

# **AMERICAN COUNCIL FOR CONSTRUCTION EDUCATION**

## **DOCUMENT 100**

### **POLICIES MANUAL**



**AMERICAN COUNCIL FOR CONSTRUCTION EDUCATION  
DOCUMENT 100  
POLICIES MANUAL**

**INDEX**

<b>INTRODUCTION</b>	<b>7</b>
<b>1. ORGANIZATION, STRUCTURE, AND PROCEDURES</b>	<b>9</b>
<b>1.1 Governance</b>	<b>9</b>
<b>1.2 Powers and Duties of the Officers of the Board of Trustees</b>	
<b>91.2.1 Board Chair</b>	<b>9</b>
<b>1.2.2 Board Vice Chair</b>	<b>10</b>
<b>1.2.3 Secretary</b>	<b>10</b>
<b>1.2.4 Treasurer</b>	<b>10</b>
<b>1.3 Duties of the President</b>	<b>11</b>
<b>1.4 Committee Structure and Responsibilities</b>	<b>11</b>
<b>1.4.1 Committee Chair and Vice Chair Duties</b>	<b>11</b>
<b>1.4.1.1 Committee Chair</b>	<b>11</b>
<b>1.4.1.2 Committee Vice Chair</b>	<b>12</b>
<b>1.4.2 Board Committees</b>	<b>12</b>
<b>1.4.2.1 Leadership Development Committee</b>	<b>12</b>
<b>1.4.2.2 Finance Committee</b>	<b>13</b>
<b>1.4.2.3 Marketing and Communications Committee</b>	<b>13</b>
<b>1.4.2.4 Standards Committee</b>	<b>13</b>
<b>1.4.2.5 Accreditation Committee</b>	<b>13</b>
<b>1.4.2.6 Council of Chairs</b>	<b>14</b>
<b>1.4.3 Executive Committee</b>	<b>15</b>
<b>1.4.4 Special Committees</b>	<b>15</b>
<b>1.4.4.1 Industry Liaison Committee</b>	<b>15</b>
<b>1.4.4.2 Dupree Education Fund Committee</b>	<b>15</b>
<b>1.4.4.3 Training Committee</b>	<b>15</b>
<b>1.4.4.4 Guidance Committee</b>	<b>16</b>
<b>1.4.4.5 Recognition Committee</b>	<b>16</b>
<b>1.4.5 New Committees and Task Forces</b>	<b>16</b>

<b>2.</b>	<b>PERSONNEL MANAGEMENT</b>	<b>17</b>
2.1	Duties and Responsibilities of the Staff	17
2.1.1	President	7
2.1.2	Executive Assistant	18
2.2	Personnel Policies, Procedures, and Benefits	19
2.2.1	Appointment of the President	19
2.2.2	Appointment of the Executive Assistant and Other Staff	19
2.2.3	Salaries and Other Benefits	19
2.2.4	Holidays, Annual Leave, and Sick Leave	19
2.2.5	Staff Evaluation	20
2.2.6	Staff Travel Policies	20
<b>3.</b>	<b>PROGRAM MANAGEMENT</b>	<b>20</b>
3.1	Mentors for Candidate Programs	20
3.1.1	Assignment of Mentor	20
3.1.2	Mentor Qualifications	21
3.1.3	Mentor Responsibilities	21
3.1.4	Compensation	22
3.2	Mentors for Accredited Programs	22
3.2.1	Assignment of Mentor	22
3.2.2	Mentor Qualifications	23
3.2.3	Mentor Responsibilities	23
3.2.4	Compensation	23
3.3	Calendar for Submission of Required Documentation For Accreditation	23
<b>4.</b>	<b>SCHEDULING AND SEQUENCING OF CHANGES TO ACCE DOCUMENTS</b>	<b>24</b>
4.1	Time Frames for Changing ACCE Documents	24
4.2	Submission of Changes	25
4.3.	Processing of Changes	25
4.3.1	Committee Actions	25
4.3.2	Board of Trustees Actions	25
4.3.3	President Actions	26

<b>5.</b>	<b>FINANCIAL MANAGEMENT</b>	<b>26</b>
<b>5.1</b>	<b>Funding</b>	<b>26</b>
<b>5.1.1</b>	<b>General</b>	<b>26</b>
<b>5.1.2</b>	<b>Dues</b>	<b>26</b>
<b>5.1.2.1</b>	<b>Sustaining Association and Association Member Dues</b>	<b>26</b>
<b>5.1.2.2</b>	<b>Industry Advisory Board and Corporate Member Dues</b>	<b>26</b>
<b>5.1.2.3</b>	<b>Individual Member Dues</b>	<b>26</b>
<b>5.1.3</b>	<b>Fees</b>	<b>26</b>
<b>5.1.3.1</b>	<b>Accredited Program Fees</b>	<b>26</b>
<b>5.1.3.2</b>	<b>Candidate Program Fees</b>	<b>27</b>
<b>5.1.3.3</b>	<b>Recognized Non-Degree Program Fees</b>	<b>27</b>
<b>5.1.3.4</b>	<b>Meeting Fees</b>	<b>27</b>
<b>5.1.4</b>	<b>Grants and Donations</b>	<b>27</b>
<b>5.1.4.1</b>	<b>General Support</b>	<b>27</b>
	<b>Private</b>	<b>27</b>
	<b>Public</b>	<b>27</b>
<b>5.1.4.2</b>	<b>Programmatic</b>	<b>27</b>
	<b>Private</b>	<b>27</b>
	<b>Public</b>	<b>28</b>
<b>5.1.5</b>	<b>Contracts</b>	<b>28</b>
	<b>Private</b>	<b>28</b>
	<b>Public</b>	<b>28</b>
<b>5.1.6</b>	<b>Endowment and Organized Giving</b>	<b>28</b>
<b>5.2</b>	<b>Banking</b>	<b>28</b>
<b>5.3</b>	<b>Check Signing Authority</b>	<b>28</b>
<b>5.4</b>	<b>Accountability and Reporting</b>	<b>28</b>
<b>5.4.1</b>	<b>Budget</b>	<b>28</b>
<b>5.4.2</b>	<b>Overhead</b>	<b>29</b>
<b>5.4.3</b>	<b>Contract Responsibility</b>	<b>29</b>
<b>5.4.4</b>	<b>Membership and Endowment Funds</b>	<b>29</b>
<b>5.4.5</b>	<b>Budgetary Management</b>	<b>29</b>
<b>5.5</b>	<b>Board, Committee, and Visitor Travel Expense Reimbursement</b>	<b>29</b>

5.6	Financial Review	29
5.6.1	Independent Financial Review	29
5.6.2	Financial Review Reports	29
6.	INFORMATION SERVICES	29
6.1	Publications	29
6.1.1	Annual Report	30
6.1.2	Brochures	30
6.1.3	Membership Application	30
6.2	Public Information	30
6.2.1	Candidate Status	30
6.2.2	Accredited Programs	30
6.2.3	Public Release Policy	30
7.	INVESTMENT GUIDELINES	31
7.1	Scope and Authority	31
7.2	Objectives	31
7.3	Guidelines	31
7.4	Approved Securities	32
8.	MEETING OPERATING PROCEDURES	32
9.	EXTERNAL RELATIONS	34
9.1	Council for Higher Education Accreditation (CHEA)	34
9.2	Association of Specialized and Professional Accreditors (ASPA)	34
9.3	Reciprocity Agreements	35
9.3.1	National Board of Construction Management Accreditation (NBCMA)	35
9.3.2	Canadian Technology Accreditation Board (CTAB)	35
9.3.3	Chartered Institute of Builders (CIOB)	35
9.4	Conflicts of Interest	35
9.4.1	Financial or Contractual Negotiations or Agreements Between ACCE and Other Entities	35
9.4.2	Appointments to, and Membership on, ACCE Bodies	36

<b>10.</b>	<b>SELF ASSESSMENT</b>	<b>36</b>
<b>10.1</b>	<b>Internal Assessment of ACCE Operations</b>	<b>36</b>
<b>10.1.1</b>	<b>Committee and Board of Trustees Assessment</b>	<b>36</b>
<b>10.1.2</b>	<b>Visiting Team Assessment</b>	<b>37</b>
<b>10.1.3</b>	<b>Accreditation Process Assessment</b>	<b>37</b>
<b>10.1.4</b>	<b>Financial Posture Assessment</b>	<b>38</b>
<b>10.2</b>	<b>Assessment of ACCE Impact</b>	<b>38</b>
<b>10.2.1</b>	<b>Accredited Programs</b>	<b>38</b>
<b>10.2.2</b>	<b>Constituencies</b>	<b>38</b>
<b>APPENDIX 1</b>	<b>PROPOSAL FOR CHANGING AN ACCE DOCUMENT</b>	<b>39</b>
<b>APPENDIX 2</b>	<b>ENDOWMENTS AND ORGANIZED GIVING</b>	<b>40</b>
<b>APPENDIX 3</b>	<b>VISITING TEAM CHAIR/PROGRAM LEADER QUESTIONNAIRE</b>	<b>47</b>

## INTRODUCTION

The American Council for Construction Education (ACCE) is a 501 c(3) non-profit corporation, founded by and intended to function under the auspices of a coalition of construction educators and the nation's leading construction practitioner organizations. Today, these construction organizations and those that have joined them in support of ACCE account for much of the construction in the nation.

Construction is one of the four largest contributors to the Gross National Product and reputedly the nation's largest employer. It is supported by three groups: the design professionals (architects and engineers), the constructor professionals (builders and contractors), and the construction trades. It is the education of the professional constructor – the center of this triad that assumes actual responsibility for the construction – that is being addressed by ACCE. Because these professionals carry the final burden of responsibility, they need the very best education possible.

ACCE is dedicated to this goal of quality education and has consistently held to the principle of balanced input – professional, educator, and public interest – at all levels of its structure from its Visiting Teams to its Board of Trustees. Indeed, ACCE has never lost sight of its responsibility to the public as it seeks to best serve the profession and the student.

***The mission of ACCE is to be a leading global advocate of quality construction education and to promote, support, and accredit quality construction education programs.***

The purposes, as stated in Article Two of the ACCE By-Laws, are:

- to promote and improve construction education and research at the postsecondary level;
- to engage in accrediting construction education programs offered by colleges and universities; to maintain procedures consistent with policies and procedures established by other accreditation agencies to which the corporation may belong;
- to publish current information concerning criteria and procedures adopted by the corporation for accrediting;
- to report the results of its activities;
- to list the colleges and universities which have or are seeking accredited programs of study in construction;
- to review at regular intervals the criteria which the corporation has adopted to evaluate programs in construction education; and
- to do any and all things necessary to carry out the purposes and conduct the business of the corporation as authorized by law.

The following are the operating procedures under which ACCE fulfills these purposes:

- to evaluate or visit a program of study in construction only on the express invitation of the institution's Chief Executive Officer or that officer's officially designated representative, or, when the action is initiated by ACCE with respect to a program already accredited by them, with the specific authorization of the Chief Executive Officer of the institution, or that officer's officially designated representative;
- to permit an institution to withdraw a request for accreditation of a construction program at any time (even after evaluation) prior to final action by the Board of Trustees,
- to recognize the right of a program to be appraised in the light of its own stated purposes, so long as those purposes demonstrably fall within and reflect the definitions of general purpose established by ACCE,
- to consider a construction program(s) at an institution, including its administration and financing, not on the basis of a single predetermined pattern but rather in relationship to the operation and goals of the entire institution,
- to rely upon the regional accrediting agency for evaluation of the general quality of the institution,
- to state relevant, qualitative, and quantitative information in its evaluation process,
- to assist and stimulate improvement of the educational effectiveness of a construction program and to this end to be prepared to provide advisory assistance which is to be separate from the accrediting process,
- to encourage sound educational experimentation and innovations,
- to design questionnaires and forms not only to obtain information for the Visiting Team but also to stimulate an institution to evaluate itself,
- to conduct an evaluation visit to a construction program by experienced and qualified examiners under conditions that assure impartial and objective judgment, including representation from the staffs of other institutions offering programs of study in construction,
- to avoid appointment of visitors who may not be acceptable to an institution while retaining final authority in the formation of Visiting Teams,
- to cooperate with other accrediting agencies so far as possible in scheduling joint visits when an institution so requests,
- to provide for adequate consultation during the visit between the Team of Visitors and the faculty and staff of an institution, including the institution's Chief Executive Officer or that officer's designated representative,



- to provide adequate opportunity for inclusion of students in the interviewing process during accrediting visits,
- to provide the Chief Executive Officer of an institution being evaluated an opportunity to become acquainted with the factual part of the report prepared by the Visiting Team and to comment on its accuracy before final action is taken,
- to consider decisions relative to accreditation only after an opportunity has been given to the Chief Executive Officer of the institution to submit comment, as provided above, and when the Chairperson of the Visiting Team is present or the views of the evaluation team are otherwise adequately represented through a written report of the Visiting Team,
- to regard the text of the Self-Evaluation Study as confidential between the institution and ACCE, with the exception that it may be made available by ACCE only to other recognized accrediting agencies by which the institution has been accredited or whose accreditation it is seeking,
- to permit, except as provided herein, an institution to make such disposition of the Self-Evaluation Study as it desires,
- to refrain from conditioning accreditation upon payment of fees for purposes other than membership dues or evaluation costs,
- to notify an institution as quickly as possible regarding any accreditation decisions, and
- to revoke accreditation only after advance notice has been given to the Chief Executive Officer of an institution that such action is contemplated, and the reasons for the actions in sufficient time to rejoinder and to provide for established procedures for appeal and review.

## **1. ORGANIZATION, STRUCTURE, AND PROCEDURES**

### **1.1 Governance**

The governing body of ACCE is its Board of Trustees. Elected annually, the Board is composed of a representative of each Sustaining Association Member, Educators, representatives of Industry, representatives of the public-at-large, and the President who is an ex-officio member without vote.

The ACCE By-Laws define membership categories, Board composition, duties of the Board, procedures for nomination and election of Trustees, the Executive Committee, officers of the Board, meetings of the Board, and all committees and task forces.

## 1.2 Powers and Duties of the Officers of the Board of Trustees

### 1.2.1 Board Chair

The Board Chair, as the chief elected officer of the Board of Trustees, presides over all meetings of the Board of Trustees and the Executive Committee, and performs such other duties as are stipulated in the By-Laws and other responsibilities and duties as set forth by the Board of Trustees.

### 1.2.2 Board Vice Chair

In the absence of the Chair, the Vice Chair presides over meetings of the Board of Trustees and the Executive Committee, and performs such duties as are stipulated in the By-Laws and other duties and responsibilities as set forth by the Board of Trustees.

### 1.2.3 Secretary

The Secretary attends all meetings of the Board of Trustees and the Executive Committee, and has responsibility for:

- seeing that all notices are duly given in accordance with law and the By-Laws,
- keeping, or causing to be kept, minutes of meetings of the Board of Trustees, the Executive Committee, and all Board and Special Committees,
- seeing that all books, reports, statements, and all other documents and records required by law are properly kept and filed,
- signing such instruments as require the signature of the Secretary, and affixing the Seal of the American Council for Construction Education to such instruments when required, and
- performing all the duties incident to the office of the Secretary and such other duties as are required by the By-Laws and other duties and responsibilities as set forth by the Board of Trustees.

The Secretary shall deliver minutes of meetings within thirty (30) days after adjournment of the above referenced meetings. Duties of the Secretary can, with the approval of the Board of Trustees, be assigned to a staff Assistant Secretary, but not responsibility for those duties.

### 1.2.4 Treasurer

The Treasurer attends all meetings of the Board of Trustees, Finance Committee and the Executive Committee, and has responsibility for:

- the custody of all funds and securities of ACCE, and the deposit of all such funds in such banks, savings and loan institutions, trust companies, brokerages, or other depositories as are approved by the Executive Committee;

- receiving and giving receipts for monies due and payable to ACCE from any source whatsoever;
- signing such documents as require the signature of the Treasurer;
- preparing and recommending to the Executive Committee at the Mid-Year Meeting an operating budget for the following fiscal year;
- preparing and recommending to the Board of Trustees at the Annual Meeting an operating budget for the following fiscal year; and
- in general, performing all the duties incident to the office of the Treasurer and such other duties as are required by the By-Laws or other responsibilities and duties established by the Board of Trustees.

The day-to-day duties of the Treasurer, with the approval of the Board, may be delegated to a staff Assistant Treasurer, but not the responsibility for these duties.

### 1.3 Duties of the President

The President is the Chief Executive Officer of ACCE and has the responsibility and authority for the day-to-day administration of the affairs and staff of ACCE, under the general supervision of the Board Chair. The President serves as an ex-officio member of the Board without vote.

The President is custodian of the Seal of ACCE and has the authority for affixing the seal to all documents unless they call for executing by the Secretary, in which case, he is responsible for making the Seal available to the Secretary for that purpose.

The President also holds the position of Assistant Treasurer, and has, subject to the authority of the Treasurer, authority and responsibility for exercising the day-to-day duties of the office of the Treasurer, including:

- the custody of all funds and securities of ACCE, and the deposit of all such funds in such banks, savings and loan institutions, trust companies, brokerages, or other depositories as are approved by the Executive Committee and
- receiving and giving receipts for monies due and payable to ACCE from any source whatsoever.

### 1.4 Committee Structure and Responsibilities

#### 1.4.1 Committee Chair and Vice Chair Duties

##### 1.4.1.1 Committee Chair

Each committee chair is responsible to the Board Chair for the activities of the committee. The responsibilities include:

- understanding the charge of the committee and communicating it to the committee members,
- leading the workings of the committee in achievement of its goals and responsibilities,
- attending each committee meeting at the Annual and Mid-Year meetings of the Council,
- attending all executive committee meetings of the Council,
- conducting the business of the committee during the Council meetings and between the meetings to maintain the progress needed for the business of the committee,
- ensuring that the minutes of the committee meetings are created in a timely manner, and available to post for the Council's use,
- reporting to the Executive Committee and the Board, as required, on the activities of the committee, and
- carrying out any other assignment made by the Board Chair.

#### 1.4.1.2 Committee Vice Chair

Each committee shall have a vice chair. The responsibilities include supporting the chair in their duties, including:

- understanding the charge of the committee and communicating it to the committee members,
- assisting in leading the workings of the committee in achievement of its goals and responsibilities,
- attending each committee meeting at the Annual and Mid-Year meetings of the Council,
- being able to conduct the meetings and the business of the committee in the absence of or as directed by the committee chair, and
- carrying out any other assignment made by the committee chair or the Board Chair.

#### 1.4.2 Board Committees. These committees report to the Board:

##### 1.4.2.1 Leadership Development Committee

The Leadership Development Committee is responsible for developing future leaders for ACCE by helping them become committee chairs, vice chairs, trustees and officers. This committee also nominates At-Large and Public Interest Trustees and Board Officers for election by the Board.

##### 1.4.2.2 Finance Committee

The Finance Committee is responsible for:

- preparation and submission of an annual budget,
- development and execution of an annual plan for funding the budget,
- oversight of the budget,
- preparation and maintenance of a five-year budget projection, and
- maintenance of the financial records of ACCE.

##### 1.4.2.3 Marketing and Communications Committee

The Marketing and Communications Committee is responsible for developing and maintaining a marketing plan with strategies and guidelines and overseeing consistent, effective communication aligned with the ACCE mission and branding. The committee updates the marketing plan every three years and oversees updates and revisions to the ACCE website as needed.

##### 1.4.2.4 Standards Committee

The Standards Committee is responsible for the preparation of the criteria and standards upon which all programs in construction education seeking accreditation or reaccreditation by ACCE will be evaluated, in particular Documents 103A, 103B, and 103M. All proposed changes in standards and criteria relating to construction education programs shall be sent to the administrators of ACCE accredited programs for comment by program faculty, students, or administrators (allowing an appropriate period of time for comment) prior to final adoption by the Board.

##### 1.4.2.5 Accreditation Committee

The Accreditation Committee has the following responsibilities:

- preparing guidelines and procedures by which a program will be evaluated by ACCE, in particular Document 101,

- recommending to the Board of Trustees such changes as may be needed to improve these materials on a scheduled basis,
- evaluating Visiting Team Reports and other pertinent materials submitted in connection with the accreditation of an academic program,
- recommending to the Board of Trustees accreditation, renewal, or reinstatement of accreditation for those academic programs which have applied for and have been reviewed, which in the opinion of the committee have materially achieved the standards and criteria for accreditation,
- recommending to the Board of Trustees denying, revoking, or suspension of accreditation when a program has ceased to materially comply with the standards and criteria for accreditation established by ACCE, and
- reviewing, accepting and approving required Progress Reports without Board involvement.

The Accreditation Committee Chair has special duties and responsibilities as follows:

- reviewing documentation submitted by institutions seeking candidate status, along with a Vice Chair of the Accreditation Committee and the Chair of the Guidance Committee, and making a recommendation to the Board Chair for or against the granting of candidate status,
- assisting the President, as needed, in the selection of Visiting Team Chairs, members, and members-in-training and observers, if any,
- reviewing Self-Evaluation Studies when received from institutions making initial application for an accreditation review when that institution states it believes it is ready for a visit, along with a Vice Chair of the Accreditation Committee, and making a recommendation to the Board Chair either for or against scheduling the visit – i.e., determining whether the program is ready for a visit,
- reviewing applications for participation in the Register of Visitors for the purpose of recommending for or against inclusion based on qualifications,
- receiving and tabulating advisory comments and recommendations from Committee members on Visiting Team and Progress Reports, and
- summarizing the results of the committee comments, recommendations, and, using the Visiting Team Reports, preparing the Accreditation Committee report to the Board of Trustees.

#### 1.4.2.6 Council of Chairs

The Council of Chairs will make personal contact with the program leader and Visiting Team Chair soon after each site visit to determine best practices and identify any issues that occurred during the preparation for and conduct of the site visit. The Council of Chairs has the following responsibilities:

- Reviewing the accreditation process and make recommendations for improving the process with emphasis on the quality, consistency, and timing of team visits and Visiting Team Reports.
- Making recommendations to promote the consistent interpretation of ACCE standards. Such interpretation should be rigorous, yet fair. This includes maintenance of the Concordance Documents.
- Making recommendations on the training and other qualifications necessary for service as a Visiting Team Chair or member.

The Council of Chairs will provide informal feedback to the appropriate committee of issues identified for resolution. In addition, the Council will develop an annual report of its findings and recommendations for process improvement and submit the report to the Executive Committee no later than 30 days prior to the annual meeting. The Executive Committee will develop a set of actions to be taken as a result of the Council's report to manage the implementation of Council recommendations.

#### 1.4.3 Executive Committee

The Executive Committee is responsible for conducting routine business on behalf of the Board during the period of time between the meetings of the Board and any other matters the Board may delegate to the Executive Committee during any regular or special meeting of the Board. This includes receipt of all nominations for ACCE awards and making recommendations to the Board for its approval. This Committee specifically oversees the roles and actions of all Special Committees and is not required to bring any actions from those committees to the Board for approval other than for changes in the budget, policies or accreditation standards.

1.4.4 Special Committees. These committees report to the Executive Committee.

##### 1.4.4.1 Industry Liaison Committee

The Industry Liaison Committee serves as a liaison between the construction industry and ACCE to provide a stronger relationship and solicit input from this important constituency.

#### 1.4.4.2 Dupree Education Fund Committee

The Dupree Education Fund Committee is responsible for all ACCE fundraising activities, exclusive of the normal income realized from membership dues of all categories, accreditation fees, attendance fees, and investment income.

#### 1.4.4.3 Training Committee

The Training Committee is responsible for structuring appropriate training for Registered Visitors and Visiting Team Chairs.

#### 1.4.4.4 Guidance Committee

The Guidance Committee has the following responsibilities:

- providing a system of advisory services for construction education programs, including those programs seeking accreditation by ACCE and those already accredited,
- preparing guidelines and documents with which a program will affect a self-evaluation study that will be an integral part of the ACCE accreditation process, in particular ACCE Documents 102A, 102B, and 102M,
- recommending to the Executive Committee such changes as may be needed to improve these materials on a scheduled basis; developing and maintaining rules governing the selection and conduct of ACCE recognized mentors,
- assisting the President in the maintenance of the list of recognized mentors,
- identifying programs that are potential candidates for ACCE accreditation, and
- assigning mentors to new candidate programs.

The Committee Chair has special duties and responsibilities as follows:

- reviewing documentation submitted by institutions seeking candidate status, along with the Chair and a Vice Chair of the Accreditation Committee, and making a recommendation to the Board Chair for or against the granting of candidate status.



#### 1.4.4.5 Recognition Committee

The Recognition Committee is responsible for guiding the Council's interests in providing recognition for non-degree, career-related construction education programs. This effort is to recognize the providers and programs which have a quality process and content aimed at providing education other than skills training; it is not aimed at degree-granting programs. The committee will develop the requirements for non-degree recognition (not accreditation) for evaluating any application and making recommendations to the Executive Committee for recognition acceptance. The committee will be made up of a committee chair and members from industry and educator professionals who have a specific interest in post-secondary, professional development.

#### 1.4.5 New Committees and Task Forces

The Board Chair, with Board approval, is empowered to create new committees and task forces with a specific charge.

## 2. PERSONNEL MANAGEMENT

### 2.1 Duties and Responsibilities of the Staff

#### 2.1.1 President

The President is the person responsible to maintain full time cognizance of all affairs of ACCE, and as such, is in a position to advise the Board of Trustees and the Executive Committee on all matters requiring decisions. In addition to the duties specified in Section 1.3, the duties of the President also include, but are not restricted to, the following:

- managing the national office and supervising other staff employees,
- managing expenditures in accordance with the Board approved and/or Executive Committee adjusted budget,
- receiving and depositing all dues, fees, and other income into appropriate ACCE accounts,
- assisting the Treasurer in preparing an annual budget to be presented to the Executive Committee at the Mid-Year Meeting prior to the beginning of the next fiscal year,
- assisting the Treasurer in preparing budget adjustments to be presented to the Executive Committee,
- keeping an accurate record of all members,
- invoicing, in a timely fashion, all member dues,

- keeping all members abreast of the actions and activities of ACCE,
- keeping an accurate record of accredited and candidate programs,
- invoicing accredited and candidate program fees by May 1 of each year,
- accepting applications for candidate status and accreditation reviews, and coordinating the activities of both processes with the appropriate individuals and committees,
- structuring Visiting Teams for accreditation visits and coordinating all studies, reports, and other activities with the Visiting Team, the institution, the Accreditation Committee and Board of Trustees,
- making site arrangements for the Annual Meeting, the Mid-Year Meeting, and any other meetings of the Board of Trustees or Executive Committee,
- preparing, in cooperation with the Board Chair and the Executive Committee, the agenda for all meetings of the Board of Trustees and the Executive Committee,
- preparing, in cooperation with the committee chairs, the agenda for each committee meeting,
- preparing, with the approval of the Executive Committee, all required reports and proposals,
- preparing and updating all forms utilized by ACCE, after appropriate committee and Board approval,
- providing liaison between the Board of Trustees and the public, in particular those seeking information concerning accreditation of construction education programs,
- preparing the Annual Report,
- maintaining complete and accurate historical information concerning accreditation visits,
- serving as custodian of the archives of ACCE records, and
- suggesting changes to the Policy Manual, Document 100, that may be required periodically by various government and auditing agencies having jurisdiction over ACCE as a non-profit organization.

### 2.1.2 Executive Assistant

The Executive Assistant is responsible to the President and is the person responsible for providing the necessary secretarial and clerical support for the efficient operation of the national office. The duties of the Executive Assistant include, but are not restricted to, the following:

- providing necessary clerical support for the President in such matters as correspondence, form maintenance, and preparation of agenda, and minutes of the Executive Committee, Board of Trustees, and committees,
- maintaining financial and other records of ACCE,
- recording receipt of funds and preparation of funds for appropriate deposit,
- keeping accurate records of membership, accredited programs, and candidate programs,
- acting as the initial point of contact for those persons who visit or call the national office, and
- maintaining appropriate materials and supplies for the efficient operation of the national office, the Executive Committee, the Board of Trustees, and all committees.

## 2.2 Personnel Policies, Procedures, and Benefits

### 2.2.1 Appointment of the President

The President is selected by the Executive Committee. The selection must be confirmed by vote of the Board of Trustees. In addition, the continuation of the President in that office must be confirmed by the Board annually or such later time as specified in the employment agreement with the President. In the event of a vacancy in this position, the Executive Committee will appoint an acting President to serve until the position can be filled.

### 2.2.2 Appointment of the Executive Assistant and Other Staff

The Executive Assistant and other staff are hired and supervised by the President, with the concurrence of the Executive Committee.

### 2.2.3 Salaries and Other Benefits

The salary of the President is set by the Executive Committee and confirmed by the Board of Trustees at the time the fiscal year budget is approved. The President recommends salaries for all other staff personnel to the Finance Committee for approval by the Board.

ACCE provides an employee benefit plan with a tax exempt entity, providing salary reduction benefits. No contributions are required by ACCE.

All staff are subject to FICA tax withholding.

#### 2.2.4 Holidays, Annual Leave, and Sick Leave

The following holidays are observed by the staff in the national office:

- Good Friday
- Memorial Day
- July 4 (the Friday prior to if July 4 is Saturday or the Monday after if July 4 is Sunday)
- Labor Day
- Thanksgiving and the Friday following
- December 21 (or the last work day prior to December 21) through January 2 (or the first work day thereafter).

Each full-time employee of ACCE earns one (1) day of annual leave and one (1) day of sick leave each month. The Board Chair is the approving agent for annual leave for the President, and the President is the approving agent for annual leave for other staff employees.

Documentation records on sick and annual leave earned and used will be kept in the personnel records in the national office. A maximum of 36 days each of sick and annual leave may be accrued.

#### 2.2.5 Staff Evaluation

The President will be evaluated on an annual basis, the evaluation to be done by the Board Chair and presented to the Board of Trustees (in executive session) prior to the annual meeting. Evaluation of other staff will be accomplished annually by the President and the results reported to the Executive Committee prior to the annual meeting.

#### 2.2.6 Staff Travel Policies

ACCE staff employees will perform travel that is necessary in the accomplishment of their duties. The following guidelines will apply to travel reimbursement:

- automobile travel at the current rate with the IRS Guidelines for business miles driven,
- coach fare for airline travel,
- motel rates that are prudent and in keeping with generally accepted rates in the location of travel,
- meal rates that are prudent and in keeping with generally accepted rates in the location of travel,
- necessary taxi, bus or other ground transportation, and
- costs parking garage fees.

Staff should complete the Travel Expense Voucher (Form A-14), found in Document 101, within five working days of the completion of the travel. The President is the approving agent for other staff travel. Any expense incurred in excess of the rates above will be the responsibility of the traveler.

### **3. PROGRAM MANAGEMENT**

#### **3.1 Mentors for Candidate Programs**

##### **3.1.1 Assignment of Mentor**

When a program enters candidate status, the President, in consultation with the Guidance Committee Chair, will select their mentor, subject to the approval of the candidate program. The mentor assignment will be by letter, signed by the Chair of the Guidance Committee, and the assignment will continue until the program submits its full Self-Evaluation Study, completes an initial visit, and achieves initial accreditation. At that time, the services of the candidate mentor will discontinue unless directed otherwise by the Board.

It is the program's responsibility to initiate communications with the mentor and to maintain the working relationship. It is to the benefit of the program that the mentor is assigned.

At any time, the candidate program, the assigned mentor or the Guidance Committee Chair may submit a request for a change of mentor, by letter to the Chair of the Guidance Committee. A replacement mentor will be selected by the President, in consultation with the Guidance Committee Chair, subject to the approval of the candidate program.

##### **3.1.2 Mentor Qualifications**

The mentor shall:

- be a volunteer and have no conflict of interest with the program,
- be an active participant in ACCE,
- be located as close as possible to the candidate program,
- have completed one accreditation visit as a full Visiting Team member, and
- have completed mentor training provided by the Guidance Committee.

### 3.1.3 Mentor Responsibilities

The responsibilities of the mentor are to:

- provide a visible show of support from ACCE to the candidate program and institution to which they are assigned,
- encourage the candidate program to report to ACCE Guidance Committee Chair and ACCE President any significant changes within the institution and program that may impact the program's candidate status with ACCE,
- be available to assist the candidate program as necessary,
- help the candidate program and institution stay current with any revisions in any policies and procedures of ACCE,
- remind the candidate program of due dates and responses to deadline notices,
- serve as the first reviewer of any candidate program Self-Evaluation Study,
- treat all information not required to be reported to ACCE as confidential, and
- two months prior to each ACCE Annual and Mid-Year Meeting, provide a report on ACCE Form A-9 to the Chair of the Guidance Committee, with a copy to the President and the candidate program leader, of the status and activities of the candidate program.

### 3.1.4 Compensation

- The mentor shall not receive compensation for services provided to the program which are advisory in nature, including phone calls and mailings.
- The program shall reimburse the mentor for any major pre-approved out-of-pocket expenses incurred as a direct result of travel requested by the Institution to perform mentoring duties, including such items as transportation, lodging, and subsistence.

## 3.2 Mentors for Accredited Programs

### 3.2.1 Assignment of Mentor

When the Board of Trustees decides to requires a mentor to be assigned to an accredited program, a letter noting the mentor selected for the program will be addressed to the institution's CEO, the accredited program leader, the Chair of the Accreditation Committee, and the President. The President, in consultation with the Chair of the Accreditation Committee, will select the mentor, subject to the approval of the affected program. The term of the mentor appointment will be specified in the appointing letter.

It is the program's responsibility to initiate communications with the mentor and to maintain the working relationship. It is to the benefit of the program that the mentor is assigned.

Once the reasons for the appointment are completed and the program has been reaccredited, the Accreditation Committee Chair will recommend to the Board that the mentor's services are no longer required and that he or she be relieved of that responsibility.

At any time, the program, the assigned mentor, or the Chair of the Accreditation Committee may submit a request for a change of mentor by letter to the Chair of the Accreditation Committee. A replacement mentor will be selected by the President, in consultation with the Chair of the Accreditation Committee, subject to the approval of the program.

### 3.2.2 Mentor Qualifications

The mentor shall:

- be a volunteer and have no conflict of interest,
- be an active participant in ACCE,
- be located in reasonable proximity to the accredited program,
- have completed at least two accreditation visits as a full Visiting Team member, and
- have completed Mentor training as provided by the Guidance Committee.

### 3.2.3 Mentor Responsibilities

The responsibilities of the mentor are to:

- establish and maintain communication with the accredited program leader,
- working with the program leader, develop a plan of action to address the reason(s) for the Board assignment of a mentor,
- treat all information not required to be reported to ACCE as confidential, and
- Two months before each ACCE Annual and Mid-Year Meeting, provide a report on ACCE Form A-9 to the Board Chair, with copies to the President, the Accreditation Committee Chair and the program leader, of the status and activities of the accredited program with regard to the Board reason for the appointment of a mentor.

### 3.2.4 Compensation

- The mentor shall not receive compensation for services provided to the program which are advisory in nature, including phone calls and mailings.
- The program shall reimburse the mentor for any major pre-approved out of pocket expenses incurred as a direct result of travel requested by the institution to perform mentoring duties, including such items as transportation, lodging, and subsistence.

### 3.3 Calendar for Submission of Required Documentation for Accreditation

The following is a calendar for the submission and review of Self-Evaluation Studies and Student Learning Outcome (SLO) documentation for initial and renewal of accreditation and for accreditation site visits.

ACCE notification to the program, one year prior to termination of the period of accreditation, of the requirement for submittal of Self-Evaluation Study and SLO documentation	February 1 of the year prior for Spring semester visits July 1 of the year prior for Fall semester visits
Deadline for Candidate Program submittal of Final Self-Evaluation Study	September 1 for Spring semester visits March 1 for Fall semester visits
Self-Evaluation Study deadline for all Renewals of Accreditation	November 1 for Spring semester visits May 1 for Fall semester visits
Deadline for submission of SLO Documentation for all site visits	December 1 for Spring semester visits June 1 for Fall semester visits
Window for all Accreditation Site Visits to Occur	February 1 - April 1 for Spring visits September 1 – November 1 for Fall visits

## 4. SCHEDULE AND SEQUENCING OF CHANGES TO ACCE DOCUMENTS

Changing of ACCE Documents 100, 101 and 103A, 103B and 103M is limited to once every 3 years (6 Annual or Mid-Year meetings), except that changes, in extraordinary circumstances, can be made by the Board of Trustees within the 3-year period if requested by a Committee Chair and recommended by the Executive Committee. Changes to Documents 102A, 102B, and 102M should begin immediately as needed when triggered by approved changes to Documents 103A, 103B, and 103M with subsequent approvals and availability of these documents being made as soon as possible. An exception to this policy is that changes to any ACCE document required by a higher accrediting authority or for administrative corrections can be made as an exception to the policy at any meeting.



#### 4.1 Time Frames for Changing ACCE Documents

April 30	Closing date for submission of proposed changes to the President.
June 1	Consolidated listing of all proposed changes sent to committee members by the President for final review.
Annual Meeting	Approval of changes by committees.
August 25	Committee chairs submit changes to the President
August 31	Submission by the President of proposed changes for comments by interested parties.
October 1	Closing date for receipt of comments
October 15	Submission of comments to committee members for consideration
November 15	Receipt by the President of committee member responses to comments for consideration of changes based on comments
November 20	President forwards comments to committee members
December 5	Telephone conference meeting of committee to verify proposed amendments.
January 10	Submit final proposals to the President
January 15	Consolidated listing of proposed changes to Board members for review.
Mid-Year Meeting	Discussion and approval actions by Board of Trustees.
Annual Meeting	Effective implementation date for changes

#### 4.2 Submission of Changes

Any person may submit a proposal for changing an ACCE Document, using the Proposal for Changing an ACCE Document, found in Appendix 1.

#### 4.3 Processing of Changes

Upon receipt of a submitted change, the President shall forward the proposal to the Chair of the affected committee (Standards, Accreditation or Guidance) for action. Changes submitted for ACCE Document 100 shall be handled directly by the President.

##### 4.3.1 Committee Actions

- Thirty days prior to a regularly scheduled meeting of the committee, the chair shall make distribution of all change submissions received to all members of the committee.

- Each proposal shall be discussed by the committee during the scheduled meeting. For proposals which a committee determines require further clarification or information, no action shall be taken by the committee. A request will be sent to the original submitter asking for the necessary information and the proposal acted on at the next meeting. For those proposals which a committee feels can be acted on, a vote shall be taken. If passed in accordance with committee rules, the proposal shall be recommended to the Board of Trustees. If the proposal is not approved by the committee, the submitter will be so notified.

#### 4.3.2 Board of Trustees Actions

Upon final action by a committee, a listing of all recommended changes will be submitted to members of the Board for review prior to the Mid-Year meeting. Final actions will be taken on all proposed changes at the Mid-Year meeting.

#### 4.3.3 President Actions

Upon final approval by the Board, approved changes will be incorporated into the respective Document, and the revised Document will be placed on the ACCE web site. Interested parties will be notified regarding the changes and of the implementation date of the revised Documents.

## 5. FINANCIAL MANAGEMENT

### 5.1 Funding

#### 5.1.1 General

ACCE may accept any donation, bequest, gift, or other type of contribution offered by members or others which will result in support of its purposes. Any organization or individual making a contribution in support of ACCE accreditation activities will be designated as a Sponsor.

#### 5.1.2 Dues

##### 5.1.2.1 Sustaining Association and Association Member Dues

The annual dues for association membership in ACCE are payable on January 1 and are adjusted as appropriate by the Board of Trustees.

##### 5.1.2.2 Industry Advisory Board and Corporate Member Dues

The annual dues for industry advisory board and corporate membership in ACCE are payable on January 1 and are adjusted as appropriate by the Board of Trustees.

#### 5.1.2.3 Individual Member Dues

The annual dues for individual membership in ACCE are payable on January 1 and are adjusted as appropriate by the Board of Trustees.

### 5.1.3 Fees

#### 5.1.3.1 Accredited Program Fees

After a program is accredited, the annual accreditation fee will be determined and adjusted as appropriate by the Board of Trustees for the first program and an additional amount determined and adjusted as appropriate by the Board of Trustees for each additional accredited program. Part of these fees will accrue to cover the cost of the reaccreditation visit. Annual accreditation fees are due on July 1.

Fees credited against the cost of a renewal visit are refundable, if the program elects not to seek renewal of accreditation and upon request of the program.

#### 5.1.3.2 Candidate Program Fees

The annual candidate program fee is determined and adjusted as appropriate by the Board of Trustees for the first program and an additional amount determined and adjusted as appropriate by the Board of Trustees for each additional program having that status. A onetime accreditation visit fee determined and adjusted as appropriate by the Board of Trustees is payable no later than the date of the on-site accreditation visit, if and when a visit is conducted. Continuing candidate program fees are due on July 1.

Fees paid while a program is in candidate status are not refundable.

#### 5.1.3.3 Recognized Non-Degree Program Fees

The annual recognized non-degree program fee is determined and adjusted as appropriate by the Board of Trustees. The fees are due on July 1.

#### 5.1.3.4 Meeting Fees

Meeting fees shall be established annually by the Executive Committee, and shall be sufficient to defray the actual costs of each meeting.

### 5.1.4 Grants and Donations

#### 5.1.4.1 General Support

##### Private

ACCE, by vote of its Board of Trustees, may accept grants and donations from private individuals and entities for general support, provided such grants and donations are subject to no conditions that would encumber the ability of ACCE to function freely and objectively.

Public

ACCE, by vote of its Board of Trustees, may accept grants from Federal, state, or local government agencies for general support, provided such grants are subject to no conditions that would encumber the ability of ACCE to function freely and objectively.

5.1.4.2 Programmatic

Private

ACCE, by vote of its Board of Trustees, may accept grants and donations from private individuals and entities in direct support of ACCE programs, provided such grants and donations are subject to no condition that would encumber the ability of ACCE to pursue those programs freely and objectively.

Public

ACCE, by vote of its Board of Trustees, may accept grants from Federal, state, and local government agencies in direct support of ACCE programs, provided such grants are subject to no conditions that would encumber the ability of ACCE to pursue those programs freely and objectively.

5.1.5 Contracts

Private

Subject to Board of Trustees ratification, ACCE may enter into contracts with, and accept contracts from, private individuals and entities for the performance of work consistent with its mission. The contracting officer for ACCE is the President.

Public

Subject to Board of Trustees ratification, ACCE may enter into contracts with, and accept contracts from, public agencies for the performance of work consistent with its mission. The contracting officer for ACCE is the President.

5.1.6 Endowment and Organized Giving

See Appendix 2.

5.2 Banking

The financial institutions utilized for banking purposes are those approved by the Board of Trustees.

5.3 Check Signing Authority

Except as otherwise provided for in this Policy Manual, the President shall have principal authority for signing all checks for ACCE. In the case of incapacity or absence of the President, the Treasurer and Board Chair are authorized to sign checks for all debts of ACCE.

## 5.4 Accountability and Reporting

### 5.4.1 Budget

The Treasurer and the President are responsible for proposing an annual budget for the subsequent fiscal year to the Executive Committee at the Mid-Year Meeting prior to the commencement of the next fiscal year.

The Board of Trustees shall approve an annual budget at the Annual Meeting and any proposed changes to that budget at its Mid-Year Meeting. Between meetings of the Board, the Executive Committee, upon recommendation of the Treasurer, has authority to make adjustments to the budget, provided that those changes are ratified by the Board of Trustees at the next Board meeting.

The President shall be responsible for keeping the financial records of ACCE.

### 5.4.2 Overhead

ACCE shall assess an overhead on all contracts for services it is to provide equal to the proportionate share of ACCE expenses other than those directly associated with visitations.

### 5.4.3 Contract Responsibility

The President shall be the contracting officer for ACCE.

### 5.4.4 Membership and Endowment Funds

Separate accounting of endowment funds shall be maintained, but membership dues income shall be considered to be part of the general support funds of ACCE.

### 5.4.5 Budgetary Management

The President shall be directly responsible for the management of expenditures in accordance with the Board approved and/or Executive Committee adjusted budget.

## 5.5 Board, Committee, and Visitor Travel Expense Reimbursement

All travel for which reimbursement is to be requested must be authorized in advance by the President and an appropriate travel expense voucher must be filed using ACCE Form A-14. Rules governing travel and expense vouchers are the same as for staff travel and are detailed in Section 2.2.6.

## 5.6 Financial Review

### 5.6.1 Independent Review

The President is responsible for causing the books of ACCE to be reviewed annually. The accounting firm utilized for the annual review is the firm approved by the Board of Trustees.

### 5.6.2 Review Reports

Review reports are to be delivered to the Treasurer for transmittal to the Executive Committee.

## 6. INFORMATION SERVICES

### 6.1 Publications

#### 6.1.1 Annual Report

The primary public information publication of ACCE is the Annual Report. Published in January of each year, the report includes information for the prior calendar year, including lists of accredited programs and candidate programs; the Board Chair's Report; membership lists; the Board of Trustees; committee membership; and a prior fiscal year financial statement. This document is widely distributed to trustees, members, accredited and candidate programs, committee members, and to the public who request information about ACCE.

#### 6.1.2 Brochures

ACCE publishes brochures, which include information on the purpose of the organization, types of membership available, and career opportunities in construction. These documents are widely distributed to those who express an interest in the activities of ACCE.

#### 6.1.3 Membership Application

A membership application is available for use by individuals and organizations wishing to apply for membership in ACCE.

### 6.2 Public Information

#### 6.2.1 Candidate Status

When a program is admitted to candidate status, ACCE will give public notice by publishing the name of the institution and program in the annual report. Institutions are to avoid any implication in any publication or statement that the program is accredited while in candidate status.

### 6.2.2 Accredited Programs

If the Board of Trustees grants accreditation to a program, the decision will be announced in ACCE's Newsletter and be published in the Annual Report, together with a listing of the specific construction programs accredited.

If the Board of Trustees denies accreditation to a program, the program is removed from ACCE's list of candidate programs (initial accreditation) or from ACCE's list of accredited programs (renewal of accreditation).

### 6.2.3 Public Release Policy

Accreditation by ACCE is based on the institution meeting standards and criteria established by ACCE. The period of accreditation is not a measure of ranking of the institution. An institution may indicate ACCE accreditation of its construction program(s) only during the period for which accreditation is granted. Information published for students and the general public should provide sufficient definition of the program to show that it meets ACCE accreditation criteria. Institutions should broadly and accurately publish the objectives of the program, the program assessment measures employed, and the information obtained through these assessment measures, student achievement, the rate and type of employment of graduates, and any data supporting claims made by the program. Such information shall not be used in a self-serving or laudatory manner.

Correspondence and documents between ACCE and the institution are confidential documents. The institution is free to distribute these items to authorized personnel. Direct quotation in part or whole from any statement by ACCE is unauthorized. Release of any confidential ACCE document required by institution policy, state or federal laws must include the entire document.

Visiting Team Reports remain the intellectual property of the American Council for Construction Education. They are for the sole use of the institution, and are not to be provided to or discussed with third parties not officially connected to the institution except with the express written permission of ACCE or unless required by law.

## **7. INVESTMENT GUIDELINES**

### 7.1 Scope and Authority

These guidelines apply to all ACCE cash and investments. The President will execute all purchases and sales of investment securities subject to prior consultation, approval, and supervision of the Treasurer. The President will periodically report to the Treasurer and to the Executive Committee regarding investment transactions and securities held.

### 7.2 Objectives

Investment objectives, in the order of greatest importance are (1) preservation of principal, (2) liquidity, and (3) return on investment.

### 7.3 Guidelines

- The President will prepare a written annual projection of cash needs including anticipated changes in investments. This document will be submitted to the Treasurer and subsequently the Executive Committee for their advice and concurrence.
- Subject to the approval of the Treasurer, the President will execute all transactions that were anticipated in the annual projection, selecting securities rates, and maturities consistent with these guidelines and the projection. Transactions not anticipated by the annual projection must also be approved by the President in advance.
- Investments are limited to the issuers and maturities shown in Section 7.4.

The following investments are specifically prohibited:

- common and preferred stocks, REITs;
- futures, options, puts, calls, short sales, etc.;
- leveraged transactions;
- mortgages and mortgage-backed securities; and
- foreign securities and foreign currencies.

Borrowing in any manner to invest is not permitted.

The President will report periodically to the Executive Committee listing transactions and securities held (issuer, interest rate, maturity, quality).

Investments may be made only through dealers approved by the Executive Committee.

### 7.4 Approved Securities

Securities which mature in five years or less: Bills, Notes, and Bonds issued by the U. S. Government or its agencies.

Securities which mature in two years or less: (a) Bank Certificates of Deposit not to exceed the amount per bank insured by the FDIC; (b) Debt issued by state and local governments rated AA or better by both Moody's and Standard & Poors; (c) Corporate Notes and Bonds issued by U.S. corporations rated AA or better by both Moody's and Standard & Poors.



## **8. MEETING OPERATING PROCEDURES**

The purpose of this policy is to provide detailed operating procedures for the conduct of meetings of the ACCE Board of Trustees, committees, task forces, and other ad-hoc appointed groups.

- The Chair of the Board of Trustees shall be the Board Chair, or in his/her absence, the Board Vice Chair as specified in the By-Laws. If neither the Board Chair nor the Board Vice Chair is present, the Secretary will chair the meeting of the Board of Trustees.
- The chair and vice chair of each committee, task force, or other designated work group shall be appointed by the Board at each Annual Meeting, or at the time an ad-hoc group is appointed. If neither the committee chair nor the vice chair is present for a meeting, the Board Chair will appoint a member of the group to serve as chair for that meeting.
- In general, all meetings of the Board of Trustees, committees, task forces, and other ad-hoc appointed groups shall be open, except when discussing an individual program's accreditation or personnel issues, and these meetings shall be conducted in executive session.
- The conduct of all meetings of elected and appointed groups within ACCE shall be directed by the chair of the meeting. Rulings by the chair on all questions of order, relevancy, and interpretation shall be final. The chair shall take an official roll call at each meeting.
- Discussion of a given subject by the Board, a committee, a task force, or any other ad-hoc appointed group, prior to a motion and second, may be entered into by anyone present at the meeting, after being recognized by the presiding chair of the meeting.
- A formal proposition on any subject under discussion shall be known as "the motion" and any subsequent proposition modifying the motion shall be termed "an amendment".
- A motion and second shall be made only by a duly appointed or elected member present at the meeting.
- An amendment and second to a motion shall be made only by a duly appointed or elected member present at the meeting.
- A motion or amendment shall only be discussed or voted upon if it has been proposed and seconded by members present at the meeting or as represented by the proper proxy assignment. A motion or amendment which is not seconded shall fail without discussion.
- After a motion or amendment is made and seconded as prescribed above, only duly appointed or elected members of the group may enter into the discussion.

- Recommendations or reports from committees to a group shall be considered as an original motion proposed by the person presenting the report or recommendation. The chair will call for a second and for discussion of the motion. The order of discussion on a motion shall be:
  - The chair shall invite the proposer of the motion to speak.
  - The chair shall then invite the seconder to speak.
- The chair shall invite members of the group to speak.
- Members of the group may propose amendments to a motion. Such amendments must be seconded.
- If more than one amendment is proposed and seconded, the chair shall indicate the order in which the amendments shall be discussed.
- The chair shall conduct the discussion, and members may speak only when recognized by the chair.
- At the conclusion of the discussion on an amendment the proposer of the amendment shall have one opportunity to sum up and the proposer of the original motion shall have the right to reply.
- The proposer and/or seconder of a motion or amendment may withdraw the motion or amendment which then shall fail without further discussion.
- When an amendment is voted down, other amendments may be moved to the motion.
- When an amendment is carried, the amended motion shall become the motion under discussion and shall be the motion upon which further amendments may be moved.
- When a motion is being discussed, except for a motion to amend the motion under discussion, no other motion shall be moved except a "Procedural Motion." Procedural Motions in order of precedence shall be:
  - To adjourn the meeting until a specified time or date.
  - To table the motion.
  - To call for the question on the motion.
  - To proceed to the next item of business.
  - Upon being formally proposed and ascended, a Procedural Motion may be put to vote without further discussion unless the chair permits discussion in order to facilitate the conduct of business.
- Voting shall be by show of hands.
- Motions shall be carried by simple majority, unless otherwise specified in the ACCE By-Laws.

## **9. EXTERNAL RELATIONS**

### **9.1 Council for Higher Education Accreditation (CHEA)**

ACCE is recognized by the Council for Higher Education Accreditation as the accrediting agency for four year baccalaureate degree programs in construction, construction science, construction management, and construction technology; and as the accrediting agency for two year associate degree programs of a like nature.

### **9.2 Association of Specialized and Professional Accreditors (ASPA)**

ACCE is a member of the Association of Specialized and Professional Accreditors (ASPA). ASPA is an organization exclusively for educational, scientific, research, mutual improvement, and professional purposes as follows:

- To promote quality and integrity in non-governmental specialized and professional accreditation of postsecondary programs and institutions.
- To provide a forum for discussion and analysis and a mechanism for common action for those concerned with specialized and professional accreditation.
- To address accreditation issues in educational, governmental, and public policy contexts and communicate with the public about accreditation.
- To facilitate collaboration among programs, institutions, and accrediting agencies.
- To provide a mechanism for continuing education for individuals and organizations with accreditation responsibilities.

As a member, ACCE is committed to the ASPA Code of Good Practices in its accreditation activities.

### **9.3 Reciprocity Agreements**

9.3.1 ACCE and the National Board of Construction Management Accreditation (NBCMA) in the People's Republic of China have a reciprocity agreement whereby ACCE recognizes university degree programs accredited by NBCMA as equivalent to baccalaureate programs accredited by ACCE. In turn, NBCMA recognizes baccalaureate programs accredited by ACCE as equivalent to university degree programs accredited by NBCMA.

9.3.2 ACCE and the Canadian Technology Accreditation Board of the Canadian Council of Technicians and Technologists (CTAB) have a reciprocity agreement whereby ACCE recognizes university degree programs accredited by CTAB as equivalent to baccalaureate programs accredited by ACCE. In turn, CTAB recognizes baccalaureate programs accredited by ACCE as equivalent to university degree programs accredited by CTAB.

9.3.3 ACCE and the Chartered Institute of Builders (CIOB) have a reciprocity agreement whereby ACCE recognizes university degree programs accredited by CIOB as equivalent to baccalaureate programs accredited by ACCE. In turn, CIOB recognizes baccalaureate programs accredited by ACCE as equivalent to university degree programs accredited by CIOB.

## 9.4 Conflicts of Interest

### 9.4.1 Financial or Contractual Negotiations or Agreements Between ACCE and Other Entities

Officers and employees are forbidden from participating personally and substantially in corporate action with respect to any contract, transaction, or other matter in which, to the knowledge of any such officer or employee, he/she or any member of his/her immediate family has any interest, financially or otherwise, unless such officer or employee makes full disclosure of the circumstances to the Board of Trustees and the Board determines that the interest is not so substantial as to affect the integrity of the services of such officer or employee, or the interest is too remote or too inconsequential to affect the integrity of such services.

### 9.4.2 Appointments to, and Membership on, ACCE Bodies

Because it is important that program reviews and guidance given to institutions be impartial, all persons acting on behalf of ACCE as advisors, visitors, and/or members of the Guidance and Accreditation Committees or Board of Trustees must disclose any past or present relationship with the program or institution being advised, visited or reviewed or with any persons involved in the program, direct or indirect, whether financial, professional, social, or otherwise. Further, if any such relationships arise during the course of a program advisory or review, such relationships also must be disclosed. Any doubt should be resolved in favor of disclosure. Such disclosures are to be made voluntarily or, if requested, in writing to the President.

If, in the opinion of the Board Chair, a given disclosure statement reveals the potential for conflict, such statement shall be referred to the Executive Committee of ACCE for review and decision (and, if the disclosure is from a member of the Executive Committee, with the Board Vice Chair acting for the Board Chair if the disclosure is by the Board Chair). If the decision is that there is the potential for a conflict of interest, the individual will be asked to absent himself/herself from any and all deliberations regarding the institution or program involved, or, in the case of a pending appointment, e.g., as a member of a Visiting Team, that appointment will not be made. There shall be no appeal from such decisions.

Specifically, no member of the Accreditation Committee or Board of Trustees who has any direct or vested involvement with an institution shall vote on any accreditation actions related to that institution. No member of that Committee who has served as a member of the current Visiting Team to an institution may vote in Committee on any accreditation action pertaining to that institution. However, he/she may vote on interim report actions and on future accreditation actions involving that institution. A copy of this policy shall be prepared and provided to each Committee member and Board of Trustee at the beginning of each Committee Executive Session. Members, at that time, shall declare any cause which would preclude them from voting at the time of such a vote.

In the event that the potential for a conflict is disclosed to ACCE by other than the individual involved, the Board Chair shall query the person involved to verify the information received, and, thereafter, the same procedure for decision shall apply.

## **10. SELF ASSESSMENT**

As a part of its program for continuous improvement, ACCE has implemented the following self-assessment program to assess its effectiveness and to identify opportunities for improvement.

### **10.1 Internal Assessment of ACCE Operations**

#### **10.1.1 Committee and Board of Trustees Assessment**

The chairs of each Board and Special committee, the Executive Committee, and the Board of Trustees are to develop a regular assessment plan. This plan will be based on the Board or committee's charge and include member assessment of the committee's effectiveness in achieving its goals and objectives. Documentation of assessment data collected and actions taken to improve committee effectiveness, if warranted, is to be submitted to the President no later than 45 days before the Annual Meeting so that the documentation can be reviewed by the Executive Committee and Board of Trustees during the meeting. Documentation of actions taken to improve board and committee effectiveness is to be submitted to the Board Chair annually no later than 3 months after the Annual Meeting so that documentation of action plans can be reviewed by the Executive Committee and the Board of Trustees at the Mid-Year Meeting.

#### **10.1.2 Visiting Team Assessment**

- The President will maintain a web site that contains a register of all qualified Visiting Team Chairs and Visitors including their training dates and expiration of eligibility.
- The Leadership Development Committee Chair will compile information on the effectiveness of all training sessions including training dates, participants, and training materials as well as a summary of participants' evaluation of all training sessions. The evaluation data will be used to improve the quality of future training sessions.

- The President will contact all qualified Visiting Team Chairs and visitors when modification or changes to the standards are significant enough, as determined by the Standards Committee, to require immediate training and inform those registrants who require retraining as to when and where that training will be offered.
- 
- Evaluation of each visiting team chair is submitted to the President by the members of each Visiting Team using Form A-11. The President will provide summary feedback to each Team Chair.
- Evaluation of each team member is submitted by the Visiting Team Chair to the President using Form A-12. The President will provide an evaluation summary to each Visiting Team Member.
- Evaluation of each member-in-training is submitted by the Visiting Team Chair to the President using Form A-13. The President will provide an evaluation summary to each Member-in-Training.

#### 10.1.3 Accreditation Process Assessment

- ACCE will maintain a web site where all accreditation action updates are posted. All ACCE members are to be notified as updates are posted. The President will maintain a record of correspondence pertaining to postings and member notification.
- Members of the Council of Chairs will personally contact both the program leader and the chair of the Visiting Team soon after each site visit to determine any issues associated with the site visit, suggestions for process improvement, and best practices. A template for the collection of data is shown in Appendix 3. The Council will analyze the information collected, provide comments to the appropriate committees, and prepare an annual report to the Executive Committee describing the Council's findings and recommendations for process improvement. The report is to be submitted no later than 30 days prior to the annual meeting, so that it can be discussed by the Executive Committee at the annual meeting. The Executive Committee is responsible for change implementation going forward after reviewing recommendations.

#### 10.1.4 Financial Posture Assessment

The President will prepare financial statements regarding the financial condition of ACCE that will be assessed by the Finance Committee.

### 10.2 Assessment of ACCE Impact

#### 10.1.5 Accredited Programs

- Each accredited program will submit a three-year progress report following accreditation. Some programs may also be required to submit one and/or two-year progress reports to report actions taken to address Weaknesses, Concerns, and Undeveloped Potentials

identified during the site visit. These reports are to be assessed and approved by the Accreditation Committee.

- The President will collect data regarding the number of graduates from each accredited program annually.

#### 10.1.6 Constituencies

- The President will ensure that annual reports and periodic newsletters are posted on the ACCE website and distributed to members as well as accredited and candidate programs.
- The President will transmit regularly an electronic survey to all industry members of ACCE by the first of May and request response by the first of July. The responses received will be summarized and presented for review by the Executive Committee during the annual meeting. The questions to be asked on the survey are:
  1. What is the value of hiring graduates of ACCE-accredited programs?
  2. How could ACCE improve its impact on construction education?



## APPENDIX 1

### PROPOSAL FOR CHANGING AN ACCE DOCUMENT

Mail to: ACCE, President

Date: \_\_\_\_\_ Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_ E-Mail: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Representing: (Please indicate Institution, Organization, Association, Company or self)

1. ACCE Document \_\_\_\_\_ Section/Paragraph \_\_\_\_\_

2. Proposal recommends: (Check) ☐ new text  
☐ revised text  
☐ deleted text  
☐ other change

3. Proposal (include proposed new or revised text or identification of text to be deleted):

5. Reason for proposal and substantiation for proposal:

\_\_\_\_\_  
Signature

PLEASE USE SEPARATE FORM FOR EACH PROPOSED CHANGE

## **APPENDIX 2**

### **ENDOWMENTS AND ORGANIZED GIVING**

This Appendix to the ACCE Policies Manual sets forth Policies and Procedures pertaining to endowments and organized giving in the interest of insuring the long term growth and influence of ACCE on the quality of post-secondary education in the construction management arena.

There shall be a Dupree Education Fund (DEF) that provides safe harbor for donations to ACCE. Such donations may be used for specific issues or projects as determined by the Board of Trustees and after receiving an approval vote for funding from that body.

The DEF shall accommodate those classes of donations addressed hereafter that might come into the ownership or possession of ACCE through solicitation, philanthropic largesse or other beneficial manifestations of good will. Organized giving is intended to provide for a major part of the fund growth and holdings. The DEF shall be structured as a restricted account under the 501(c)(3) tax free authority of ACCE.

#### **1. Approval of Fundraising Activities**

**Policy** ACCE, by vote of its Board of Trustees, shall approve all fundraising activities and establish appropriate priorities. No fundraising activities shall precede such approvals. Normally, recommendations for activities and priorities shall originate in the Dupree Education Fund Committee (DEFC).

#### **2. Issuance of Official ACCE Receipts**

**Policy** ACCE, through its President, shall issue all receipts for donations that qualify as charitable gifts under current law. Guidelines established by the Internal Revenue Code shall be used to determine whether gifts qualify as charitable donations. Opinion of legal counsel and certified accountants may be used to assist in such determinations.

ACCE will normally date contributions when received. Contributions, which are received in January, qualify for a charitable tax receipt, which is back-dated to December of the prior year if:

- the postmark on the outer envelope is December 31<sup>st</sup> of the prior year or earlier, and
- if a check is issued and dated December 31<sup>st</sup> of the prior year or earlier.

### **3. Confidentiality of Information**

**Policy** Charitable giving is normally a personal and sensitive issue. To ensure the privacy of donor information, it is necessary to control access to donor and donation information.

All information pertaining to donors and donations received by ACCE is considered confidential. The Board of Trustees, Officers, and Dupree Education Fund Committee Chair shall have access to that information on a “need to know” basis. Only the President and the Chair of the DEFC may approve the release of donor information to those who have been shown to fit within these guidelines.

#### **Guidelines for Implementation**

ACCE shall maintain records including donor identity on all donations received. A donor may request that his/her gift and/or all information pertaining to that gift remain anonymous. Summary information may be provided to the public on total donations received for special projects or funds. Requests for such information should be directed to the President or Chair of the DEF Committee.

ACCE may recognize donors by publishing their names in special reports, unless otherwise requested by the donor. Such reports shall be approved by the President.

### **4. Donation Acceptance**

#### **a. Receipts – General**

**Policy** Any receipt for donations shall state that it is an official receipt for income tax purposes and shall include the following information in letter format:

- The name of ACCE and its address – ACCE letterhead;
- The date the donation was received;
- A brief description of the donation (e.g., cash, securities, etc.);
- The day on which the receipt was issued if that day differs from the day on which the donation was received;
- The name and address of the donor, including, in the case of an individual, the first name and middle initial;
- The amount or value of the donation;
- The signature of the President.

Receipts may bear a facsimile signature if they are distinctly imprinted with the name of ACCE, its logo and its address.

Donations shall be deposited or recorded in the ACCE account established specifically for this purpose and not be commingled with other ACCE accounts. Such account/s shall be subordinate within the main ACCE account structure and accessible only by the President. When donations are received, ACCE shall record the following information:

- **Campaign** The campaign drive or fundraising program for which the donation was made or intended.
- **Designation** Donations may be undesignated, broadly designated or specifically designated.
- **Undesignated** Donations for which the donor has indicated the donation is unrestricted, or for ACCE's greatest needs, or where the donor has not indicated any designation.
- **Broadly Designated** Donations for which the donor has indicated a general area to which the donation is to be dedicated.
- **Specifically Designated** Donations for which the donor has indicated a specific program or use.

Supplemental information on receipts for donations of specific nature is included under the following specific descriptive headings.

## **b. Gifts of Cash/Receipt of Monetary Donations**

"Cash" may include bank notes, checks, money orders, currency or other legal tender.

**Policy** Cash donations received by ACCE which require an official receipt should be accompanied by correspondence signed by the donor and should include the donor's name, address and the amount of the contribution.

**Rationale** The ACCE President is designated as the sole authority for issuance of charitable receipts. All donations must be processed through the President to maintain effective records and financial control.

Obtaining relevant correspondence with gifts of currency will ensure that the tax receipt is correct and is issued to the appropriate party. This will help avoid situations in which a donor claims (after the fact) that the tax receipt should have been made out to someone else (e.g., the tax receipt was issued in the name of a corporation, but the donor claims it should have been made out personally to him or her).

### **Guidelines for Implementation**

ACCE shall deposit cash the first possible business day, prepare official receipts in letter format and record the gifts. Receipts shall be issued within 48 hours after deposit.

## **c. Gifts of Securities**

**Policy** ACCE will accept securities as charitable donations if they are consistent with ACCE's investment aims. The value noted on the tax receipt will be determined by the fair market value of the security on the date ownership of the security is transferred to ACCE. For non-marketable securities, the value of the donation will be determined according to Internal Revenue Service regulations. ACCE shall initiate conversion of securities to cash at earliest opportunity. All proceeds shall be invested as prescribed for cash.

#### Guidelines for Implementation

A gift of securities is complete for tax and accounting purposes when the securities are fully assigned and delivered to ACCE. Securities that have been assigned and delivered shall be maintained until converted to cash with other instruments of value owned by ACCE.

#### **d. Gifts of Property (Real Estate, Equipment, Art, Documents, etc.)**

**Policy** ACCE will accept gifts of property as charitable donations if they are consistent with the organization's investment aims. The value of such gifts for tax purposes shall be determined by Internal Revenue Service regulations.

#### Guidelines for Implementation

Gifts of property are commonly referred to as "gifts-in-kind." Before a gift of property is accepted by ACCE, its merit must be determined and approved by the DEFC. An appropriate "gift-in-kind" tax receipt shall be issued when the following have been received:

##### For new goods:

- Proof of value
- Proof that no payment in trade has been made
- Proof that the goods were received

##### For used goods:

- A minimum of two appraisals of the property by qualified, independent appraisers, or if the gift is \$1,000 or less in value, appraisal from a qualified appraiser of such property. One appraisal shall suffice for real estate.

Any outside appraiser should not be associated with either the donor or ACCE. Real estate agents, dealers, appraisers and other individuals knowledgeable about market value of donated property are qualified to give expert opinion.

The generally accepted meaning of "fair market value" is the price the property would bring in an open market transaction between a willing buyer and a willing seller, acting independently of each other, and each having full knowledge of the facts.

The date of donation is the date that legal ownership of the property is transferred from the donor to ACCE. This date may differ from the date of physical delivery. If, for example, an object was on loan to the association before the date of donation, the dates would differ.

Original appraisal documentation must be in place and the donor and two senior officers of ACCE must sign a Deed of Gift, irrevocably deeding the property to ACCE. Lacking instructions running with the deed, the property shall be maintained as determined by the Board of Trustees.

## **e. Gifts of Life Insurance**

**Policy** When an individual absolutely assigns the death benefits under a policy of life insurance (whether whole life or term) to ACCE, a charitable donation has been made, as long as rights, privileges, benefits or advantages do not accrue to the donor as a result of the gift (excluding, of course, any income tax relief as a result of the charitable donation). The amount of the gift for tax purposes depends on whether the policy is paid up and if the donor will continue to make premium payments.

If the policy is paid up, the amount of the charitable donation is equal to the value of the policy (i.e., the amount by which the cash surrender value of the policy at the time of the gift exceeds any policy loans outstanding) plus any accumulated dividends and interest which are also assigned at that time. If the policy does not have any value, then no charitable donation receipt is issued at the transfer of a policy. However, subsequent premium payments will be credited for income tax purposes.

Alternatively, ACCE may issue a tax receipt when the benefits are realized; in this case, the receipt is sent to the donor's estate. Upon the donor's death, the full proceeds are paid at once directly to ACCE without delay of probate, reduction in amount due to taxes, legal fees or administrative charges. There is no fluctuation in the value of the proceeds as there could be if the gift were dependent on

the value of stocks, bonds, real estate or other kinds of property. Life insurance is separate from an estate and payment is guaranteed by contract. A gift of life insurance cannot be contested as it is separate from the donor's estate and is paid directly to the beneficiary, in this case ACCE.

If a Consent to Change the Beneficiary of a policy is required by a contract by law, that consent must also be signed before the gift can be considered complete.

If an individual donates an amount to ACCE to pay the premiums of a life insurance policy as they become due, the charitable donation is equal to each premium payment as made. Even if the premiums in the policy are paid directly to the insurance company at the request of, or with the concurrence of ACCE, there is constructive payment of a donation to ACCE and therefore a charitable donation. The increase in cash surrender value of the policy is not relevant in determining the amount of any charitable donation. Furthermore, a donor can make a lump sum cash contribution to ACCE and specify that it be used to pay all premiums on a life insurance policy; such lump sum contribution is considered a charitable donation.

## Procedures for Individuals Making Gifts of Life Insurance

To make a gift through the purchase of a new insurance policy, the donor must apply for a policy on his/her life and, on issue, transfer the ownership to ACCE. The premium payments can be made on a monthly or annual basis, directly to the insurance company at the request of, or with the concurrence of ACCE, or a lump sum can be set up to pay future payments. The donor can include a letter of instructions to ACCE, with the policy, that may indicate specific distribution of the proceeds. A premium receipt, which the donor forwards to ACCE, is issued by the insurance company. ACCE then issues its own tax receipt.

### Guidelines for Maintenance

It is important that ACCE have on file the name of the donor's insurance company and agent so that reminders can be sent about the reporting of premiums paid. Premium payments may qualify donors for appropriate recognition.

#### **f. Bequests**

**Policy** Bequests made to ACCE may qualify as charitable gifts if the terms and conditions of the bequest are acceptable under ACCE's mission and objectives. Appropriate receipts will be issued to the estate of the deceased.

#### **g. Gifts of Annuities**

**Policy** Donors may make irrevocable gifts to ACCE in exchange for immediate guaranteed payments to the donor for life at a specified rate depending on life expectancy. Such arrangements are considered to be annuity contracts and the annuity payments are included in computing the annuitant's income. The capital element of the annuity payments is considered to be tax free.

Because of a charitable interest in ACCE, a donor may pay more for the annuity than the total amount expected to be received as annuity payments. In such cases, the excess of the purchase price over the amount so expected to be returned is a gift and the individual is entitled to charitable tax credit and receipt for the total amount of the gift. No portion of any annuity payment is taxable in the hands of the individual in these circumstances.

Conversely, if the donor's annuity payments are expected to equal or exceed the value of the initial gift, there has not been a charitable donation and a charitable tax receipt should not be issued.

Any excess amount of money after the annuity has been purchased is recorded on the donor's record at ACCE. However, the donor does not receive a tax receipt for this amount.

## **5. Memorial Funds**

**Policy** ACCE will issue official receipts for donations received for Memorial Funds if the funds will be held by ACCE and if the terms and conditions of the fund are acceptable within ACCE's aims and objectives.

### **Guidelines for Implementation**

Memorial funds are most often set up in honor of an individual. It is imperative that ACCE be aware immediately of any plans for a fund so that gifts to the fund can be tracked separately, appropriate family members can be informed of the progress of the fund, and letters of thanks can be sent along with the receipts.

## **6. Special Events / Annual Giving**

**Policy** All fundraising events held under ACCE auspices and for which official receipts will be required must be approved by the Board of Trustees on recommendation of the DEFC. In cases where tickets are sold and the purchaser is to receive an official receipt, the value of the receipt will be the cost of the ticket less the value of any goods or services received.

**Rationale** Special events such as charity golf tournaments, celebrity concerts or auctions can help raise money for special projects. These events also can reflect on ACCE's public image and therefore must be reviewed by the Board of Trustees.

## **7. Investment**

**Policy** All donations shall follow the investment guidelines of Section 7. in the ACCE Policies Manual 100 unless otherwise prescribed by the donor and/or determined by the Board of Trustees. The status of all donations and consequential funds shall be reported on a regular basis by the Treasurer in his/her semi-annual report.

## **8. Usage/Expenditures**

**Policy** Any expenditure of monies from the DEFC or disposition of associated property or instruments of value shall only be authorized by an approval vote of the Board of Trustees.

## **9. Audit**

**Policy** Regular audit of the DEFC and associated property or instruments of value shall be conducted according to the guidelines of Section 5.6 in the ACCE Policies Manual 100.



## **APPENDIX 3**

### **VISITING TEAM CHAIR/PROGRAM LEADER QUESTIONNAIRE**

1. Identify any specific aspect of the pre-visit preparation encountered that either assisted or hindered the evaluation process on this visit.
2. What areas of the provided Self Study were the most difficult for the program to assemble or for the Visiting Team to understand or assess?
3. During the visit, did you or your counterparts encounter any issues interacting with individual institution personnel (administration, faculty or students) or with any of the Visiting Team members?
4. What areas of uncertainty were encountered on this visit that involved the ACCE minimum required Standards and Criteria defining a quality construction education program?
5. Given the following nine Visit Investigation Criteria, which two areas were the most difficult for the Program to demonstrate or for the Visiting Team to assess and why?
  - Organization and Administration (institution/construction unit/budget)
  - Curriculum
  - Faculty
  - Students
  - Facilities and Services
  - Relations with Industry
  - Relations with the General Public
  - Program Quality and Outcome Assessment
  - Program Progress since the Previous Visit
6. What additional information or visit activity might have better assisted the demonstration or the assessment of the program's educational quality?
6. How fair was the visit assessment? (Poor 1 2 3 4 5 6 Excellent)