shall establish rules so that faculty will receive:~~

~~[a] One experience step of placement credit for each year of relevant full-time experience, with a limit of 10 steps at initial placement. The President may set equivalency rules for part-time experience.~~

~~[b] The level appropriate to their relevant educational background as specified on the salary scale. The President may set equivalency rules by which a portion of relevant non-teaching work experience may be counted as educational-level equivalent rather than as experience.~~

~~[4] Non-faculty permanent employees shall be placed, as shown in the staffing table, in a salary grade appropriate to their job responsibilities and in a salary step appropriate to their experience. Accordingly, for such employees:~~

~~[a] Placement credit for each full-time equivalent year of relevant previous experience above the minimum requirements for their current job shall be no less than one-half step and no more than one step, with a limit of 10 steps;~~

~~[b] Employees advance one step for each year of satisfactory performance, up to the top step of their grade.~~

Proposal 30A: Select approach to staffing-table approval requirements.

Alternative 1: Board approval of changes in the staffing table is not required unless the changes would either increase the total number of administrative positions or increase the annual rate of personnel expense by more than \$100,000.

Alternative 2: Board approval of changes in the staffing table is not required unless the changes would both increase the total number of administrative positions and increase the annual rate of personnel expense by more than \$100,000.

Alternative 3: Board approval of changes in the staffing table is not required unless the changes would increase the total number of administrative positions.

Alternative 4: Board approval of changes in the staffing table is not required except where specifically stated in policy.

Proposal 31.[BD] Add phrase "except for the 10 highest-paid administrative officers" as shown.

Sponsor's rationale: Board approval of the President's decisions about top administrative officers will ensure an appropriate amount of consultation. Such approval (or more) is required at almost all other community colleges.

Proposal 32.[CN] Delete sections [3] and [4] on experience steps.

Sponsor's rationale: Elimination of a policy mandate for experience steps will free the administration to better

match pay scales to performance and to the College's economic condition, based on plans approved as part of the budget process.

Proposal 33.[HE] Rearrange policy categories (no change in policy wording).

Sponsor's rationale: The initial policy review did not add policy categories and did only the most obvious movement of policies between categories, generally in conjunction with other combinations or rearrangements. The proposed large-scale category rearrangement replaces the "Planning and Budgeting" category by two new ones: "Planning and Evaluation" and "Budgeting". No changes are made in the policies themselves, but there is a substantial redistribution among the categories. The proposed renumbering is shown on the following page.

BEFORE REORDERING:

RESULTS TO BE PRODUCED

- A-1. Mission of the College
- A-2. Statement of Values and Ideals
- A-3. Equal Educational Opportunity
- A-5. Service-Area Responsibilities
- A-8. Student Goal Achievement

BOARD OPERATIONS

- B-1. Board Policy Principles
- B-2. Duties and Responsibilities, Board of Trustees
- B-3. Code of Ethics - Board of Trustees
- B-4. Board of Trustees Bylaws
- B-5. Policy Development and Revision
- B-6. Monitoring Policy Compliance
- B-7. Board Advisory Committees

COLLEGE OPERATIONS

- C-1. General Executive Directives and Limitations
- C-2. College Organizational Principles
- C-3. Duties and Responsibilities, College President
- C-4. Internal Employee Associations
- C-6. Organizational Performance Evaluation/Auditing**
- C-7. Legal Counsel
- C-8. Resource Development**
- C-9. Conflicts of Interest**
- C-10. Purchasing**
- C-12. Open Communication and Information
- C-13. College-Community Linkages
- C-14. Auxiliary Enterprises**

INSTRUCTION

- D-1. Statement of Instructional Philosophy
- D-2. Academic Freedom and Responsibility
- D-3. Faculty Workloads
- D-4. Assessment, Placement, & Developmental Courses
- D-5. Sabbatical Leave
- D-6. Employment of Adjunct Faculty
- D-7. Review of Instructional Programs**

PLANNING AND BUDGETING

- E-1. Master Planning
- E-2. Provision of College Facilities
- E-3. College Budget**
- E-4. Facilities Improvement & Maintenance**
- E-5. Capital Equipment Projects**
- E-6. Fund Balance**
- E-7. Property Taxes**
- E-8. Tuition and Fee Rates**
- E-9. Investments
- E-10. Employee Compensation**
- E-11. Economic Analyses
- E-12. Approval Thresholds**

PERSONNEL

- F-1. Equal Employment Opportunity / Affirmative Action
- F-2. Prevention of Harassment
- F-3. Employee Recruitment
- F-4. Faculty Appointments
- F-7. Personnel Performance Evaluation
- F-8. Due Process For Employees
- F-10. Employee Benefits
- F-11. Reimbursements**
- F-13. Staffing

AFTER REORDERING:

RESULTS TO BE PRODUCED

- A-1. Mission of the College
- A-2. Statement of Values and Ideals
- A-3. Equal Educational Opportunity
- A-4 (E-8). Tuition and Fee Rates**
- A-5. Service-Area Responsibilities
- A-6 (A-8). Student Goal Achievement

BOARD OPERATIONS

- B-1. Board Policy Principles
- B-2. Duties and Responsibilities, Board of Trustees
- B-3. Code of Ethics - Board of Trustees
- B-4. Board of Trustees Bylaws
- B-5. Policy Development and Revision
- B-6. Monitoring Policy Compliance
- B-7. Board Advisory Committees

COLLEGE OPERATIONS

- C-1. General Executive Directives and Limitations
- C-2. College Organizational Principles
- C-3. Duties and Responsibilities, College President
- C-4. Internal Employee Associations
- C-5 (C-12). Open Communication and Information
- C-6 (C-13). College-Community Linkages
- C-7. Legal Counsel

INSTRUCTION

- D-1. Statement of Instructional Philosophy
- D-2. Academic Freedom and Responsibility
- D-3. Faculty Workloads
- D-4. Assessment, Placement, & Developmental Courses
- D-5. Sabbatical Leave
- D-6. Employment of Adjunct Faculty

PLANNING AND EVALUATION

- E-1. Master Planning
- E-2. Provision of College Facilities
- E-3 (E-11). Economic Analyses
- E-4 (C-6). Organizational Performance Evaluation/Auditing**
- E-5 (D-7). Review of Instructional Programs**
- E-6 (E-9). Investments
- E-7 (C-8). Resource Development**
- E-8 (C-14). Principles For Auxiliary Enterprises**

PERSONNEL

- F-1. Equal Employment Opportunity / Affirmative Action
- F-2. Prevention of Harassment
- F-3. Employee Recruitment
- F-4. Faculty Appointments
- F-5 (F-13). Staffing
- F-6 (F-10). Employee Benefits
- F-7. Personnel Performance Evaluation
- F-8. Due Process For Employees
- F-9 (C-9). Conflicts of Interest**
- F-10 (E-10). Employee Compensation**

BUDGETING

- G-1 (E-3). College Budget**
- G-2 (E-12). Approval Thresholds**
- G-3 (C-10). Purchasing**
- G-4 (E-4). Facilities Improvement & Maintenance**
- G-5 (E-5). Capital Equipment Projects**
- G-6 (E-6). Fund Balance**
- G-7 (E-7). Property Taxes**
- G-8 (F-11). Reimbursements**