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## PURPOSE

The General Institutional Requirements fulfill three primary purposes. First, they define the broadest parameters of the universe of institutions of higher education that can choose to hold affiliation with The Higher Learning Commission: NCA. Second, they establish a threshold of institutional development needed by an institution seeking to affiliate with the Commission. Third, the Requirements reflect the Commission’s basic expectations of all affiliated institutions of higher education, whether they hold candidacy or accreditation status.

## ESTRELLA MOUNTAIN AND THE GENERAL INSTITUTIONAL REQUIREMENTS

Estrella Mountain’s Institutional Self-Study Steering Team reviewed the GIRs, and assigned five teams (composed of faculty, staff and administrators) to investigate the College’s compliance with the GIRs. Based on this investigation, the Steering Team finds that Estrella Mountain meets all the General Institutional Requirements of The Higher Learning Commission: NCA.

## MISSION

**GIR 1      It has a mission statement, formally adopted by the governing board and made public, declaring that it is an institution of higher education.**

On April 28, 1998, the Maricopa Community College District Governing Board adopted the revised Mission and Mission Goals Statement of Estrella Mountain Community College. Estrella Mountain’s mission statement clearly declares that it is an institution of higher education with appropriate mission and goals.

The mission statement is published in the Estrella Mountain Community College Catalog, Student Handbook and Faculty Handbook. In addition, it is located on the College’s home page on the World Wide Web.

**GIR 2 It is a degree-granting institution.**

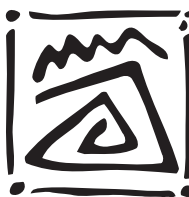
Estrella Mountain is accredited through The Higher Learning Commission: NCA and is authorized to confer the following degrees and certificates:



- ◆ Associate in Arts (General Requirements and Special Requirements)\*
- ◆ Associate in Science (General Requirements and Special Requirements)\*
- ◆ Associate in Business (ABus) (General Requirements and Special Requirements)\*
- ◆ Associate in Transfer Partnership (ASU Main and ASU West)
- ◆ Associate in General Studies (General Requirements)
- ◆ Associate in Applied Science (specifying the student's career program)
  - ◆ Computer Applications Technology
  - ◆ Hospitality/Hotel Management
  - ◆ Microsoft Networking Technology
  - ◆ Microsoft Solutions Development
  - ◆ Networking Technology: CISCO
  - ◆ Organizational Leadership
  - ◆ Programming and Systems Analysis



\*These degree programs comply with the Arizona General Education Curriculum (AGEC).

**Certificates of Completion**

- ◆ Computer Applications Technology
- ◆ Computer Hardware and Desktop Support
- ◆ Desktop Publishing
- ◆ Hospitality/Hotel Management
- ◆ Microsoft Product Specialist
- ◆ Microsoft Systems Engineer
- ◆ Microsoft Networking Technology
- ◆ Microsoft Solutions Development
- ◆ Networking Administration: CISCO
- ◆ Networking Technology: CISCO
- ◆ Organizational Leadership
- ◆ Oracle Applications Developer
- ◆ Oracle Database Administration

- ◆ Programming and Systems Analysis
- ◆ Small Business Management
- ◆ Total Quality Management
- ◆ Web Developer

## AUTHORIZATION

**GIR 3**      **It has legal authorization to grant its degrees, and it meets all the legal requirements to operate as an institution of higher education wherever it conducts its activities.**

The Maricopa Community College District Governing Board is given legal authority to grant degrees and operate as an institution of higher education as contained in the *Arizona Revised Statutes* Title 15-1444, #8. This authorization extends to Estrella Mountain which received its initial five-year accreditation with the Commission in March of 1997.

**GIR 4**      **It has legal documents to confirm its status: not-for-profit, for-profit, or public.**

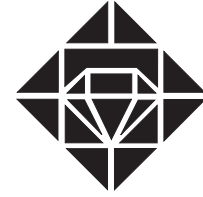
The Maricopa Community College Governing Board, and its affiliated colleges (including Estrella Mountain), has authorization through the Arizona State Legislature to operate as a public, county-wide community college system under *Arizona Revised Statutes*, Title 15, Chapter 12.

## GOVERNANCE

**GIR 5**      **It has a governing board that possesses and exercises necessary legal power to establish and review basic policies that govern the institution.**

Estrella Mountain is governed by the Maricopa Community College District Governing Board, which establishes and reviews basic policies for all of its affiliated colleges. The Board derives its authority from the *Arizona Revised Statutes* under Title 15, Chapter 12.

The Governing Board is subject to the provisions of the Constitution of the State of Arizona and the policies, rules, and regulations of the Arizona State Board of Directors of Community Colleges. The State



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Board is also subject to its own policies and procedures, and to the dictates of the citizens it represents.

The Governing Board meets monthly to take official action on agenda items affecting the operations of Maricopa. In addition, most months the Board holds either a study session or Strategic Conversation. These Strategic Conversations are well-structured and facilitated informal meetings where all are encouraged to participate. The goal of these additional meetings is to facilitate communication between both the internal and external communities.

The specific duties of the Governing Board are detailed in *Arizona Revised Statutes*, Title 15-1444. The roles and responsibilities of Governing Board members are outlined in Chapter 5, Section A, page 38 in the bylaws of the Governing Board.

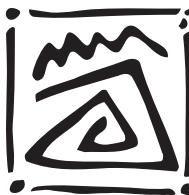
The minutes for all Governing Board meetings are available for inspection in the Estrella Mountain Administrative Offices.

**GIR 6**      **Its governing board includes public members and is sufficiently autonomous from the administration and ownership to assure the integrity of the institution.**

The five members of the Maricopa Governing Board, who are publicly elected from geographic districts to serve staggered six-year terms, serve without compensation, and none is a creditor of Estrella Mountain, a guarantor of institutional debt, or an active member of a business of which the College is a customer. Board members have diverse personal and professional backgrounds and reflect the interests of the district they represent. The Governing Board has developed its own policies to insure the integrity of the governance of its institutions.

**GIR 7**      **It has an executive officer designated by the governing board to provide administrative leadership for the institution.**

Dr. Homero Lopez, President, is the Chief Executive Officer charged with administering the institution. Dr. Homero Lopez was initially appointed Provost and Chief Executive Officer (September 13, 1988) to begin the planning of Estrella Mountain Community College. Dr.



Lopez was appointed as President of Estrella Mountain at the Governing Board meeting on December 10, 1996.

The President's job description enumerates the duties and responsibilities of the executive officer, including the authority for the executive officer to carry out Governing Board policies and to coordinate the daily activities of the institution.

**GIR 8            Its governing board authorizes the institution's affiliation with the Commission.**

On March 2, 1995, the Maricopa Governing Board informally authorized Estrella Mountain to begin the process to request initial accreditation from the Commission on Institutions of Higher Education of the North Central Association of Colleges and Schools. The Board then gave formal approval on December 12, 1995.

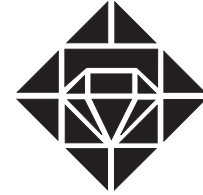
## **FACULTY**

**GIR 9            It employs a faculty that has earned from accredited institutions the degrees appropriate to the level of instruction offered by the institution.**

Both the full-time and the part-time faculty meet the instructional qualifications for certification approval by the Arizona State Board of Directors of Community Colleges in the appropriate areas of instruction. Of the 47 full-time faculty teaching in the Fall 2001 semester, 19% held doctoral degrees; 74% held master's degrees; and 6% held baccalaureate degrees. Of the 170 part-time faculty teaching in the fall 2001 semester, 10% held doctorate degrees; 58% held master's degrees; and 20% held baccalaureate degrees. In addition, 11 other state board certificated adjunct faculty were teaching computer courses.

A listing of the full-time faculty, their academic discipline(s), the degree(s) they have earned, and the institution granting that degree is included in the Estrella Mountain College Catalog.

**GIR 10           A sufficient number of the faculty are full-time employees of the institution.**



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Estrella Mountain currently employs a sufficient number of full-time faculty members (47) whose primary responsibilities are instructional. All full-time faculty members are listed in the College Catalog, except new faculty who were hired after the catalog was printed. Full-time faculty have been hired in support of Estrella Mountain's 6 degree program offerings to insure that programs are staffed adequately and in response to enrollment growth patterns. All full-time faculty are contracted to teach 30-32 load (contact) hours per year as dictated by the Maricopa Residential Faculty Policies (RFP).

**GIR 11**      **Its faculty has a significant role in developing and evaluating all of the institution's educational programs.**

The Estrella Mountain curriculum is developed, monitored, and evaluated through the College's organizational and committee structures. This structure includes Faculty Division Chairpersons of Liberal Arts, Science and Mathematics, Developmental Education, Instructional Computing, Workforce Development, Information Resources, and Counseling; faculty representation on Academic Issues Team, Curriculum Product Development Committee, the District Curriculum Committee, Student Academic Achievement Committee, and the Plan for Institutional Effectiveness Team.

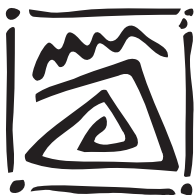


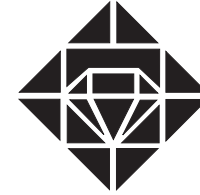
Specific examples of faculty involvement in educational program development and evaluation include the administration of the *Student Academic Achievement Plan* for continuous improvement of teaching and learning.

## **EDUCATIONAL PROGRAM**

**GIR 12**      **It confers degrees.**

Estrella Mountain confers both certificates and two-year associate degrees. Following is a table that lists the number of associate degrees that Estrella Mountain has issued since the 1993-1994 academic year.





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**Table 2.1 Associate Degrees Awarded**

Degree Title	Type	93-94	94-95	95-96	96-97	97-98	98-99	99-00
Associate of Arts - Transfer	AA	9	28	32	37	48	70	77
Associate of Science -Business Transfer	AS	0	0	2	2	0	0	0
Associate in Business – General Requirements	AB	0	0	0	0	0	0	1
Associate in Transfer Partnership –Social Work	ATP	0	0	0	0	0	0	1
Associate in Transfer Partnership –Elementary Education	ATP	0	0	0	0	0	0	4
Associate in Transfer Partnership –Accountancy	ATP	0	0	0	0	0	0	1
Associate in Transfer Partnership –Psychology	ATP	0	0	0	0	0	0	1
Associate in Transfer Partnership –Global Business	ATP	0	0	0	0	0	0	0
Associate of Applied Science	AAS	0	0	0	5	6	5	21
Associate of General Studies	AGS	0	9	6	29	31	44	49

Prior to the 1996-1997 school year, Estrella Mountain operated as an educational center of Glendale Community College. All degrees issued through 1995-1996 were awarded through Glendale. When Estrella Mountain received its initial accreditation from the North Central Association of Colleges and Schools in 1996-1997, it began to confer its own degrees. During the 1999-2000 academic year, the new Associate of Arts, Associate in Business (ABus) and the Associate of Science degrees, which include the Arizona General Education Curriculum component (AGEC), were introduced.

**GIR 13**      **It has degree programs in operation, with students enrolled in them.**

Estrella Mountain has 6 degree programs and 17 certificate programs in operation with students enrolled in them.

**GIR 14**      **Its degree programs are compatible with the institution's mission and are based on recognized fields of study at the higher education level.**

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The degree programs offered at Estrella Mountain are compatible with the *Estrella Mountain Statement of Mission and Mission Goals*. Specifically, the structure of the College's curriculum and degree programs fulfills the institution's commitment to offer coursework and programs that will allow individuals to transfer to four-year institutions for the pursuit of baccalaureate degrees, or to earn degrees and certificates, and to take courses for employment and upgrading of skills.

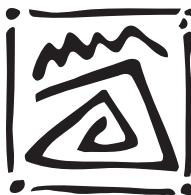
College and district-wide committees evaluate the degree programs to insure that they are consistent with other institutions of higher education, with particular attention to transferability of credits earned at Estrella Mountain to four-year colleges or universities. All degrees are based on recognized fields of study, approved by the Arizona State Board of Directors for Community Colleges.

**GIR 15**      **Its degrees are appropriately named, following practices common to institutions of higher education in terms of both length and content of the programs.**



Each of the degrees offered through Estrella Mountain is consistent with the practices and activities of peer institutions of higher education.

The Associate in Arts Degree (AA) General Requirements (GR) is designed for students who plan to transfer to Arizona's public universities who may or may not know their intended major or university. The degree requires 60-64 semester hours whose major components include the Arizona General Education Curriculum and Maricopa additional requirements, non-English Language requirements, and General Electives.



The Associate in Arts Degree (AA) Special Requirements (SR) is designed for students who plan to transfer to Arizona's public universities and who know their major but have not decided on their transfer university. The degree requires 60-64 semester hours whose major components include the Arizona General Education Curriculum and Maricopa additional requirements, Common Lower Division Program requirements, and General Electives.

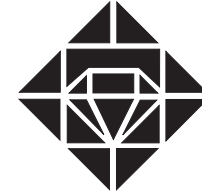
The Associate in Science Degree (AS) General Requirements (GR) is designed for students who plan to pursue an associate degree or transfer to a known Arizona university and satisfy requirements in majors with more stringent mathematics and mathematics-based science requirements. The degree requires 60-64 semester hours whose major components include General Studies which includes the Arizona General Education Curriculum and Maricopa additional requirements, Major-Specific requirements, and General Electives.

The Associate in Science Degree (AS) Special Requirements (SR) is designed for students who know their major and plan to pursue an associate degree or transfer to an unknown Arizona university. The degree requires 60-64 semester hours whose major components include General Studies which includes the Arizona General Education Curriculum and Maricopa additional requirements, Major-Specific requirements, and General Electives.

The Associate in Business General Requirements (ABus-GR) is designed for students who plan to transfer to Arizona's public universities into majors that articulate with the ABus-GR pathway. All business majors except Accountancy and Computer Information Systems should follow the ABus-GR pathway. Accountancy majors should follow the Transfer Guide Pathway (TG-XR) pathway. Computer Information Systems majors should follow the Associate in Business Special Requirements pathway. The degree requires 62-63 semester credits whose major components include Maricopa General Studies, which includes the Arizona General Education Curriculum-B (AGEC-B), Common Lower Division Program Requirements, and General Electives.

The Associate in Business Special Requirements (ABus-SR) is designed for Computer Information Systems majors who plan to transfer to Arizona's public universities. The degree requires 60-64 semester credits whose major components include General Studies which include the Arizona General Education Curriculum-S (AGEC-S) and Maricopa Additional Requirements, Major Specific Requirements, and General Electives.

The Associate in Transfer Partnership Degree is designed for students who have identified a major and have selected Arizona State University Main or West as the baccalaureate degree granting institu-



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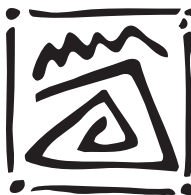
tion to which they intend to transfer. The degree requires 60-65 credits of courses numbered 100 and above, which includes a 19 credit general education core comprised of English composition, mathematics, natural sciences, and humanities and fine arts/social behavioral sciences. Also included are the general education and major requirements to meet the lower division requirements of the major at the university.

The Associate in General Studies Degree is designed for students whose educational goals require flexibility; therefore, it may be less appropriate for students who plan to transfer to a four year program. The degree requires 60 credits in courses numbered 100 or above required for an AGS degree, including 16 credits in general studies core, 28-29 additional credits distributed over four areas of general studies courses, and 15-16 elective credits chosen from courses numbered 100 or above.



The Associate in Applied Science Degree is designed for students who wish to gain a depth of technical expertise by completing an occupational program. An AAS degree requires 64 or more credits from courses numbered 100 or above and includes 15 credits in the general studies core and 9-10 credits in the general studies distribution area. The remaining 39-40 credits are concentrated in the occupational field of study.

**GIR 16**      **Its undergraduate degree programs include a coherent general education requirement consistent with the institution’s mission and designed to ensure breadth of knowledge and to promote intellectual inquiry.**



The Maricopa definition of general studies is as follows: “The Maricopa Community Colleges are committed to the belief that all their graduates should possess the skills and breadth of knowledge necessary to live full and productive lives. General studies is that part of a student’s associate degree program that provides for the acquisition of the skills and knowledge every literate citizen possesses. General studies enhances a student’s major area of concentration.”

Estrella Mountain refers to general studies as general education, and follows this philosophy: “At Estrella Mountain, students experience a

collaborative and stimulating environment which stresses a solid foundation of general education. Each facet of the Estrella Mountain experience is designed to provide students with the necessary information, knowledge, abilities, intellectual concepts, and the perspectives they need to achieve their academic and personal goals.

Our curricular patterns enhance critical thinking and communication skills. They reflect an emphasis on the study of composition, literacy and critical inquiry, numeracy, humanities, fine arts, the social and behavioral sciences, the natural sciences, as well as cultural diversity, global and/or historical awareness.

Recognizing the importance of breadth of knowledge, the ability to apply that knowledge, and a view of learning as a lifelong activity, faculty and staff are committed to providing all students with a teaching and learning environment in which everyone experiences growth.”

To fulfill the General Education Mission Goal there are six degree programs, each of which includes a coherent general education requirement. These are outlined as follows.

### **Associate in Arts, Science, or Business Degree**

#### Maricopa Arizona General Education Curriculum

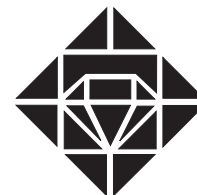
##### General Studies Core Areas (35 credits)

First Year Composition	6 credits
Literacy and Critical Inquiry	3 credits
Mathematical Studies	6 credits
Mathematics	3 credits
Computer/Statistics/Quantitative Applications	3 credits
Humanities and Fine Arts	6 credits
Social and Behavioral Sciences	6 credits
Natural Sciences	6 credits

##### **Awareness Areas (no additional credits required)\***

- Cultural Diversity in the United States
- Global Awareness or Historical Awareness

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### Maricopa Additional Requirements (no additional credits required)\*

Oral Communication  
Critical Reading



\*Since Awareness Area courses and Additional Requirement courses can satisfy a Core Area simultaneously, no additional semester credits are required to satisfy these requirements.

### Associate in Transfer Partnership (ATP) Degree

General Studies Core Areas	(19 credits)
First Year Composition	6 credits
Mathematics	3 credits
Natural Sciences	4 credits
Humanities and Fine Arts/Social and Behavioral Sciences or related area general studies requirements	6 credits

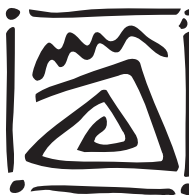
**Note:** Also included in the ATP degree are the general education requirements to meet the lower division requirements of the major at the baccalaureate degree-granting institution. The ATP must consist of at least a minimum of 60 credit hours.

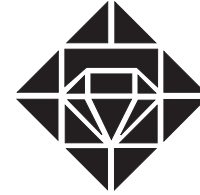


### Associate in General Studies Degree

<b>General Studies Core Areas</b>	<b>(16 Credits)</b>
First Year Composition	6 credits
Oral Communication	3 credits
Critical Reading	3 credits
Mathematics	3 credits
Computer Usage	1 credit

<b>General Studies Distribution Areas</b>	<b>(27-29 Credits)</b>
Humanities and Fine Arts	9 credits
Social and Behavioral Sciences	9 credits
Natural Sciences	7-8 credits
Literacy and Critical Inquiry	3 credits





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## Associate in Applied Science Degree

<b>General Studies Core Areas</b>	<b>(15 Credits)</b>
First year Composition	6 credits
Oral Communication	3 credits
Critical Reading	3 credits
Mathematics	3 credits

<b>General Studies Distribution Areas</b>	<b>(9-10 Credits)</b>
Humanities and Fine Arts	2-3 credits
Social and Behavioral Sciences	3 credits
Natural Sciences	4 credits

The District revised the Maricopa General Education Statement in the fall of 2001. The statement goes into effect in the fall of 2002.

**GIR 17**      **It has admission policies and practices that are consistent with the institution's mission and appropriate to its educational programs.**

All Maricopa Colleges follow Governing Board-approved admissions policies which have been adopted by the State Board of Directors for Community Colleges of Arizona. Anyone meeting the admissions criteria may attend any Maricopa College. Complete admissions guidelines are printed on page 149 of the College Catalog.

Estrella Mountain is an "open admissions" institution. This is in keeping with the Estrella Mountain mission, which states that the institution serves the West Valley communities by providing "opportunities for our students to achieve success in education and personal goals."

**GIR 18**      **It provides its students access to those learning resources and support services requisite for its degree programs.**

Among the instructional support resources available to students through the Information Commons are:

The Learning Support Center's services are available to all regularly enrolled students and community members who drop in for services. Learning Support Center staff includes the Division Chair for Developmental Education, who is a full-time reading instructor; a Learning Center Coordinator, Learning Associates, a Testing Technician, an Administrative Secretary and a variety of tutors.



**Support Services** at Estrella Mountain are designed to help foster an environment that supports the success of students. Student Services staff and faculty work together with other faculty and administration to provide comprehensive support to meet students' needs in the following areas:

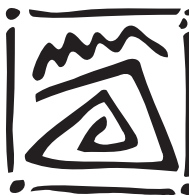
Student Services have benefited from the remodeling and restructuring of Komatke Hall to create a One-Stop Center. The One-Stop Center provides the student with the assistance needed in admission and records, advisement, assessment, financial aid, and transfer services. All employees are cross-trained to assist students, allowing one Student Services Staff member to assist throughout the process.



Students are encouraged to enroll in a non-credit Orientation Course that provides the student with important information about services provided such as counseling, time management, tutoring and many other topics that will assure the success of the student. An orientation geared toward the student needing help in the Math and Science area will soon be offered. This is in line with the grants awarded through the National Science Foundation and U.S. Department of Education, Title V, Strengthening Hispanic Serving Institutions.

## FINANCES

**GIR 19**      **It has an external financial audit by a certified public accountant or a public audit agency at least every two years.**



In compliance with *Arizona Revised Statutes* 1279.07, the State of Arizona Office of the Auditor General conducts an annual independent audit of Maricopa financial statements.

The Memorandum of Understanding (MOU) between Maricopa and The Higher Learning Commission: NCA, which resulted from NCA's request for an individual audit of Estrella Mountain, focuses on criteria related to financial resources, uses, and assurances that Maricopa colleges and centers have effectively reported their financial position and provided records which demonstrate management of individual expenditure budgets consistent with maintaining the fiscal viability of the District.

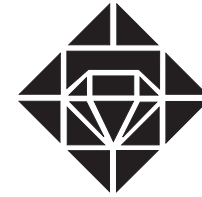
Maricopa received an unqualified audit opinion for its report dated June 30, 1999. The most recent copy of the Comprehensive Annual Financial Report (CAFR) covering 2000-2001 is available.

**GIR 20      Its financial documents demonstrate the appropriate allocation and use of resources to support its educational programs.**

Maricopa prepares revenue and expenditure analyses on a District-wide basis. Based on projected revenues, a system-wide budget is developed that includes budget allocations to each of the colleges. In FY 01/02 the primary sources of revenue for the college system include a 57.54% Primary Tax Levy, a 14.05% State Aid, and 17.84% in Tuition and Fees. The College spent 59% of the current unrestricted-fund budget for instruction. Other fund sources also indirectly support Estrella Mountain's focus on teaching and learning.

For example, significant resources in the Auxiliary Fund 2 budget are devoted to promoting academic success. Much of the capital equipment purchased by Estrella Mountain directly supports academic programs, such as the resources of the Center for Teaching and Learning, classroom technology upgrades, and adding of Windows machines in the Information Commons and classrooms. For each of the past three fiscal years, Estrella Mountain has been able to carry forward monies through its institutional reserve account to pilot new courses/programs each semester.

**GIR 21      Its financial practices, records, and reports demonstrate fiscal viability.**



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Maricopa and its affiliated colleges, including Estrella Mountain, have consistently demonstrated fiscal viability and stability as demonstrated through yearly unqualified audits and documented in the Comprehensive Annual Financial Report (CAFR).



The Maricopa Governing Board has adopted governance policies that cover a broad range of areas, including executive constraints relating to the district's finances. The policies include requirements for financial planning, fiscal integrity, asset protection, financial condition and communication and counsel to the Board on numerous matters including financial reporting. These policies set clear standards for the district's finances, generally requiring support of the Board's Goals, the creation of a balanced budget, the implementation of a budget that avoids fiscal jeopardy and material deviation from Board Goals, and the safeguarding of assets. It also sets standards for reporting on fiscal matters. Additional information is available at <http://www.dist.maricopa.edu/gvpolicy/policies/execboundaries.html>

## PUBLIC INFORMATION



**GIR 22**      **Its catalog or other official documents includes its mission statement along with accurate descriptions of its educational programs and degree requirements; its learning resources; its admissions policies and practices; its academic and non-academic policies and procedures directly affecting students; its charges and refund policies; and the academic credentials of its faculty and administrators.**

The Estrella Mountain Catalog 2000-2001, contains the College Mission and Mission Goals Statements and information pertaining to academic policies, program and degree requirements, course descriptions, policies, procedures, learning resources, general information, costs and the academic credentials of faculty and staff. This same information appears in the Estrella Mountain Student Handbook.



**GIR 23**      **It accurately discloses its standing with accrediting bodies with which it is affiliated.**

Estrella Mountain schedules of classes, catalogs, institutional print advertising and web site include a statement reading:

“Estrella Mountain Community College is accredited by the Commission on Institutions of Higher Education of the North Central Association of Colleges and Schools. The Commission is located at 30 North LaSalle Street, Suite 2400, Chicago, Illinois 606-2504; telephone number (800) 621-7440.”

**GIR 24      It makes available upon request information that accurately describes its financial condition.**

Maricopa provides information on the financial condition of the Maricopa District and its colleges through a variety of methods:

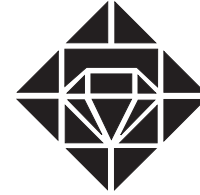
- ◆ online by accessing the MCCD Business Services website:  
<http://www.dist.maricopa.edu/business/>
- ◆ printed publications upon request (by phone at 480-731-8510)
- ◆ publicly held Governing Board meetings, student forums and taxpayer hearings

The District annually reports its actual fiscal year end financial condition in the Comprehensive Annual Financial Report (CAFR). The financial statements are prepared by district staff and are audited by the State Auditor General's office. The CAFR is available online.

Periodic status reports are provided to the Governing Board at public meetings. This includes a monthly report comparing General Fund actual revenues and expenditures to budget, and forecasting through year-end.

It also includes periodic reporting on bond receipts and expenditures, and payroll and accounts payable activity. For those interested in attending the meetings, the schedule of meetings and Board minutes are available web site: <http://www.dist.maricopa.edu/gvbd/>.

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### Chapter 2

