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**ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0110**

**Legal Status**

**College Name and Identification Codes**

The College is organized under the authority of the State Legislature and exercises powers delegated directly and indirectly by the Missouri State Legislature.

The official, name of the district shall be The Junior College District of Sedalia, Missouri  
The College shall be known as

State Fair Community College  
3201 West 16th Street  
Sedalia, Missouri 65301  
660-530-5800

**Identification Codes**

43-0899766

Federal Identification Number

00808000

OPE Identification Number

(approved 2/24/04)

## **ORGANIZATION, PHILOSOPHY, AND GOALS**

**Policy 0120**

### **Legal Status**

### **Accreditation Status**

State Fair Community College is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. Additionally, technical programs will meet the accreditation standards of the appropriate accrediting agencies.

(approved 3/3/05)

## **ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0210**

### **College Philosophy, Mission, and Values**

#### **Vision, Core Values, and Mission**

##### **College Vision**

State Fair Community College will be an exceptional student-centered college that empowers individuals to grow, thrive and prosper within a changing world.

##### **College Core Values**

People: Work collaboratively in a supportive environment that keeps students central and values employees, the college family and the people we serve

Excellence: Focus on quality and continuous improvement in programs, services and processes

Diversity: Ensure fair and equal access for all; recognize, appreciate and celebrate the strength of diversity

Innovation: Encourage and reward new ideas, proactive thinking and use of evolving technology

Respect: Foster trust, courtesy and open communication

Integrity: Promote ethical and honest behavior

Accountability: Maintain effective and efficient programs and services

Wellness: Encourage health and wellness among students and employees

Fun: Enjoy and celebrate the work we do

##### **College Mission**

State Fair Community College provides relevant and innovative learning experiences that successfully prepare students for college transfer, career development and lifelong learning.

SFCC is committed to being accessible and affordable; values collaborative partnerships; and strengthens and enriches the intellectual, economic and cultural vitality of the communities it serves.

**Board of Trustees Organization**

**Board Purpose and Roles**

The Board of Trustees performs three basic functions in the management of the College:

**Legislative**

The Board of Trustees shall exercise full legislative rule and management authority for the College by adopting policy necessary for the governance of the College's educational and administrative responsibilities.

**Executive**

The Board of Trustees shall delegate to the President the responsibility of implementing all Board policy.

**Appraisal**

The Board of Trustees shall determine the effectiveness of policy implementation through evaluation of school operations, practices and program outcomes.  
(approved 2/24/04)

**Board of Trustees Organization**

**Statement of Practices**

**Attendance**

Trustees shall attend all regularly scheduled Board of Trustees meetings insofar as possible.

**Knowledge**

Trustees shall come to Board of Trustees meetings informed concerning the issues to be considered.

**Abstentions**

Trustees shall avoid abstaining except when required by statute or College policy. The members of the Board of Trustees have been elected to make difficult decisions on behalf of the students, patrons and employees of the College. The concept of trusteeship requires each member to review the issues under the Board's consideration and to take a stand regarding those issues. A member who has conformed to the tenets of knowledge, open discussion, independent judgment, and civility should be prepared to cast a vote on each of the issues before that member.

**Cooperation/Delegation**

Trustees shall work with other trustees to approve effective College policies and to delegate authority for the administration of the College to the President. Members shall not attempt to bypass, undermine, or usurp the President's authority and responsibility for the daily operation of the College.

**Conflict of Interest**

Trustees shall avoid being placed in a position of conflict of interest, and shall not use the trustee position for personal or partisan gain. Trustees shall conduct themselves in accordance with the conflict of interest policy and disclosure requirements prescribed by statute and College policy.

**Confidentiality**

Trustees shall not disclose confidential information. Information is confidential if it is (a) communicated during executive session; or (b) otherwise communicated with a mutual understanding of confidentiality.

(approved 2/24/04)

### **Acceptance of Gifts**

Trustees shall not solicit or accept gifts, payments, or anything greater than a nominal value item or holiday gifts of nominal value from any person, organization, group, or entity doing business or desiring to do business with the College.

### **Contact with Vendors**

Trustees, if contacted by a vendor requesting information about the College's bidding procedures, whether of a general nature or with regard to specific goods or services to be bid, shall provide the vendor with the name and business telephone number of the College President. The trustee shall request that the vendor contact the President and direct all questions and concerns.

### **Board Communications to Staff**

All official communications, policies, and directives of staff interest and concern will be communicated to staff members through the President, and the President will employ such media as are appropriate to keep the staff fully informed of the Board's concerns and actions.

### **Educational Welfare**

Trustees shall remember always that the first and greatest concern must be the educational welfare of the students attending the College.  
(approved 2/24/04)



## **Board of Trustees Organization**

### **Board Elections**

The Board shall consist of 6 elected members. The qualified voters of the State Fair Community College taxing district shall, on the first Tuesday following the first Monday of April in even-numbered years, elect two trustees for terms of six years. An election shall not be held if the number of candidates who have filed for the Board is equal to the number of positions available.

### **Qualified Voters in the College District**

An individual must be a registered voter in order to vote in a district election. In order to vote, a person must be eighteen (18) years of age or older, must be a citizen of the United States, and must reside in the taxing district thirty (30) days.

### **Candidate Qualification – Method of Filing**

Qualified applicants for the Board may file for office beginning at 8:00 a.m. in the President's Office commencing on the sixteenth (16th) Tuesday prior to the election and ending at 5:00 p.m. on the eleventh (11th) Tuesday before the election. The candidate shall declare his/her intent to become a candidate, in person and in writing, to the secretary of the Board of Trustees. The names of qualified candidates shall be placed on the ballot in the order of filing. The notice of election and certification of candidates must be submitted to the county clerk by the tenth Tuesday prior to the election. Candidates must comply with all of the prevailing laws concerning eligibility and campaign financing.

A candidate who files for one vacancy and later decides to run for another shall be positioned on the ballot according to the time when his/her change of declaration is received by the secretary of the Board, not on the basis of when the first petition was filed.

Candidates must be citizens of the United States and resident taxpayers of the State Fair Community College District, reside in his/her state for one year preceding their election or appointment, and be at least twenty-one (21) years of age. Each newly elected or appointed trustee shall qualify and take his/her oath of office in the manner prescribed by law and according to Policy 0330 – Oath of Office.

(approved 2/24/04)

**(Regulation 0321)**

**Board of Trustees Organization**

**Board Officers**

Within fourteen (14) days after the biennial Board election in April, or at its next regular meeting, the board will meet to administer the oath of office to new trustees and to elect a president, vice-president, secretary and treasurer. The secretary and treasurer may or may not be members of the Board.

(approved 2/24/04)

## **ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0323**

### **Board of Trustees Organization**

#### **Resignation**

Any trustee who wishes to resign from office shall inform the Board secretary in writing. The Board secretary shall certify to the Board that the office is vacant. The remaining trustees will then appoint a replacement to serve until the next Board election, at which time the position shall be filled by election to complete the unexpired term.

(approved 2/24/04)

## **ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0324**

### **Board of Trustees Organization**

#### **Filling Board Vacancies**

Whenever a vacancy occurs on the Board, the remaining members of the Board will, by majority vote, select an individual to fill the vacant position to complete the unexpired term until the next Board election.

In filling the vacancy the Board will inform the community and solicit applications. In addition, the Board may affirmatively solicit qualified community members to apply for the vacant position. The Board, or a committee designated by the Board will screen the applicants and will select no more than three applicants for Board interview. Candidate interviews and the vote taken to fill the vacancy will occur in an open session meeting of the Board.

(approved 2/24/04)

**ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0330**

**Board of Trustees Organization**

**Oath of Office**

Within fourteen (14) days after their election, the newly elected members of the Board shall take the oath of office prescribed by Article VII, Section II, of the Constitution of Missouri.

**OATH OF OFFICE**

I, \_\_\_\_\_, do solemnly swear that I  
Trustee  
am at least twenty-one (21) years of age, that I am a citizen of the United States and a resident taxpayer of the Junior College District of Sedalia, Missouri, and that I will support the Constitutions of the United States and of the State of Missouri, and that I will abide by and uphold the State Fair Community College Board of Trustees Code of Ethics, and will faithfully demean myself in office.

(approved 2/24/04)

**Board of Trustees Organization**

**Code of Ethics**

The functions of the Board of Trustees are

1. To govern and oversee the affairs of the College as provided by law;
2. To interpret the educational needs, attitudes and interests of the community as a guide to setting priorities for an educational program;
3. To exercise judgment in reviewing, considering and voting on district wide policies affecting the operation of the College;
4. To oversee the management and fiscal control of the College as provided by law and to review, evaluate and judge the effectiveness of the educational program;
5. To call for necessary elections;
6. To organize the Board of Trustees and elect officers;
7. To approve employee positions;
8. To set a tax rate in accordance with law;
9. To require and evaluate financial audits;
10. To acquire property;
11. To establish scholarships and other forms of financial assistance;
12. To require and evaluate operational reports;
13. To approve contracts;
14. To establish committees;
15. To establish and abide by Board policies; and
16. To hear final appeals of students, employees and/or citizens on issues where the Board is the final arbiter as defined in grievance policies and procedures.

The roles of members of the Board of Trustees are

1. To recognize that it is the responsibility of the Board to see that the College is properly administered, not to administer it;
  2. To hold the President responsible for the implementation of Board policies and the administration of the College;
  3. To give the President authority commensurate with his/her responsibility;
  4. To vote on Board matters only after considering the recommendation of the President and any interested citizens;
  5. To maintain a working rapport with other members of the Board and the President;
  6. To respect and encourage the right of others to hold and express opinions;
  7. To support the Board once a legal decision has been made by a majority vote;
  8. To avoid inappropriate or disparaging remarks, in or out of Board meetings, about other trustees or their opinions;
  9. To recognize that authority rests with the Board in legal session and no individual trustee has legal authority to request action from the staff;
  10. To avoid any comments which may be interpreted as undermining the administration of the College; and
  11. To assure that special committees, when appointed, have a well defined objective and there is understanding that the committee serves in an advisory capacity.
- (approved 2/24/04)

## **ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0342**  
**(Regulation 0342)**

### **Board of Trustees Organization**

#### **Nepotism, Conflict of Interest**

Trustees shall not debate or vote upon the employment of any person to whom they are related within the fourth degree. Provided the related trustee does not debate or vote upon the employment issue, the Board may employ a person related to a trustee. However, the Board may not under any circumstances employ one of its members.

Members of the Board of Trustees will conduct themselves in a manner that complies not only with the letter of conflict of interest laws, but also in the spirit of those provisions. Trustees will at all times make good faith efforts to avoid the appearance of a conflict of interest. If a situation arises which involves the potential for a conflict of interest, the individual trustee will declare his/her interest and will refrain from debating or voting upon the question of engaging or using the business entity in question.

(approved 2/24/04)



## **ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0343**

### **Board of Trustees Organization**

#### **Conflict of Interest**

The Board of Trustees shall comply with the Missouri Ethics Commission whereby the college passed an ordinance on July 31, 1995 establishing a process for disclosure of potential conflicts of interest (Section 105.485.4 RSMo). Conflict of interest statements must be filed every two years (1995, 1997, 1999, 2001, 2003, 2005, 2007, 2009, etc.)  
(approved 7/24/06)

**ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0350**

**Board of Trustees Organization**

**Board Compensation**

No member of the Board of Trustees shall accept a salary from, or be employed by, the Board or profit financially in any manner by reason of any dealings with the Board.

(approved 2/24/04)

**Board of Trustees Organization**

**Board Travel**

Travel and accompanying expenses may be authorized by a majority of the Board of Trustees for any of its members to attend conferences, meetings, seminars, conventions, etc., at the state, regional and national levels. Travel expenses may include transportation, lodging, meals and registration fees.

Each trustee who has been approved for travel shall file with the President's Office an itemized account of anticipated expenses and may request and receive an advance for these expenses. Upon completion of travel, an actual expense account report, with appropriate receipts, shall be filed with the President's Office within the next two weeks.

(approved 2/24/04)

## **ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0360**

### **Board of Trustees Organization**

#### **Board Committees**

The Board may appoint committees to assist it in carrying out the Board's responsibilities. However, the Board may not delegate those functions which, by law, must be exercised by the Board of Trustees.

#### **Committee Guidelines**

1. Committees created by the Board of Trustees will be assigned specific tasks to be performed and will be assigned a specific time frame within which to accomplish assigned tasks.
2. Upon completion of these tasks or upon expiration of the time allotted, the committee will be dissolved unless extended by the Board.
3. Reports of Board committees may be made in written form or be presented verbally at a Board meeting at the discretion of the Board.

(approved 2/24/04)

## **ORGANIZATION, PHILOSOPHY AND GOALS**

## **Policy 0410** **(Regulation 0410)**

### **Meetings**

#### **Trustee Meetings**

##### **Regular**

The regular meeting of the Board shall be held on the fourth Tuesday in each month, at the hour of 11:00 a.m., except when a majority of the Board agrees in advance and public notice is given. Public meetings may be conducted in person or by conference call, video chats, Internet conferences, e-mails and Internet message board.

##### **Special**

Special meetings may be held at the time set by the Board or on the call of the Board president or a majority of the Board. (Not less than twenty-four (24) hours written notice, stating the time and place of the meeting and the business to be considered, will be given to each member.) Simultaneously with the giving of notice of such meeting to the members of the Board, a written notice of the meeting and the matters to be considered will be posted in the same manner as postings for regular Board meetings.

##### **Quorum and Majority Vote**

A majority of the Board constitutes a quorum for the transaction of business. However contracts may not be awarded, contract employees hired or dismissed, bills approved for payment or warrants ordered without a majority of the whole board voting in the affirmative.

##### **Closed Meetings**

The Board may vote to conduct closed executive sessions as provided for in Policy 0430 – Executive Sessions. In order to enter into executive session, such motion must be approved by a roll call majority vote. The motion to enter executive session must reference the specific statutory matters to be discussed.

Any Board member may object to the closing of a meeting, record or vote if the member believes the motion to close violates the Sunshine Law; such member(s) must object at or before the motion to close is voted upon and must vote against closing. The member(s) shall be allowed to fully participate in any subsequent meeting or vote. The objecting member(s) shall be immune from any liability for improper closure of a meeting.

(approved 2/24/04)

### **Recording of Board Meetings**

The open sessions of Board of Trustees meetings may be audio or video taped. The Board has adopted guidelines set forth in Regulation 0410 to minimize the potential disruptive effect of such recordings.

### **Firearms and Weapons**

Possession of firearms and weapons is prohibited on all College premises and from College activities. This prohibition specifically applies to meetings and activities of the Board of Trustees and applies to all attendees, including members of the Board. The firearm prohibition includes permitted weapons. (See also Policy 1332 – Prohibition Against Firearms and Weapons.)  
(approved 8/23/05)

## **ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0411**  
**(Regulation 0411)**

### **Meetings**

#### **Meeting Agenda**

A tentative agenda for each regular, special or proposed closed meeting of the Board shall be prepared by the President, in consultation with the Board president, and shall be included in any public notice of such meetings. Any member of the Board may request items to be placed on the agenda. The tentative agenda, related materials and minutes of the previous meeting shall be given to each member of the Board at least four days prior to the stated meeting unless a special emergency meeting is called at a time which makes the four day prior notice impossible. A tentative agenda is posted in each building on campus prior to the meeting.

The agenda for each meeting of the Board shall be adopted or modified by a motion by a majority of those Board members present. Once the agenda is approved, it shall require a vote of majority of the trustees present to make additional modifications.

The agenda for closed sessions shall be on a separate document; however, the motion to close a meeting must be voted on during a public meeting and must also include the reasons for closing the meeting with references to the specific topics under the provision of Section 610.021, RSMo. as valid grounds for a closed meeting session.

(approved 2/24/04)

## **ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0412**  
**(Regulation 0412)**

### **Meetings**

#### **Participation by Public**

A period of time not to exceed thirty (30) minutes, unless extended by the Board, will be allotted to residents of the District and staff at the beginning of the meeting for comments. The Board is interested in citizen viewpoints and problems. However, citizens are encouraged to work through problems at the administrative levels before coming to the Board. Remarks may be limited to three minutes and to one appearance, thus allowing a maximum number of participants in the allotted time period in which citizens are to speak to issues. Questions directed to the Board cannot always be answered immediately. Persons who wish to suggest items for the agenda should contact trustees or the College President.

(approved 2/24/04)



## **ORGANIZATION, PHILOSOPHY AND GOALS**

**Policy 0420**

### **Meetings**

#### **Minutes**

##### **Open Session Minutes**

Minutes of meetings are recorded and prepared by the Recording Secretary and signed by the Secretary of the Board of Trustees.

Minutes of the Board of Trustees meetings shall be available to District residents for inspection at the President's Office or at another designated location, at reasonable hours. The minutes will include the date, time, place, trustees present, trustees absent, and a record of any votes taken.

##### **Closed Session Minutes**

A separate minute book used solely for the purpose of executive sessions shall be used to record the minutes of closed sessions. Under such circumstances, the trustees and others in attendance are honor-bound not to disclose the details or discussions or minutes of the executive session. Any vote taken during a closed session will be taken and recorded by a roll call vote.

(approved 2/24/04)

## **ORGANIZATION, PHILOSOPHY AND GOALS**

## **Policy 0430**

### **Meetings**

#### **Executive Sessions**

The Board of Trustees reserves the right, as provided by law, to close meetings, records and votes as they relate to the matters below. All discussion and action by the Board in executive session must be related to the reasons set forth in the motion to enter executive session. The minutes of the executive session shall be recorded and maintained in a separate, confidential minute book. (See Policy 0420 – Minutes.)

#### **Legal Matters**

Litigation, including privileged communications between the Board, its representatives, and its attorneys. Upon completion of the litigation or upon the execution of a settlement agreement, the vote, minutes, and settlement agreement will be made public unless subject to a court order closing the record.

#### **Real Estate Matters**

The lease, purchase or sale of real estate where public knowledge of the details of the proposed acquisition might adversely affect the College's interests. Any vote or public record approving such a contract shall become available to the public upon execution of the contract.

#### **Personnel Matters**

Actions related to the hiring, firing, disciplining or promotion of a College employee when the performance or individual merits of this employee is considered. Any vote on a final decision to hire, fire, promote or discipline will be available to the public within seventy-two (72) hours of the close of the meeting, except that good faith efforts will be made to notify the affected employee prior to the information becoming publicly available. Disclosure of Board action on such personnel matters will include notice of how each trustee voted on the proposition.

#### **Employee Negotiations**

Preparations for negotiations with employees and employee representatives, including any work product of the Board.

#### **Bidding Matters**

Competitive bidding specifications, until officially approved or published for bids.  
Sealed bids, until the earlier of the time all are opened or all are accepted or rejected.

### **Personnel Records**

Individually identifiable personnel records, performance ratings or records related to employees or applicants for employment. However, the public will have access to the names, positions, salaries, and length of service of employees of the College.

### **Communications with Auditor**

Confidential and privileged communication between the Board and its auditor, including all auditor's work product. However, final audit reports issued by the auditor will be open.

### **Security Systems**

Information provided to the College by outside consultants relating to the security of College facilities. However, expenditures of public funds for the purchase of security systems are considered to be open public records.

Notwithstanding the provisions of this section, consultant reports involving open records matters which were prepared for the College are deemed to be open records.  
(approved 8/23/04)

**Meetings**

**Notification of Board Meetings**

Notice of meetings of the Board of Trustees, including committees of the Board as provided in Policy 0360 – Board Committees, will be given in a manner to reasonably inform the public of the matters to be considered by the Board.

Notice of the time, date, and place of the meeting as well as the tentative agenda will be provided at least twenty-four hours, exclusive of holidays and weekends, prior to the meeting unless for good cause it is impossible or impractical to provide such notice. In such instances, the nature of the impossibility or impracticality will be stated in the minutes. In order to maximize public participation, notice of Board meetings will be posted in each building on campus. Upon request, members of the media will be provided with notice of the meeting at the same time notice is provided to trustees. Meetings will be scheduled at a location reasonably accessible to the public in a room of sufficient size to accommodate the anticipated attendance by the public.

Where meetings are conducted by telephone or other electronic means, written notice of such meetings will include the specific mode by which the meetings will be conducted and the location where the public may attend such electronic meetings. If a meeting is conducted through the Internet or other computer link, notice of such meeting will be posted on the College's web site.  
(approved 8/23/04)

**Policy and Regulation Development and Review**

**Policy Development, Adoption, Implementation, and Review**

**Owner - President**

**Definitions**

*Policies* - are broad guidelines that chart a course of action. They tell what is wanted and may include why and how much. A policy has the following characteristics:

- States goals, purposes, aspirations
- States how the board and the college operate
- Assigns responsibility or authority to the president
- Establishes the position of the board or the college on a topic of concern
- Answers the questions what and why, rather than how
- The Executive Leadership Team (ELT) is responsible for developing policy

*Regulations* - provide detailed directions to put policy into practice. They tell how, by whom, where, and when things are done. A regulation has the following characteristics:

- Sets forth mechanics for implementing policies
- Lists specific do's and don'ts
- Lists required step-by-step instructions
- Answers the question how, rather than what and why

*Owner* - is the responsible party on the Executive Leadership Team that is authorized to implement and/or modify policies or regulations.

*Contact* – is the responsible party/review authority that is authorized by an Owner to implement and/or modify regulations. Owner and Contact may or may not be the same position.

**Development**

The development of policies to govern operation of the College is the responsibility of the Executive Leadership Team. In developing policy, the ELT may solicit input from the community, faculty, staff, and other professionals.

The Board authorizes the President to develop or assign development of administrative regulations in order to implement Board policy as described in Regulation 0510.

**Adding a New Policy**

1. A new collegewide policy must be submitted by the Owner to the President's office.
2. The Owner ensures that any other policies impacted by the proposed new policy are addressed.

3. The policy needs to include the following:
  - a. Policy name
  - b. Title of Owner
  - c. The text of the policy
  - d. References contained within the policy, e.g. appropriate regulations, etc.
4. Format for the policy must be consistent with the general policies format.
5. Policies are subject to the institutional review, recommendation, feedback and consensus cycle process as defined in the Internal Communication Plan.

### **Revising an Existing Policy**

1. Revisions by the Owner must be marked on the original policy and submitted electronically to the President's office.
2. The Owner ensures that any other policies impacted by the proposed change are addressed.
3. The Owner ensures that proposed changes are consistent with the format used in policies.
4. Policies are subject to the institutional review, recommendation, feedback and consensus cycle process as defined in the Internal Communication Plan.

### **Deleting an Existing Policy**

1. Deletions must be submitted by the Owner to the President's office.
2. The Owner ensures that any other policies impacted by the proposed deletion of the policy are addressed.
3. The Owner submits a brief statement explaining why the deletion is requested.
4. Policies are subject to the institutional review, recommendation, feedback and consensus cycle process as defined in the Internal Communication Plan.

### **Adoption**

The adoption of policies to govern operation of the College is the responsibility of the Board of Trustees. The formal adoption of policies shall be recorded in the minutes of the Board. Only those written statements so adopted and so recorded shall be regarded as official Board policy. At any meeting of the Board, policies governing the College may be approved, rejected or revised as recommended by a majority vote.

### **Implementation**

The President is assigned the responsibility for ensuring that all Board policies, rules and regulations are implemented. The President shall notify all employees and students of their need to abide by Board policies and regulations. Administrators shall prepare faculty, staff and student handbooks that interpret Board policies and state rules and regulations that affect each population set. The handbooks shall be revised annually and made available within the first month of the college term.

**Review**

The President shall review policies and regulations on a continuing basis to ensure consistency and legality of Board action and administrative decisions. Policies and regulations shall be reviewed and revised as a result of newly enacted state and/or federal legislation, court decisions, as a result of research and/or policy development as presented by state and/or national organizations and agencies, or for other reasons as determined by the Board. Recommendation for policy additions and revisions shall be presented to the Board at the January meeting or as needed in relation to issues of compliance or time-sensitive matters.

**Posting Board Policies and Student Handbooks**

Approved College policies will be posted on the College's website.

(approved 7/16/07) (revised 2/5/13)