

STATE BOARD OF COMMUNITY COLLEGES

Mr. Burr Sullivan, Chair

September 16, 2022

Cleveland Community College
LeGrand Center, Center Ballroom

1800 E Marion St
Shelby, NC 28152

Wednesday, September 14, 2022

PLANNING MEETING

Strategic Action Plan 12:00 p.m. – 3:30 p.m. Center Ballroom

EVENT

Grand Opening and Naming Ceremony
of the Advanced Technology Center 4:00 p.m. – 5:00 p.m. Advanced Technology Center

Thursday, September 15, 2022

PLANNING MEETING CONTINUED

State Board Governance 8:00 a.m. – 11:30 a.m. Center Ballroom

ISSUES LUNCHEON

11:30 a.m. – 1:00 p.m. Center Ballroom

Cleveland Community College

Presenter: Dr. Jason Hurst, President (Cleveland Community College)

Thursday, September 15, 2022

COMMITTEE MEETINGS

Accountability and Audit Committee 1:00 p.m. – 1:50 p.m. Center Ballroom

Finance Committee 2:00 p.m. – 2:50 p.m. Ballroom 3

Personnel Committee 3:00 p.m. – 3:30 p.m. Center Ballroom

Programs Committee 3:40 p.m. – 4:30 p.m. Ballroom 3

State Board Policy and
Governance Committee 4:40 p.m. – 5:10 p.m. Center Ballroom

Friday, September 16, 2022

BOARD MEETING

9:00 a.m. Center Ballroom

- Call to Order
- Pledge of Allegiance
- Moment of Reflection

- Roll Call
- Ethics Awareness and Identification of Conflicts or Potential Conflicts of Interest
- Approval of Minutes – August 19, 2022
- Approval of Agenda
- Approval of Consent Agenda (*Consent Agenda items are listed on the Consent Agenda and are designated by [CA] on the Full Agenda*)
- Introduction of Dr. Margaret Annunziata, Isothermal Community College
- Introduction of Dr. Brian Merritt, McDowell Technical Community College

REPORTS

- NC Association of Community College Presidents, Dr. Jeff Cox, President
- NC Association of Community College Trustees, Mr. Allen Langley, Vice Chair at Cleveland Community College and Member of the NCACCT Executive Board
- NC Comprehensive Community College Student Government Association (N4CSGA), Ms. LaTasha Bradford, President

ACCOUNTABILITY AND AUDIT COMMITTEE, Mr. Mark Merritt, Chair

For Future Action

Review of Accountability and Audit Committee Charter (Attachment AUD 01)

For Action

Badge Access Audit Follow-Up Results (Attachment AUD 02)

For Information

2022 SAMM (Self-Assessment Maturity Model) Results Summary (Attachment AUD 03)
Annual Audit Plan

FINANCE COMMITTEE, Ms. Lisa Estep, Chair

For Future Action

Review of Finance Committee Charter (Attachment FC 01)

For Action

State Board Reserve Funds for Strategic Enrollment Planning Training (Attachment FC 02)

For Consent Approval

Allocation for Food and Nutrition Services Employment and Training Program Grant (Attachment FC 03) [CA]
Construction and Property – September 2022 (Attachment FC 04) [CA]

For Information

Capital Improvement Funds Expended or Obligated (Attachment FC 05)

Annual Report to the State Building Commission on Construction Delegation Authority (Attachment FC 06)

LEGISLATIVE COMMITTEE, Mr. Bill McBrayer, Chair

For Future Action

Review of Legislative Affairs Committee Charter (Attachment LEG 01)

PERSONNEL COMMITTEE, Mr. Bill McBrayer, Chair

For Future Action

Review of Personnel Committee Charter (Attachment PER 01)

For Information

System Office Vacancy Report – September 2022 (Attachment PER 02)

College Presidential Status Report – September 2022 (Attachment PER 03)

STRATEGIC PLANNING COMMITTEE, Ms. Ann Whitford, Chair

For Future Action

Review of Strategic Planning Committee Charter (Attachment PLAN 01)

Review NC Community College System 2022-2026 Strategic Plan (Attachment PLAN 02)

PROGRAMS COMMITTEE, Mr. Bobby Irwin, Chair

For Future Action

Review of Programs Committee Charter (Attachment PROG 01)

For Action

Annual Report to the Joint Legislative Education Oversight Committee on Career Coach Program (Attachment PROG 02)

Annual Report to the North Carolina General Assembly – Progress on the Implementation of the Career and College Ready Graduates (CCRG) Program (Attachment PROG 03)

Curriculum Program Applications – New to the System (Attachment PROG 04)

For Information

Curriculum Program Applications as Approved by the System President (Attachment PROG 05)

STATE BOARD POLICY GOVERNANCE COMMITTEE, Mr. Jerry Vaughan, Chair

For Future Action

Review of State Board Policy and Governance Committee Charter (Attachment SBPG 01)

State Board Handbook (Attachment SBPG 02)

State Board Bylaws (Attachment SBPG 03)

Report from Governance Subcommittee on Board Engagement

NCCCS PRESIDENT'S REPORT

PRESIDENTIAL SEARCH COMMITTEE

For Action

Next Steps

NEW BUSINESS

EXPIRING TERMS AND VACANCIES

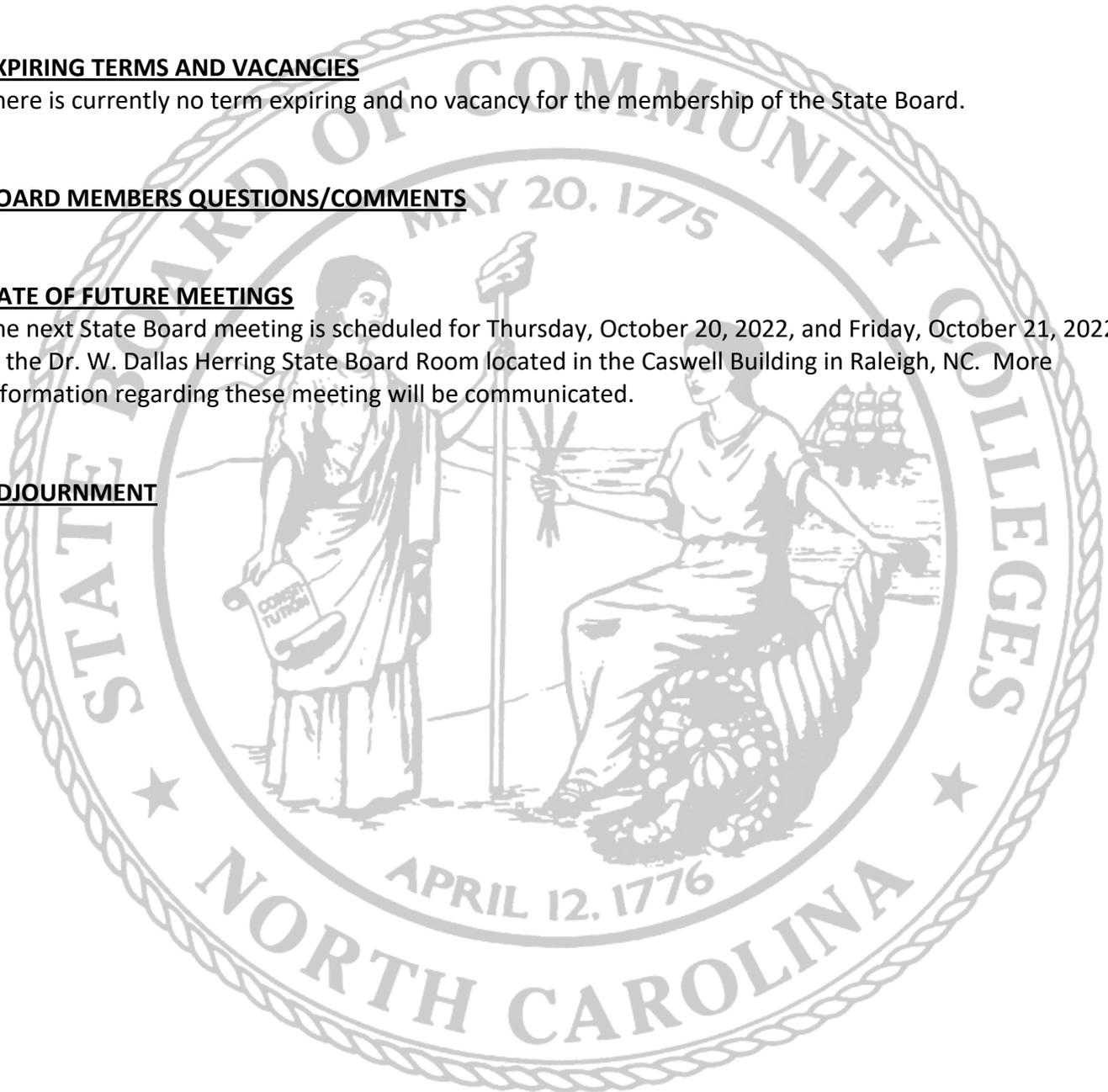
There is currently no term expiring and no vacancy for the membership of the State Board.

BOARD MEMBERS QUESTIONS/COMMENTS

DATE OF FUTURE MEETINGS

The next State Board meeting is scheduled for Thursday, October 20, 2022, and Friday, October 21, 2022 in the Dr. W. Dallas Herring State Board Room located in the Caswell Building in Raleigh, NC. More information regarding these meeting will be communicated.

ADJOURNMENT



Questions relating to items on the Agenda should be addressed to the Office of State Board Affairs at (919) 807-6970 or by e-mail at stateboard@nccommunitycolleges.edu

CONSENT AGENDA

FINANCE COMMITTEE, Ms. Lisa Estep, Chair

Allocation for Food and Nutrition Services Employment and Training Program Grant (Attachment FC 04)
Construction and Property – September 2022 (Attachment FC 05)





State Board of Community Colleges

Caswell Building, 200 West Jones Street

Raleigh, North Carolina

August 19, 2022

9:00 a.m.

CALL TO ORDER

Following proper public notification, Chairman Burr Sullivan called the State Board of Community Colleges (SBCC) Meeting to order at 9:01 a.m. in the Dr. W. Dallas Herring State Board Room of the Caswell Building. Chairman Sullivan welcomed the Board.

MOMENT OF REFLECTION AND PLEDGE OF ALLEGIANCE

Mr. Irwin led the Board in the pledge of allegiance. Following Chairman Sullivan called for a moment of reflection and asked Hon. Russell to share an oral moment of reflection. Hon. Russell shared words of reflection.

ROLL CALL

Ms. Artis called the roll, and the following members were present:

Ms. LaTasha Bradford

Dr. Grant Campbell

Dr. Shirley Carraway

Ms. Lisa Estep

Treasurer Dale Folwell*

Mr. Jonathan Harris (Lt. Gov. designee)

Mr. William Holder*

Mr. Bobby Irwin

Mr. Tom Looney

Mr. Bill McBrayer

Mr. Mark Merritt

Mr. Hari Nath

Mr. Andy Penry*

The Hon. Ray Russell

Ms. Julie Ryan (Labor Comr. designee)

Mr. Ray Trapp*

The Hon. Sam Searcy*

Mr. Burr Sullivan

The Hon. Terry Van Duyen

Ms. Sarah West

Ms. Ann Whitford

* Attended via Zoom

Absent: Mr. Jerry Vaughan

ETHICS AWARENESS AND IDENTIFICATION OF CONFLICTS OF INTEREST

Ms. Artis reminded members of the Board of the ethics requirements and requested members identify any conflicts or potential conflicts of interest.

Ms. Ryan noted she will abstain a vote on Finance Committee Attachment FC 06, as she has a conflict of interest. No other conflicts were noted.

APPROVAL OF THE MINUTES

Mr. Sullivan asked for a motion to approve the July 15, 2022, July 15, 2022 Closed Session, July 20, 2022, and July 20, 2022 Closed Session meeting minutes. Treasurer Folwell motioned to approve, Mr. Looney seconded the motion, and the motion was unanimously approved by voice vote.

APPROVAL OF THE AGENDA, AND CONSENT AGENDA

There were no changes to the Consent Agenda as presented. The following additional changes were requested to the agenda.

- PROG – Mr. Irwin stated the committee has no changes.
- PLAN – Ms. Whitford stated the committee has no changes.
- PER – Mr. McBrayer stated the committee has no changes.
- AUD – Ms. Estep stated the committee has no changes.
- SBPG – Mr. Merritt stated the committee has no changes
- FC – Ms. Estep stated the committee has no changes.
- LEG – Mr. McBrayer stated the committee has no changes.

Chairman Sullivan asked for a motion to approve the August 19, 2022 agenda, Treasurer Folwell made a motion to approve. Mr. McBrayer seconded the motion, and the motion was unanimously approved by voice vote.

Chairman Sullivan asked for a motion to approve the August 19, 2022 consent agenda, Treasurer Folwell made a motion to approve. Dr. Carraway seconded the motion, and the motion was unanimously approved by voice vote.

Items approved on the Consent Agenda were as follows:

FINANCE COMMITTEE, Ms. Estep, Chair

- Allocation for Short – Term Workforce Development Grant Program (Attachment FC 03)
- Allocation for Golden LEAF Scholars Program – Two-Year Colleges (Attachment FC 04)
- Allocation of Title II Adult Education & Family Literacy Act (AEFLA) Section 231 (Attachment FC 05)
- Construction and Property - August 2022 (Attachment FC 06)

PROGRAMS COMMITTEE, Mr. Bobby Irwin, Chair

- Curriculum Program Applications – Fast Track for Action (FTFA) (Attachment PROG 03)
- Combined Course Library – Workforce Continuing Education and College & Career Readiness (Attachment PROG 04)

INTRODUCTIONS:

Introduction of Dr. Tracy Mancini, President, Carteret Community College

Chairman Sullivan noted Dr. Tracy Mancini has been the College President at Carteret Community College since June 01, 2020; during the time of her approval as President, the State Board met virtually due to the pandemic.

Dr. Melodie Darden, Board of Trustees Chair of Carteret Community College, greeted the Board and introduced Dr. Tracy Mancini, President of Carteret Community College. Dr. Darden shared positive thoughts on the character of Dr. Mancini and highlights of her work at Carteret Community College.

Dr. Mancini greeted the Board and thanked them for the invitation. Dr. Mancini described her work and accomplishments during her tenure at the college. She shared an overview and highlights of Carteret Community College.

Introductions of System Office Staff

Dr. Gold introduced Dr. Mack to provide staff introductions for Erica Valsaint, Katty Perry, and David Estridge. Dr. Mack reviewed their work history with the System and work experience.

Acknowledgements

Following the introductions, Mr. Sullivan recognized Mr. Joe Friday. Mr. Friday presented the Order of The Longleaf Pine Award to Mr. McBrayer. Mr. McBrayer acknowledge and accepted the award.

REPORTS:

Dr. Jeff, President of the North Carolina Association of Community College Presidents (NCACCP)

Dr. Cox greeted the Board. Dr. Cox presented the following:

- Dr. Cox stated NCACCP has recently become a 501-C3 organization.
- Dr. Cox recognized the new board of executive including Dr. Leatherwood, Dr. Heatherly, Dr. Hartness, Dr. Poarch, Dr. Lee, and Dr. Rouse.
- Dr. Cox discussed the NCACCP Conference held in the past week.
- Dr. Cox stated the school year has begun and students are back on campus, he acknowledged the diversity of enrollment trends across the State.

Ms. Julie Woodson, President of the North Carolina Association of Community College Trustees (NCACCT)

Ms. Woodson greeted Chairman Sullivan and the Board.

- Ms. Woodson discussed the upcoming NCACCT seminar in Asheville. She stated 286 attendees are registered for the seminar. The seminar is held September 7th through 9th at the Downtown Asheville Renaissance.

- Ms. Woodson welcome Dr. Cox as the new NCACCP President and acknowledge the organizational transition to a 501-c3.
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Ms. LaTasha Bradford, President of the North Carolina Comprehensive Community College Student Government Association (N4CSGA)

Ms. Bradford greeted President Carver and the Board and discussed the following:

- Ms. Bradford introduce new N4CSGA Executive Board members.
 - Ms. Bradford discussed the N4CSGA strategic plan, she stated the structure follows the structure of the System strategic plan.
 - Ms. Bradford discussed the use of the previous 2021-2022 student survey to create the N4CSGA strategic plan. She noted the top three issues addressing enrollment include cost, transportation, and challenges with childcare. She noted after review of the survey N4CSGA decided on a theme of mental health with objectives to address food insecurity and mental health resources.
 - Ms. Bradford discussed the current strategies and resources available and noted their identified additional resources and strategies.
 - Ms. Bradford stated N4CSGA will begin their town hall meeting to conduct board meetings, tour campus, and connect with the student body to inform them of system updates.
 - Ms. Bradford stated September 10, 2022 N4CSGA will hold Division Meetings.
 - Ms. Bradford stated the Fall Conference will be held October 14-16, 2022 in Greensboro
 - Ms. Bradford announced N4CSGA was award a grant from We Are Democracy North Carolina, she discussed the distribution of the grant.
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Mr. Grant Godwin, Executive Director of the North Carolina Community College Foundation (NCCC Foundation)

Mr. Godwin greeted the board and President Carver.

- Mr. Godwin stated the Foundation has four (4) focus areas: scholarships, excellence awards, encouragement of leadership and staff development, and support for the System.
 - Mr. Godwin stated the Foundation has worked through administrative functions to move forward.
 - Mr. Godwin stated the Foundation is working to redevelop the mission statement and strategic management objectives in collaboration with the State Board's objectives and overall needs of the System.
 - Mr. Godwin discussed the capital campaign which is under review of execution.
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COMMITTEE REPORTS

**PROGRAMS COMMITTEE, Mr. Bobby Irwin, Chair
For Action**

Customized Training Program Expenditures Report (Attachment PROG 01)

Mr. Irwin asked Dr. Mack to review Attachment PROG 01. Dr. Mack discussed the overview of the Customized Training Program including budget and expenditure overview, project overview, industry cluster, and region activities.

Mr. Looney asked if Jobs, Development, and Investment Grants (JDIG) was included in the oversight of the Customized Training Program. Dr. Mack responded JDIG is separate and not included in the training.

On behalf of the Programs Committee, Mr. Irwin recommended and moved the approval of PROG 01, approved via voice vote.

Review of Comments for Proposed Amendment of 1B SBCCC 100.1 - Definitions (Attachment PROG 02)

Mr. Irwin asked Dr. Brown to review Attachment PROG 02. Dr. Brown stated the Board moved to extend the comment period for this item previously. He stated feedback and comments were received during this time and based on the feedback received, it is in the best interest of System to continue to move forward. He stated if approved the HyFlex option will be optional for colleges.

On behalf of the Programs Committee, Mr. Irwin recommended and moved the approval of PROG 02, approved via voice vote.

For Information

The following items were presented as of For Information:

- Apprenticeship Annual Report (Attachment PROG 05)
- Curriculum Program Applications as Approved by the System President (Attachment PROG 06)
- Review of Programs Committee Charter (Attachment PROG 07)

The following items were approved as Consent Agenda items:

- Curriculum Program Applications – Fast Track for Action (FTFA) (Attachment PROG 03) [CA]
- Combined Course Library – Workforce Continuing Education and College & Career Readiness (Attachment PROG 04) [CA]

STRATEGIC PLANNING COMMITTEE, Ms. Ann Whitford, Chair

For Action

Review and Approve State Performance Measures (Attachment PLAN 01)

Ms. Whitford review the discussion of performance measures during the committee meeting. She stated the report list the areas of the performance measures. She encouraged members to visit the online metrics dashboard. She stated during the committee meeting Dr. Schneider reviewed the changes in the dashboard management tool.

On behalf of the Strategic Planning Committee, Ms. Whitford recommended and moved the approval of PLAN 01, approved via voice vote.

For Future Action

Review Draft Strategic Plan Content (Attachment PLAN 02)

Ms. Whitford stated Attachment PLAN 02 was presented by Dr. Crane during the committee meeting. She stated this item is the latest review of a draft Strategic Plan. Ms. Whitford discussed the content of the Strategic Plan.

For Information

The following items were presented as of For Information:

- Review of Strategic Planning Committee Charter (Attachment PLAN 03)

PERSONNEL COMMITTEE, Mr. Bill McBrayer, Chair

For Action

Consideration of Fayetteville Technical Community College Finalists

Mr. McBrayer reviewed the recommendations of the Fayetteville Technical Community College finalist; he noted Dr. Pamela Senegal and Dr. Mark Sorrels were approved by the Personnel Committee to move forward in the vetting process.

On behalf of the Personnel Committee, Mr. McBrayer recommended and moved the approval of the above item, approved via voice vote.

Approval of Acting President of Randolph Community College – Mr. Elbert J. Lassiter

Mr. McBrayer reviewed the recommendations, noting the recent approval and transition of the interim president. He stated Mr. Elbert J. Lassiter was presented for approval as Acting President of Randolph Community College, he stated this approval will back date to July 25, 2022.

On behalf of the Personnel Committee, Mr. McBrayer recommended and moved the approval of the above item, approved via voice vote.

New Hire - Position #60087977 Sondra Jarvis, Title: Interim Director of State Board Relations

Mr. McBrayer review the recommendations, noting Ms. Jarvis', employment history.

On behalf of the Personnel Committee, Mr. McBrayer recommended and moved the approval of the above item, approved via voice vote.

Salary Adjustments - Position #60087973, Kelly Barretto, Title: Executive Assistant to the President and Chief of Staff

Mr. McBrayer reviewed the recommendations, noting the Committee reviewed Ms. Barretto for a salary increase of five (5) percent.

On behalf of the Personnel Committee, Mr. McBrayer recommended and moved the approval of the above item, approved via voice vote.

The following items were presented as for information:

- Review of Personnel Committee Charter (Attachment PER 01)
- System Office Vacancy Report – July 2022 (Attachment PER 02)
- College Presidential Status Report – July 2022 (Attachment PER 03)

ACCOUNTABILITY AND AUDIT COMMITTEE, Mr. William Holder, Chair

For Action

Compliance Audit – IT User Credentials (Attachment AUD 01)

Ms. Estep reviewed the IT User Credentials background and stated how the audit was conducted. She stated there were recommendations based on the findings, she stated the findings were not material findings.

On behalf of the Accountability and Audit Committee, Ms. Estep recommended and moved the approval of AUD 01, approved via voice vote.

For Information

Ms. Estep briefly reviewed the following for information items:

- Compliance Review Services Summary Report FY 2021-22 (Attachment AUD 02)
- Review of Charter for Accountability and Audit Committee (Attachment AUD 03)
- Cybersecurity Update

STATE BOARD POLICY GOVERNANCE COMMITTEE, Mr. Jerry Vaughan, Chair

For Action

Recommendation for Initial Proprietary School Licensure (Attachment SBPG 01)

Mr. Merritt stated Attachment SBPG 01 reviews the approval of initial Proprietary School licenses. He stated the schools presented have met all requirements.

On behalf of the State Board Policy and Governance Committee, Mr. Merritt recommended and moved the approval of SBPG 01, approved via voice vote.

For Information

Ms. Merritt briefly reviewed the following for information items:

- Proprietary Schools of North Carolina Annual Report 2022 (Attachment SBPG 02)
- State Board Handbook (Attachment SBPG 03)
- Review of Charter for State Board Policy and Governance Committee (SBPG 04)
- Report from Governance Sub-committee on Board Engagement

FINANCE COMMITTEE, Ms. Lisa Estep, Chair

For Action

FY 2022-23 State Aid Allocations and Budget Policies (Attachment FC 01)

Ms. Estep stated on June 28, 2022 the Appropriations Act was approved, she stated Attachment FC 01 is based on this approval, in which this document contains allocations and budget policy of the 1.563 billion dollars allotted.

On behalf of the Finance Committee, Ms. Estep recommended and moved the approval of FC 01, approved via voice vote.

Allocation for Finish Line Grants (Attachment FC 02)

Ms. Estep reviewed the allocations for Finish Line Grants, stating the grants are up to \$1,000 per semester. She briefly reviewed the purpose and disbursement of the Finish Line Grants.

On behalf of the Finance Committee, Ms. Estep recommended and moved the approval of FC 02, approved via voice vote.

The following item were approved as a Consent Agenda items:

Ms. Estep summarized each of the Consent Agenda items below.

- Allocation for Short – Term Workforce Development Grant Program (Attachment FC 03) [CA]
- Allocation for Golden LEAF Scholars Program – Two-Year Colleges (Attachment FC 04) [CA]
- Allocation of Title II Adult Education & Family Literacy Act (AEFLA) Section 231 (Attachment FC 05) [CA]
- Construction and Property - August 2022 (Attachment FC 06) [CA]

For Information

Ms. Estep briefly reviewed the following for information items:

- State Board Reserve Year End Report (Attachment FC 07)
- Review of Finance Committee Charter (Attachment FC 08)

LEGISLATIVE COMMITTEE, Mr. Bill McBrayer, Chair

For Information

Review of Legislative Affairs Committee Charter

Mr. McBrayer briefly reviewed the Legislative Affairs Committee charter.

Legislative Update

Mr. McBrayer discussed and recommended continued discussion with legislative members. He suggested inviting representatives to the college campuses for visits.

Mr. Sullivan stated he and Mr. McBrayer met with both speakers of the house and agreed to meet quarterly with them to share updates and information that is important to the System and Board, including interest related to the presidential search.

STATE BOARD CALENDAR

For Action

2023 SBCC Meeting Calendar (Attachment CAL 01)

Mr. Sullivan asked for a review of the calendar and asked for a motion to approve Attachment CAL 01, Dr. Campbell motioned to approve, Hon. Van Duyn seconded; approved via voice vote.

NCCCS PRESIDENT’S REPORT

President Carver discussed the following:

- President Carver stated he visited Johnston Community College to meet with Interim President, Dr. Boham and plans to meet with Dr. Rouse, President of Pitt Community College next.
- President Carver acknowledged Ms. Andrews as Chief Finance Officer and Dr. Mack as Vice President of Economic Development. President Carver noted the leadership in the System Office.
- President Carver thanked President Heatherly for hosting the Small Business Center Network and discussed the allocations.
- President Carver stated the Senior Team will start leadership development training the first week of October.
- President Carver discussed the careers offered by the System through training at the colleges.

LEADERSHIP REVIEW*

Chairman Sullivan moved to go into closed session pursuant to the following North Carolina General Statutes Section 143-318.11(a)(3) to consult with the General Counsel employed by the State Board about an administrative procedure.

NEW BUSINESS

Chairman Sullivan reviewed the Board’s upcoming meetings and events. No other business was noted.

EXPIRING TERMS AND VACANCIES

There is currently no term expiring and no vacancy for the membership of the State Board.

DATE OF NEXT MEETING

The next Annual Planning and State Board meetings are scheduled for Wednesday, September 14, 2022, Thursday, September 15, 2022 and Friday, September 16, 2022 at Cleveland Community College,

SBCC
09/16/2022

in Shelby, NC. More information regarding these meeting will be communicated.

ADJOURNMENT

The Board adjourned at 12:50 p.m.

RESPECTFULLY SUBMITTED BY:

Secretary

APPROVED BY:

Dr. Bill Carver, Interim System President

Mr. Burr Sullivan, Chair

DRAFT

STATE BOARD OF COMMUNITY COLLEGES
SBCC Code Report

**PROGRAMS COMMITTEE**

RULE ACTION	RULEMAKING PROCESS	EXPECTED DATE	STATUS
Proposed Amendment to 1B SBCCC 100.1 – Definitions	Initiation of Rulemaking Process	January 21, 2022	COMPLETE
	Publication on NCCCS Website	January 25, 2022	COMPLETE
	Written Comment Period Ends	February 23, 2022	COMPLETE
	Review Comments with SBCC Committee	March 17, 2022	COMPLETE
	2 nd Written Comment Period Ends (if substantive changes)	March 30, 2022	COMPLETE
	Extension of Public Comment Period Ends	July 31, 2022	COMPLETE
	Hearing Date (if applicable)	N/A	N/A
	Presented to SBCC for Adoption	August 19, 2022	COMPLETED
	Prospective Effective Date of Rule	September 1, 2022	COMPLETED

AGENDA
State Board of Community Colleges
ACCOUNTABILITY AND AUDIT COMMITTEE
Cleveland Community College, LeGrand Center, Center Ballroom
Thursday, September 15, 2022 – 1:00 p.m. – 1:50 p.m.
Mr. Mark Merritt, Chair

Call to Order

Roll Call

Ethics Awareness and Conflict of Interest

Approval of Agenda

Approval of Minutes – August 18, 2022

For Future Action

- Review of Accountability and Audit Committee Charter (Attachment AUD 01)

For Action

- Badge Access Audit Follow-Up Results (Attachment AUD 02)

For Information

- 2022 SAMM (Self-Assessment Maturity Model) Results Summary (Attachment AUD 03)
- Annual Audit Plan

New Business

Adjourn

MINUTES
State Board of Community Colleges
ACCOUNTABILITY AND AUDIT COMMITTEE
Thursday, August 18, 2022

ACCOUNTABILITY AND AUDIT COMMITTEE MEMBERS

Ms. Lisa Estep, Vice Chair	Mr. Andy Penry*	Mr. Jerry Vaughan*
Mr. William Holder*	Hon. Terry Van Duyn	Ms. Ann Whitford

*Attended via Zoom

OTHER STATE BOARD MEMBERS

Dr. Shirley Carraway	Mr. Mark Merritt	Ms. Julie Ryan
Mr. Bobby Irwin	Hon. Ray Russell	Mr. Burr Sullivan

*Attended via Zoom

OTHERS

Ms. Brandy Andrews	Mr. Darrin Hartness, DDCC Pres.	Mr. Stephen Reeves
Atty. Tawanda Artis	Ms. Tiffany Howell	Ms. Halima Sharif
Ms. Lyn Austin, JCC Trustees	Ms. Sondra Jarvis	Mr. Bob Witchger
Dr. Bill Carver, NCCCS	Dr. Laura Leatherwood, NCACCP	
Mr. Patrick Fleming	Mr. Bryan Matthews	
Dr. Kimberly Gold	Ms. Hannah McClellan, EdNC)	

*Attended via Zoom

CALL TO ORDER

Ms. Estep called the Accountability and Audit Committee meeting to order at 1:42 p.m.

ROLL CALL

General Counsel Artis called the roll of the Accountability and Audit Committee members.

ETHICS STATEMENT

Attorney Artis read the Ethics Awareness and Conflict of Interest Statement. No conflicts were noted.

APPROVAL OF AGENDA AND MINUTES

Ms. Estep requested a motion to approve the agenda. Ms. Whitford motioned to approve, seconded by the Mr. Sullivan, and approved by voice vote. Ms. Estep requested a motion to approve the minutes from the July 14, 2022, meeting. Ms. Whitford motioned to approve, seconded by the Mr. Vaughan, and approved by voice vote.

MINUTES
State Board of Community Colleges
ACCOUNTABILITY AND AUDIT COMMITTEE
Thursday, August 18, 2022

FOR ACTION

Compliance Audit – IT User Credentials (Attachment AUD 01)

Mr. Matthews mentioned that the objective of the audit was to compare active user IDs for the System Office to the active employee listing from HR to determine if any accounts were active for former employees. He added the audit was limited to the active employee lists from 2021. The findings revealed one permanent employee, one temporary employee, and one intern who were no longer with the System Office, had system access. Mr. Matthews attributed the errors to oversight and notification failures. Mr. Matthews recommended the following to correct these findings:

- 1) Active Directory SOID access information termination be specifically addressed in the separation checklist to include all employees.
 - HR agreed with the recommendation.
- 2) Additional on-boarding and off-boarding training to be provided to all supervisors and executive assistants reminding them of the responsibility of notifying HR of the separation of the employees so access is terminated in the future.
 - HR agreed with the recommendation.
- 3) IT utilize automated control of disabling accounts based on selected parameters such as days of inactivity.
 - IT submitted an Operational Demand to make the change to align account management with SCIO-SEC-301 AC-2(3) which was inactivity for 90 days and deletion after 365 days.

Ms. Estep suggested an additional measure of sending the termination list back to the originating department to further confirm the process was executed correctly. Mr. Matthews agreed this could be done.

Ms. Estep requested a motion to approve Compliance Audit – IT User Credentials (Attachment AUD 01). Ms. Whitford motioned to approve, seconded by the Hon. Terry Van Duyn, and approved by voice vote.

FOR INFORMATION

Compliance Review Services Summary Report FY 2021-22 (Attachment AUD 02)

Attorney Artis advised the Compliance Services Unit generated their annual report confirming a total of twenty-eight (28) reviews for the FY 2021-22. Of these reports, six (6) were clean reports, fifteen (15) were clean reports with coaching letters, three (3) were reports with findings and four (4) were reports with findings and coaching letters. The coaching letters provided the colleges with advice on how best to remedy any issues found by the compliance

MINUTES
State Board of Community Colleges
ACCOUNTABILITY AND AUDIT COMMITTEE
Thursday, August 18, 2022

examiners. As well the compliance examiners offer ongoing training on site for the college staff members.

Review of Charter for Accountability and Audit Committee (Attachment AUD 03)

Ms. Whitford stated the committee charter reviews were in progress. She included a list of questions that would be sent to committee members to determine if the current charters met the requirements of the committees. Virtual meetings with the committees would follow in a couple of weeks wherein the list of questions would be discussed. The feedback and recommendations from the meetings will be compiled to generate new drafts of the updated charters. Attorney Artis suggested the committee members consider including specific statutes and references pertaining to each committee in the Background section of the charters.

Cybersecurity Update

Mr. Fleming announced the hiring of the seventh member of the ISO team. The latest hire came from Coastal Carolina Community College. There remain two (2) vacancies of the original nine (9) approved positions and he stated he was looking forward to filling those vacancies. Mr. Reeves added he had revised the job description for the ISO position to include skills in cloud services. He explained that the IT infrastructure was highly dependent on cloud services so having skills in that area would be essential to the team. Since the last meeting, there had been no significant cybersecurity events. There was an instance with educational credentials on the dark web, but the exposure was not quantifiable, and has been addressed. The cybersecurity listening sessions are ongoing with the colleges. Ms. Whitford inquired if there was a time limit for spending the funds approved for improvement of the IT infrastructure, as well as to fill any vacancies. Mr. Reeves responded that the funds were not reoccurring, but he felt that they had a sound strategy to manage the funds. However, if additional funds were need, a request would have to be made to the legislature.

NEW BUSINESS

No new business.

ADJOURN

Ms. Estep declared the meeting adjourned at 2:08 p.m.

Respectfully submitted,
Halima Sharif
Recording Secretary

STATE BOARD OF COMMUNITY COLLEGES
Accountability and Audit Committee Charter

I. Background

The State Board of Community Colleges (State Board) derives its authority from Chapter 115D of the North Carolina General Statutes and the State Board of Community Colleges Code (the Code). The structure of the SBCC committees is defined by the Bylaws of the State Board.

The Accountability and Audit Committee was established on March 16, 2007.

II. Purpose

The purpose of the Accountability and Audit Committee is to ensure strong and effective systems of internal controls within the North Carolina Community College System (NCCCS) that comply with N.C. General Statutes and to clearly indicate responsibilities related to that system of internal controls, and to strengthen internal audit activities within the NCCCS. In addition, the Committee shall oversee and monitor key institutional risks and related mitigation and response plans to ensure that risk management activities support the mission and strategy of the NCCCS.

III. Organization

The Accountability and Audit Committee shall be a standing committee of the State Board. Per Article II of the Bylaws of the State Board, the Chair of the State Board shall appoint the membership, designate the chair and vice-chair, and determine the size of the committee. The membership of the committee may be rotated at the discretion of the Chair of the State Board. The Chair should seek to appoint members of the Committee with an accounting or financial background or have experience serving on audit or finance committees for other organizations.

IV. Meetings

Per G.S. 115D 2.2(i) the State Board shall meet at stated times established by the State Board, but not less frequently than ten (10) times a year. The Accountability and Audit Committee shall meet on the same schedule as the other standing committees or as needed, but no less than four times a year, as determined by the State Board. The Committee shall meet with the System Office's Director of Internal Auditing, Director of Compliance Services, Chief Information Security Officer, and General Counsel to hear reports and ask question regarding risk assessment and mitigation.

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V. Responsibilities

The responsibilities of the Accountability and Audit Committee shall be:

- To ensure that each division of the System Office and community colleges have in place processes and procedures that assess the following areas:
 - Effectiveness and efficiency of operations
 - Reliability and integrity of financial and operational information

Attachment AUD 01

- Safeguarding of assets, and
- Compliance with laws, regulations, and contracts;
- To determine if the System Office and community colleges have appropriate processes and controls in place to assess and mitigate risk, and to develop appropriate plans on how identified areas of risk will be mitigated or minimized;
- To ensure that appropriate information to make well-informed decisions regarding risk and risk tolerance is received in a timely manner; and
- To report to the full Board on an on-going basis.

VI. Duties

The specific duties of the Accountability and Audit Committee shall include:

- Review the work performed at the System Office and community colleges by the Office of the State Auditor, CPA firms, and other advisors and report to the State Board on these activities. The report to the State Board should include, but not be limited to, audit reports, reviews, investigations, special assignments, findings, responses and resolutions (G.S. 115D-58.16 Audits);
- On an ongoing basis, the Committee shall discuss with Senior Leadership, the Director of Internal Auditing, and the Director of Compliance Services, the System policies, and procedures with respect to risk assessment and risk management, including the risks of fraud, cybersecurity, and privacy. The Committee shall also discuss the System's major financial risk exposures and the steps Senior Leadership has taken to monitor and control such exposures.
- Review any audit performed by State Auditor's Office and report to the State Board with respect thereto.
- Review and approve the System Office's annual internal audit plan. The review will focus on whether the overall priorities and scope of the plan are aligned with the current assessment of sources of risk for the System Office identified in the process set forth in paragraph VI. 2 above. The Committee shall evaluate if adequate resources have been budgeted to complete the plan. Review and resolve any inconsistencies found with internal control procedures and conflicts of interest situations (G.S. 143-79).
- Review and approve the System Office's annual compliance plan. The Committee shall review the Director of Compliance Services' annual report of the effectiveness of the System's compliance with ethical, legal, and regulatory requirements. The Committee shall review the results of any significant regulatory or independent reviews of compliance with laws, rules, regulations, and contracts and intended corrective action as well as other compliance reviews from time to time and determined to be relevant. Review findings of annual compliance reviews, conducted by the System Office Compliance Services unit, of each college (G.S. 115D-5(m)); and

Commented [TFA1]: A bullet point is needed here.

Attachment AUD 01

- Participate in, and when necessary, ~~in~~ require, training sessions related to identified weaknesses in system-wide internal controls and internal/external audit issues;
- Study, review, and report on regulatory changes by government agencies, regulatory authorities, and accreditation bodies that affect ~~impact~~ the System Office and college procedures and make recommendations to the Board on actions to be taken;
- ~~Review findings of annual compliance reviews, conducted by the System Office Compliance Services unit, of each college (G.S. 115D-5(m)), and~~
- ~~Review and resolve any inconsistencies found with internal control procedures and conflicts of interest situations (G.S. 143-79).~~
- The Committee will be responsible for setting the overall tone from the top regarding quality financial reporting, sound business institutional risk management practices and ethical behavior.

VII. Role of System Office Senior Leadership

- System Office Senior Leadership shall immediately disclose to the Chair of the Committee any material changes in the financial condition, regulatory standing or operations of the System Office or the System as a whole. Such disclosures shall be presented to the full Committee at its next meeting or earlier if required in the judgment of the Chair.
- When the Senior Leadership is conducting a fraud waste and abuse investigation, they should inform the Chair of the Audit Committee and coordinate with the Audit Committee on conducting the investigation.
- The Committee is empowered to investigate any matter brought to its attention with full access to all books, records, facilities, and personnel of the System Office and the power to retain and compensate outside counsel, accountants, experts, and other advisors as it deems appropriate. Senior Leadership shall provide in a timely fashion any such access to information or personnel requested by the Committee.
- Senior Leadership shall inform the Committee of the results of any material regulatory reviews or audits and shall provide ~~management's~~ responses to any findings and its follow-up action plans.

The Committee may modify or supplement these duties and responsibilities as needed.

The Committee will have oversight of the relevant elements of the strategic plan and the- annual operating plan.

The Committee should annually review and assess the adequacy of the Accountability and Audit Committee Charter in accordance with the Bylaws.

Commented [TFA2]: Consider including a process for how committee duties and responsibilities can be modified or supplemented? Or, adding a process to the bylaws for all committees that need to make changes. Or, could changes be made by a motion and majority vote at a committee meeting?

Commented [TFA3]: Previously the charters included a senior team member (usually the team member that served as the committee liaison) listed as the contact person for the charter. I presume this was done to provide continuity as board members rotated on or off the committee or board. Would you like to keep a contact person on the charters?

Commented [SW4R3]: If added, it should reference that individual by "title" rather than by name for the same reason.

Commented [SJ5R3]: I agree, this needs to be title only if we add it back. I took it out of all of them because they were all incorrect.



NORTH CAROLINA COMMUNITY COLLEGE SYSTEM

Dr. William S. Carver, II
Interim President

August 26, 2022

MEMORANDUM

TO: Dr. William S. Carver, II, Interim President, Mr. William Holder, Accountability and Audit Committee Chair, Lisa Estep, Accountability and Audit Committee Vice Chair, Dr. Kim Gold, Chief of Staff

FROM: Bryan Matthews, Internal Audit Director

RE: Badge Access Audit Follow Up

Internal Audit has completed the audit follow-up for the Badge Access Audit issued July 6, 2021. The purpose of this review was to determine the implementation status of recommendations developed by Internal Audit. The review included:

- Identifying findings and recommendations issued by Internal Audit for the Badge Access Audit;
- Identifying the North Carolina Community College System (System Office) corrective action(s), as stated in the engagement report; and
- Determining the implementation status of the corrective action(s).

Implementation status includes fully implemented, partially implemented, or not implemented. Definitions are:

- Fully implemented: all aspects of the corrective action have been implemented, resolving the issues identified in the finding.
- Partially implemented: only part of the corrective action has been implemented and the issue is not fully resolved.
- Not implemented: no corrective action has been taken and the System Office is fully exposed to the issue identified in the finding.

This report is intended solely for the information and use of the System Office, its management, and others within the organization, and is not intended to be, and should not be, used by anyone other than these specific parties.

The result of our review provided reasonable assurance that; one recommendation was fully implemented, and one was not implemented. The details of the results are included in the attachment.

Recommendation#	Observations Reported	Recommendation	Agency Corrective Action	Implementation Status
1	<p>Two (2) employee badges were still active despite the employee being separated from employment. Both were instances whereby Building Services missed the communications requesting the deactivation. As a result of this audit, an email was sent to Department of Administration (DOA) to have the badges deactivated; per a response email from DOA, the deactivation was completed on 2/5/2021.</p> <p>Two (2) badges belonging to former contractors were still active. As a result of this audit, an email was sent to DOA to have the badges deactivated; per a response email from DOA, the deactivation was completed on 2/5/2021.</p>	<p>Obtain a follow-up email from DOA confirming the requested badges have been deactivated.</p>	<p>The confirmation of deactivation of badges is now handled through the DOA Facility Management Request Portal. When Building Services requests the deactivation of an employee's badge, it is sent as a request through the portal and DOA responds to the request in the portal noting that the request is closed and the badge has been disabled.</p>	<p>Fully Implemented</p>
2	<p>Two (2) badges belonging to members of the State Board of Community Colleges (SBCC) were still active despite the members resigning. The Building Services Coordinator was able to provide emails sent to DOA during 2020 showing requests to have the badges deactivated. However, the badges were not deactivated by DOA. A subsequent email was sent to DOA on 2/4/2021 to have the badges deactivated; per a response email from DOA, the deactivation was completed on 2/5/2021.</p>	<p>Building Services should send a follow-up confirmation email to the person who requested the deactivation to confirm it is complete.</p>	<p>There is currently no information being sent from Building Services to the person who originally requested an employee's badge deactivation. Building Services will begin forwarding a confirmation of badge deactivation to the original requesting party.</p>	<p>Not Implemented</p>

2022 Self-Assessment Maturity Model Results Summary

Theme	IPPF Compliant	Level Achieved
Services and Role of Internal Auditing	3	2.9
Professional Practices	3	2.3
Performance Management and Accountability	3	2.3
People Management	3	2.4
Organizational Relationships	3	3.0
Governance Structures	3	3.0

Issues Impacting Compliance**Services and Role of Internal Auditing**

1. **Topic:** Soft Controls – Need to consider soft controls in audits and document how they are being considered.

Issue: Internal Audit Staff does not have the experience or skills to perform soft controls audits.

Corrective Action: Will follow up with OSBM and other internal audit shops to make an effort to obtain necessary training to include soft controls in audits and audit plan going forward.

Professional Practices

1. **Topic:** Audit universe and scope – Complete annual risk assessment, rank risks, and produce a risk based audit plan.

Issue: No clear documented risk assessment.

Corrective Action: 2023 Audit Plan will be based on a completed risk assessment that is being performed in the current fiscal year.

2. **Topic:** Follow-up monitoring – Develop systems and processes for follow-up on recommendations of internal audit and report to management and the Board.

Issue: No documented tracking of recommendations for follow-up.

Corrective Action: Have put together a spreadsheet used to track findings and follow-up on recommendations. First follow up is the Badge Access Audit follow-up.

3. **Topic:** Audit Procedures - • Develop a formal policy manual for ensuring proficiency and due professional care; planning, performed and communicating engagements; error process; and acceptance of risks by management; and audit follow up. Monitor periodically conformance with policies. Use the monitoring results to improve the audit activities

Issue: No documented policies or procedures.

Corrective Action: Formal policy was partially completed. Procedures were being performed, but process was not documented. Policy and Procedures manual has been completed to document processes that are in conformance with standards.

4. **Topic:** Performing the audit – Planning - Audit planning was documented in planning memos and explained in reports.

Issue: Planning was not documented in an audit program.

Corrective Action: There are audit programs and workpapers being developed and will be used going forward.

5. **Topic:** Performing the audit – Fieldwork - In accordance with its risk-based audit plan, review sufficient, reliable, relevant, and useful elements of the governance, risk management, and control processes to express an opinion on the whole scope of the individual audit assignment. *Document sufficient, reliable, relevant, and useful information to support the engagement results and conclusions. Fieldwork is performed by examining and documenting sufficient and appropriate evidence in order to support the expressed opinion. Audit program ensures that relevant documents are referenced.*

Issue: Audit plan is not tied to governance risk and other risks. No audit program for fieldwork.

Corrective Action: 2023 Audit plan will be based on risks assessment and procedures will be tied to objectives that address risks, and audit programs and workpapers are being developed.

6. **Topic:** Communicating Audit Results – Establish and maintain a system to follow-up on recommendations/corrective actions.

Issue: No documented tracking of recommendations for follow-up.

Corrective Action: Have put together a spreadsheet used to track findings and follow-up on recommendations. First follow up is the Badge Access Audit follow-up.

7. **Topic:** Quality management reviews – Supervisory review and sign-off on workpapers.

Issue: Work was being reviewed by previous Director, but now a one-person internal audit function. Cannot perform review of own work. Either need to have someone internal with knowledge of audit to review work or another agency's internal audit function provide review.

Corrective Action: Will work to establish reviews with either someone internal or other agency internal auditors. Only one internal audit position.

Performance Management and Accountability

1. **Topic:** Measures – Need performance measures to determine efficiency and effectiveness of internal audit function.

Issue: Efficiency - Audit plan vs audits completed is known. Effectiveness - No client satisfaction survey has not been utilized within the internal audit function. Basic efficiency has been the focus of the internal audit function to date.

Corrective Action: Performance measures will be created, and a client satisfaction survey will be created for audits going forward. Report has been created with performance measures.

2. **Topic:** Audience – Reports on performance of internal audit function are sent to management.

Issue: Performance is discussed with senior management, but reports are not undertaken.

Corrective Action: The creation of the report and dissemination to senior management will be undertaken this year. Report has been created with performance measures.

3. **Topic:** Process – Structured reports exist.

Issue: No structure reports exist

Corrective Action: Create a report format and collect performance measure results and begin implementing the process after audits have been completed. Report has been created with performance measures.

People Management

1. **Topic:** Resource allocation (including co-sourcing or outsourcing)

Issue: Internal Audit function determines tasks to be conducted and analyzes tasks based on the availability of resources. However, to date no steps have been taken in order to determine skills needed and how to close the resource gap.

Corrective Action: Currently no plan to expand the Internal Audit function size. Internal Audit function will reassess resources and tasks that can be completed with current skills and knowledge. Outsourcing or co-sourcing have been used recently and are a viable option to close the resource gap.

2. **Topic:** Resource planning

Issue: Resources planning is ad hoc on an audit-by-audit basis.

Corrective Action: Along with creation of a budgets, the Internal Audit function will begin creation of standardization of expected resources per task.

3. **Topic:** Recruitment

Issue: Current internal auditor has experience in financial and investigative audits, but no experience in IT or performance audits.

Corrective Action: Gaps are known, but funding for additional resources is not currently available.

AGENDA
State Board of Community Colleges
FINANCE COMMITTEE
Cleveland Community College, LeGrand Center, Ballroom 3
Thursday, September 15, 2022 – 2:00 p.m.-2:50 p.m.
Ms. Lisa Estep, Chair

Call to Order

Roll Call

Ethics Awareness and Conflict of Interest

Approval of Agenda

Approval of Minutes –August 18, 2022

For Future Action

- Review of Finance Committee Charter (Attachment FC 01)

For Action

- State Board Reserve Funds for Strategic Enrollment Planning Training (Attachment FC 02)

For Consent Approval

- Allocation for Food and Nutrition Services Employment and Training Program Grant (Attachment FC 03) [CA]
- Construction and Property – September 2022 (Attachment FC 04) [CA]

For Information

- Capital Improvement Funds Expended or Obligated (Attachment FC 05)
- Annual Report to the State Building Commission on Construction Delegation Authority (Attachment FC 06)

New Business

Adjourn

MINUTES
State Board of Community Colleges
FINANCE COMMITTEE
Thursday, August 18, 2022 – 3:15 p.m.
Ms. Lisa Estep, Chair

APPROVAL OF THE AGENDA

Ms. Estep asked for a motion to approve the agenda of the meeting as presented. Ms. West moved, seconded by Dr. Carraway, and the motion was unanimously approved via voice vote.

APPROVAL OF THE MINUTES

Ms. Estep asked for a motion to approve the minutes of the July 14, 2022, Finance Committee meeting. Dr. Carraway moved, Ms. West seconded the motion, and the motion was unanimously approved via voice vote.

FOR ACTION

FY 2022-23 State Aid Allocations and Budget Policies (Attachment FC 01)

Ms. Andrews reviewed the Summary of Budget Allocations and Statewide Comparison on pages 13 – 14 with the Board.

Ms. Andrews and the Committee discussed the item.

Chair Sullivan motioned for approval; Dr. Carraway seconded the motion. The Committee approved FY 2022-23 State Aid Allocations and Budget Policies via voice vote (Attachment FC 01).

Allocation for Finish Line Grants (Attachment FC 02)

Dr. Crane stated this is a request for the State Board of Community Colleges to approve an allocation of \$3,750,000 to support the Finish Line Grants program. This includes \$3,113,500 specifically for emergency grants for students, \$524,000 to support college level program outreach, and \$112,500 for the System Office to administer the program.

Dr. Crane explained the purpose of the Finish Line Grant is to meet unanticipated emergency financial needs for students, that are 50% of the way to completing a degree or credentials at a NC Community College. Students can receive up to \$1,000 per semester for an unanticipated financial hardship.

Dr. Crane stated the program started with a partnership between the Department of Commerce and the NC Community College System Office. Moving the program to the NC Community College System will streamline the process and increase the speed that Community College students can receive these funds. The date for the program transition will be October 1.

Dr. Crane reviewed Table 1: Recommended Finish Line Grant College Allocations.

Dr. Crane and the Committee discussed the item.

Dr. Carraway motioned for approval; Ms. West seconded the motion. The Committee approved

MINUTES
State Board of Community Colleges
FINANCE COMMITTEE
Thursday, August 18, 2022 – 3:15 p.m.
Ms. Lisa Estep, Chair

Allocation for Finish Line Grants via voice vote (Attachment FC 02).

Allocation for Short – Term Workforce Development Grant Program (Attachment FC 03)

Ms. Andrews stated we are asking the Board to approve \$3,000,000 to continue the program for its second year. The program provides financial assistance for resident students who enroll in noncredit, short-term workforce training programs that lead to an industry-recognized credential in fields with employer demand competitive wages.

Ms. Andrews reviewed the table.

Ms. West motioned for approval; Dr. Carraway second the motion. The Committee approved Allocation for Short – Term Workforce Development Grant Program (Attachment FC 03) via voice vote.

Allocation for Golden LEAF Scholars Program – Two Year Colleges (Attachment FC 04)

Ms. Andrews stated this is an annual item that comes before the Board.

Ms. Andrews stated we are asking the Board to approve \$1,700,000 to be allocated to the Golden Leaf Scholars Program-Two – Year Colleges.

Ms. Andrews explained the Community College System Office has received grants from Golden Leaf Foundation Center since 2001. The maximum amount that is available for continuing education students is \$1,850. The maximum amount available for curriculum students is \$2,250.

Ms. Andrews reviewed the table.

Ms. Andrews stated the allocation period is July 1, 2022 - June 30, 2023. Funding is contingent upon receiving a contract award from the Golden LEAF Foundation.

Ms. West motioned for approval; Dr. Carraway second the motion Allocation for Golden LEAF Scholars Program – Two Year Colleges (Attachment FC 04) via voice vote.

Allocation of Title II Adult Education & Family Literacy Act (AEFLA) Section 231 (Attachment FC 05)

Ms. Andrews explained this is the larger of the grants in the federal Workforce Innovation and Opportunity Act (WIOA), Title II Adult Education and Family Literacy Act (AEFLA), Section 231.

Ms. Andrews stated we are asking the Board to approve \$14,819,238 for 66 eligible providers.

Ms. Andrews reviewed the method of allocation and the table.

Ms. Andrews stated the allocation period is July 1, 2022, through June 30, 2023.

MINUTES
State Board of Community Colleges
FINANCE COMMITTEE
Thursday, August 18, 2022 – 3:15 p.m.
Ms. Lisa Estep, Chair

Dr. Carraway motioned for approval; Ms. West seconded the motion. The Committee approved Allocation of Title II Adult Education & Family Literacy Act (AEFLA) Section 231 (Attachment FC 05) via voice vote.

Construction and Property -August 2022 (Attachment FC 06)

Ms. Andrews reviewed the construction and property items.

Chairman Sullivan motioned for approval; Dr. Carraway seconded the motion. The Committee approved Construction and Property -August 2022 (Attachment FC 06) via voice vote.

For Information

State Board Reserve Year End Report (Attachment FC 07)

Ms. Andrews reviewed FC 07.

Review of Finance Committee Charter Attachment FC 08)

Ms. Andrews reviewed FC 08.

ADJOURNMENT

Ms. Estep adjourned the meeting at 4:12 p.m.

Respectfully Submitted,
Petrina L. Herring,
Recording Secretary

STATE BOARD OF COMMUNITY COLLEGES
Review of Finance Committee Charter

Attachment FC 01

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I. Background

The State Board of Community Colleges (State Board) derives its authority from Chapter 115D of the North Carolina General Statutes and the State Board of Community Colleges Code (the Code). The structure of the SBCC committees is defined by the Bylaws of the State Board.

The Finance Committee has been part of the State Board since the creation of the Community College System within the State Board of Education in 1963.

Commented [SW1]: Noting that the historic reference may need to be deleted, should that be the prevailing wish

II. Purpose

The purpose of the Finance Committee is to oversee fiscal policies and the distribution of State and federal funds that support the administration and operation of institutions within the North Carolina Community College System (NCCCS).

III. Organization

The Finance Committee shall be a standing committee of the State Board. Per Article II of the Bylaws of the State Board, the Chair of the State Board shall appoint the membership, designate the chair and vice-chair, and determine the size of the committee. The membership of the committee may be rotated at the discretion of the Chair of the State Board.

IV. Meetings

Per G.S. 115D 2.2(i) The State Board shall meet at stated times established by the State Board, but not less frequently than 10 times a year. The Finance Committee shall meet on the same schedule as the other standing committees or as needed, but no less than four times a year, as determined by the State Board.

V. Responsibilities

The responsibilities of the Finance Committee shall be:

- To ensure that the System Office and the Community Colleges have in place processes and procedures that assess the following areas:
 - Budgeting – general administration, instructional services, and support services;
 - Collection of established tuition and fees within the policies established by the General Assembly;
 - Fiscal Policy and Management;
 - Capital Improvements and management of the State capital funds

SBCC
09/16/2022

Attachment FC 01

- To understand the allocation process utilized by the System Office to distribute funding to the Community Colleges.
- To ensure that appropriate fiscal information to make well-informed decisions is received; and
- To report to the full State Board on fiscal matters an on-going basis.

VI. Duties

The specific duties of the Finance Committee shall include:

- Budgeting
 - Per G.S. 115D-31, the State Board is responsible for providing formula funds to support current operating expenses for general administration, instructional services, and support services. The State Board is also responsible for providing categorical funds for equipment, library resources, and other administrative and instructional purposes. ~~and library books;~~
 - Approve the System's expansion budget request and supports its adoption by the General Assembly;
 - Approve the use of Board Reserve Funds for feasibility studies, pilot projects, start-up of new programs, and innovative ideas, per G.S. 115D-5(j);
 - Collaborate with NC Community College Foundation, Inc. on partnerships and budetary items;
 - Approve budget allocations to colleges, either via formula basis, competitive Request for Proposal (RFP), or other rationale, except as delegated by 1H SBCCC 200.1(b);
- Tuition and Fees G.S. 115D-39
 - Establish curriculum tuition and continuing education registration fee rates;
 - Establish policies regarding student tuition and fees;
 - Monitor receipt collections;
 - Adopt financial aid award schedules and policies;
- Fiscal Policy and Management
 - Adopt budget and fiscal policies consistent with legislation.
 - Approve System Office contracts in excess of the amounts delegated 1A SBCCC 200.6.
 - Per G.S. 115D-58.14, the State Board may increase or decrease a college's purchasing delegation, in consultation with the Department of Administration. The maximum delegation amount is \$100,000.
- Capital Improvements
 - Approve sites and capital improvement projects under G.S. 115D-5, except as delegated by 1H SBCCC 400.4;
 - Approve the sale, exchange, or lease of property under G.S. 115D-15;
 - Approve the acquisition of property under G.S. 115D-20
 - Approve special construction delegation to colleges under G.S. 115D-9.

Commented [SJ2]: Updated with Formula Allocation and reword

Commented [BA3R2]: Slight revision to include the breakout of formula and categorical funding. Library books is now called Instructional Resources (b/c it includes many different media). Are these revisions clearer to the reader, or does it need to stay to the exact language in 115D-31?

Commented [SJ4]: Is this address by FC or LEG committee?

Commented [BA5R4]: Confirmed the 2022-25 Legislative Agenda (3-year plan) was presented as an action item to the Legislative Committee as LEG 01 at the 1/21/22 meeting.

Commented [BA6R4]: UPDATE: researched budget priorities for previous biennium and see that it was taken to Finance in the past. It is up to the committees as to where this action should reside.

Commented [SW7R4]: AS a budget item, this ideally would be approved by Finance before it moves to the Legislative Committee and/or Board. I would recommend that budget items remain within the purview of the Finance Committee before they move to the Board. Is it not the Legislative Committee's joint responsibility to provide strategic insights into the development of the expansion budget based on the political climate, recommendations of the President's Association, etc. This would be a good discussion at the September retreat.

Commented [SJ8R4]: It was discussed in Governance and recommendation is that it remains in Finance.

SBCC
09/16/2022

SBCC
09/16/2022

Attachment FC 01

The Committee may modify or supplement these duties and responsibilities as needed.

The Committee will have oversight of the relevant elements of the strategic plan and the annual operating plan.

The Committee should annually review and assess the adequacy of the Finance Committee Charter in accordance with the Bylaws.

**SBCC
09/16/2022**

STATE BOARD OF COMMUNITY COLLEGES
State Board Reserve Funds for Strategic Enrollment Planning Training
FY 2022-23

Request: The State Board of Community Colleges is requested to approve up to \$75,000 in State Board Reserve Funds to support contracted services for expertise to assist colleges with planning and developing enrollment plans and to provide state-wide enrollment planning training. Funding will be used in collaboration with the North Carolina Community College Foundation, Inc. to procure contracted services.

Strategic Planning Reference:

Theme: Student Interest and Access, and System Effectiveness

Goal: Increase the percentage of North Carolinians, particularly within underserved populations, pursuing and easily accessing education or training through North Carolina community colleges.

- Objective: 1.4: Improve the student experience and increase enrollment by simplifying enrollment policies, processes, and communications.
 - Strategy 1.4.1: Re-envision the application and enrollment process for community colleges.

Goal: Advance organizational effectiveness, operations, and decision making to support a cohesive system of nimble, empowered, and community driven colleges.

- Objective 4.4: Ensure policies, procedures, and processes facilitate System effectiveness and compliance.
 - Strategy 4.4.2: Facilitate collaboration between System Office and the NC Association of Community College Presidents on the establishment of standard policies and procedures required to meet System requirements and align with best practices

Background/Rationale:

Strategic Enrollment Planning Training Contract – Up to \$75,000

In 2018, the North Carolina Community College System established the Strategic Enrollment Management (SEM) Taskforce, a collective of professionals from the 58 community colleges, to identify strategies for confronting emerging enrollment challenges. The SEM Taskforce identified four goals to assist with enrollment needs:

Goal 1: Build a framework by identifying the different components of enrollment management;

Goal 2: Provide colleges the opportunity to have a guided discussion to identify areas of growth and how to manage that growth (including recruitment, retention, and graduation, and transition);

Goal 3: Identify and provide professional development needs for campus administrators, faculty, and staff within the community college system; therefore, increasing collaboration and alignment; and

Goal 4: Provide an annual Strategic Enrollment Management conference, or opportunity for college stakeholders to engage around enrollment management practices.

To identify a formalized approach to enrollment assessment of institutional challenges, the taskforce piloted with one of the nation’s leading educations operations organizations. As part of the pilot, the organization agreed to provide complimentary enrollment management analysis to six community colleges (Alamance, Central Piedmont, Guilford Technical, Haywood, Roanoke-Chowan, and Western Piedmont). Participating colleges were selected based on location, student population, and five-year enrollment data. Upon completion, the organization provided reports to each campus and the System Office; reports are available upon request.

The assessments and follow-up meeting, with the participating colleges and the Taskforce, validated the need for state-wide development and training on enrollment management planning. To address this need, the System Office has released a solicitation document using policies and procedures established by the Department of Administration, Division of Purchase and Contract to identify external experts to provide enrollment planning training to the 58 community colleges. Training shall focus on a four-phase approach, as listed below:

Phase 1: Situational Assessment	Phase 2: Formulating Key Strategies	Phase 3: Setting Data-Informed Goals	Phase 4: Tracking Progress Toward Goals
<ul style="list-style-type: none"> • Build structure • Key Performance Indicators (KPI’s) identification • Data collection • Situation analysis 	<ul style="list-style-type: none"> • Strategy development • Tactic identification • Strategy prioritization • ROI consideration 	<ul style="list-style-type: none"> • Enrollment projections • Goal setting • Written plan finalization 	<ul style="list-style-type: none"> • Implementation of SEP • SEP council reconstituted to include SEM functions • Monitor, evaluate, and update plan

Strategic enrollment management planning has become critically important due to (1) the need to increase the number of credentialed and prepared citizens entering and re-entering the workforce in North Carolina (2) alignment with the North Carolina Community College System proposed 2022-2026 strategic plan which in part focuses on enrollment, and (3) assist colleges who may not have the capacity and resources to develop enrollment management plans. The need for statewide training has been reinforced by the six assessments (including participant follow-up) and through the recommendation of the SEM Taskforce. At the conclusion of training, colleges will be able to execute and manage enrollment planning on their respective campuses. The training will align with the previously mentioned Taskforce goals and will be available to all 58 community colleges in the state.

Fund Source and Availability: FY 2022-23 funding is contingent upon approval for use of State Board Reserve funds from July 1, 2021 through June 30, 2022. The State Board Reserve is a recurring funding source with \$250,000 annually. G.S. 115 D-5(j) provides that “[t]he State Board of Community Colleges shall use its Board Reserve Fund for feasibility studies, pilot projects, start-up of new programs, and innovative ideas.”

For collaboration on this project, the North Carolina Community College Foundation, Inc. approved \$50,000, contingent upon identifying and receiving the remaining funds needed.

Contact:

Dr. Monty Hickman
Associate Director for Enrollment Management

STATE BOARD OF COMMUNITY COLLEGES
Allocation for Food and Nutrition Services Employment and Training Program Grant
October 1, 2022 – September 30, 2023

Request: The State Board is requested to approve \$1,663,947 of 50% federal matching funds and \$847,000 of 100% funds for thirteen (13) community colleges. Funds will be utilized to reimburse colleges for the salary and fringe benefits of program staff, administrative expenses, and to provide scholarship funds and supportive services to support Food and Nutritional Services Employment and Training (FNS E&T) participants accessing training opportunities.

Strategic Plan Reference:

Theme: Student Interest and Access

Goal 1: Increase the percentage of North Carolinians, particularly within underserved populations, pursuing and easily accessing education or training through North Carolina community colleges.

- Objective 1: Improve the understanding and perceived value of educational opportunities, including lifelong learning, offered by community colleges.
 - Strategy 1.1.2: Strengthen collaboration with education, community, business, and workforce partners for outreach and to support students as they transition through a seamless system of education in North Carolina.

Background: The FNS E&T Program is a part of the national Food and Nutrition Services Program administered by the U.S. Department of Agriculture (USDA). The Department of Health and Human Services (DHHS) and Division of Child and Family Well-Being oversee the FNS E&T Program in North Carolina. Involvement is voluntary and determined at the local DSS county office.

The FNS E&T program in North Carolina aims to provide employment and training assistance to participants in identified FNS E&T counties. The goal is that this employment and training assistance will lead to employment at a livable wage and enable participants to become self-sufficient.

As a partner assisting the NC DHHS – Division of Child and Family Well-Being office in meeting that goal, the North Carolina Community College System (NCCCS) Workforce and Continuing Education Programs team has joined the SNAP-to-Skills NC Interagency Team. As a partner, the NCCCS will collaborate with identified community colleges to implement programs with local DSS county offices to offer successful Employment and Training programs.

Education Navigators at the community colleges collaborate with the local DSS county office to provide educational assessments, aid in determining appropriate educational pathways, determine educational/employability plans of action, assist participants in accessing community college resources, coordinate with DSS Staff for participant supportive services, and provide outcome measures tracking.

Method of Allocation: Colleges identified for the FNS E&T program are determined by the participation of the local DSS county office in the Employment and Training program.

Funding is recommended for all colleges where the DSS county office has submitted an FNS E&T plan to DHHS – Division of Child and Family Well-Being. The colleges will receive 100% funds and 50% reimbursable funds to operate an FNS E&T program.

Asheville-Buncombe Technical Community College is recommended for funding three (3) Education Navigator positions; Central Piedmont Community College and Durham Technical Community College are recommended for funding two (2) Education Navigator positions based on the potential Employment and Training participants in the counties within their respective service areas (Buncombe, Mecklenburg, Durham, and Orange). All other colleges are recommended for funding one (1) Education Navigator position.

In addition to the direct FNS E&T grant funds, the DHHS – Division of Child and Family Well-Being has made 50% federal matching funds available to participating colleges. Through these funds and under the USDA guidelines, colleges can request 50% reimbursement for non-federally funded administrative and participant reimbursement expenses related directly to participant engagement in the Employment and Training program.

Reserve funds sought through this grant will support additional onboarding colleges partnering with their county DSS offices during the program year. Utilizing existing delegated authority, the System President will allocate reserve funds for this purpose during the program year on the advice of program staff working to expand the program. To ensure full utilization of resources during the program year, the System President may reallocate among existing and future participating colleges on the advice of program staff to best support college FNS E&T participant caseloads and their education and employment outcomes.

Initial 50% Allocations for FFY2022-2023:

Community College	50% Participant Reimbursement	50% Salary & Fringe	50% Administrative Expenses	Total Allocation
Asheville-Buncombe Tech CC	\$88,875	\$179,962	\$11,864	\$280,701
Central Carolina CC	\$34,563	\$69,985	\$4,614	\$109,162
Central Piedmont CC	\$64,188	\$129,972	\$8,569	\$202,729
Durham Tech CC	\$67,645	\$136,970	\$9,030	\$213,645
Forsyth Tech CC	\$19,750	\$39,993	\$2,637	\$62,380
Gaston College	\$32,095	\$64,987	\$4,284	\$101,366
Guilford Tech CC	\$32,095	\$64,987	\$4,284	\$101,366
Mitchell CC	\$41,970	\$84,982	\$5,603	\$132,555
Pitt CC	\$41,970	\$84,982	\$5,603	\$132,555
Rowan-Cabarrus CC	\$24,688	\$49,990	\$3,296	\$77,974
Sandhills CC	\$34,563	\$69,985	\$4,614	\$109,162
Tri-County CC	\$9,875	\$19,997	\$1,318	\$31,190
Wilson CC	\$34,563	\$69,985	\$4,614	\$109,162
Total	\$526,840	\$1,066,777	\$70,330	\$1,663,947
AVAILABLE RESERVE	\$16,285	\$32,978	\$2,172	\$51,435

Initial 100% Allocations for FFY 2022-2023

Community College	Number of Education Navigator Positions	100% Program Start-Up Salary & Fringe	100% Scholarship Funds	Total Allocation
Asheville-Buncombe Tech CC	3	\$100,000	\$14,000	\$114,000
Central Carolina CC	1	\$40,000	\$7,000	\$47,000
Central Piedmont CC	2	\$80,000	\$14,000	\$94,000
Durham Tech CC	2	\$75,000	\$14,000	\$89,000
Forsyth Tech CC	1	\$50,000	\$7,000	\$57,000
Gaston College	1	\$40,000	\$7,000	\$47,000
Guilford Tech CC	1	\$50,000	\$7,000	\$57,000
Mitchell CC	1	\$50,000	\$7,000	\$57,000
Pitt CC	1	\$50,000	\$7,000	\$57,000
Rowan-Cabarrus CC	1	\$50,000	\$7,000	\$57,000
Sandhills CC	1	\$50,000	\$7,000	\$57,000
Tri-County CC	1	\$50,000	\$7,000	\$57,000
Wilson CC	1	\$50,000	\$7,000	\$57,000
Total	17	\$735,000	\$112,000	\$847,000
AVAILABLE RESERVE	-	\$422,976	\$38,000	\$460,976

Source of Funds: The FNS E&T program funds are contingent on the NCDHHS– Division of Child and Family Well-Being grant award through USDA.

Allocation Period: October 1, 2022 – September 30, 2023

Contacts:

Nate Humphrey

Associate Vice President of Workforce and Continuing Education Programs

Teretha Bell

Coordinator of Special Projects – FNS Employment & Training Program

State Board of Community Colleges
Construction and Property
September 16, 2022
FY 2022-2023

A. New Projects								
Item	College	Project Number	Description	Fund Source	Prior Budget	Board Action Funding Increase/ Decrease	Current Budget	
1	Fayetteville	2699	Building Trades Center Renovations (Main Campus) Renovation of approximately 16,602 sq. ft. of a former automobile dealership to transition into an instructional facility.	42120 - SCIF R&R	\$0.00	\$2,500,000.00	\$2,500,000.00	
				Total	\$0.00	\$2,500,000.00	\$2,500,000.00	
2	Forsyth	2705	West Campus Parking Lot Lighting Upgrade (West Campus) Removal of high pressure sodium lights and replace with LED lights, to improve lighting for safety.	42120 - SCIF R&R	\$0.00	\$47,436.48	\$47,436.48	
				Total	\$0.00	\$47,436.48	\$47,436.48	
3	Lenoir	2685	Building 3 Renovations (Main Campus) Renovation of 41,500 sq. ft. building including roof.	42120 - SCIF R&R	\$0.00	\$6,797,835.00	\$6,797,835.00	
				Total	\$0.00	\$6,797,835.00	\$6,797,835.00	
4	Mayland	2686	Renovation at Three Peaks Enrichment Center (Main Campus) Renovation of approximately 74,837 sq. ft.	42120 - SCIF R&R	\$0.00	\$1,500,000.00	\$1,500,000.00	
				Total	\$0.00	\$1,500,000.00	\$1,500,000.00	
5	Mayland	2703	Resource Center for Entrepreneurship Entrance - Handicap Accessibility Renovation (Main Campus) Renovation is for a handicap accessible entrance.	42120 - SCIF R&R	\$0.00	\$315,000.00	\$315,000.00	
				Total	\$0.00	\$315,000.00	\$315,000.00	
6	Richmond	2689	Hendrick Center for Automotive Training (Main Campus) Construction of a new facility approximately 15,000 sq. ft. to house a new automotive technician training program.	SCIF - OSBM	\$0.00	\$3,250,000.00	\$3,250,000.00	
				Non-State	\$0.00	\$1,000,000.00	\$1,000,000.00	
				Unidentified	\$0.00	\$1,750,000.00	\$1,750,000.00	
				Total	\$0.00	\$6,000,000.00	\$6,000,000.00	
7	Vance-Granville	2687	Building 1 - HVAC & Lighting Systems Replacements (Main Campus) Renovation to the main administration building which was built in 1976.	42120 - SCIF R&R	\$0.00	\$1,289,279.00	\$1,289,279.00	
				Non-State	\$0.00	\$1,655,971.00	\$1,655,971.00	
				Total	\$0.00	\$2,945,250.00	\$2,945,250.00	

State Board of Community Colleges
Construction and Property
September 16, 2022
FY 2022-2023

B. Amended Projects								
Item	College	Project Number	Description	Fund Source	Prior Budget	Board Action Funding Increase/ Decrease	Current Budget	
1	Beaufort	2588	Boat Building Facility (Main Campus) Project is amended to increase project cost due to bids coming in higher than anticipated.	46620 - New	\$934,608.19	\$0.00	\$934,608.19	
				42120 - SCIF New	\$650,000.00	\$300,000.00	\$950,000.00	
				Non-State	\$450,000.00	\$0.00	\$450,000.00	
				Total	\$2,034,608.19	\$300,000.00	\$2,334,608.19	
2	Fayetteville	2615	Nursing Education Simulation Center Addition (Main Campus) Project is amended to increase project cost due to bids coming in higher than anticipated.	SCIF - OSBM	\$3,540,947.00	\$0.00	\$3,540,947.00	
				42120 - SCIF New	\$0.00	\$459,052.00	\$459,052.00	
				Total	\$3,540,947.00	\$459,052.00	\$3,999,999.00	
3	Fayetteville	2635	FTCC Regional Truck Driving Training Center (Main Campus) Project is amended to increase project cost due to bids coming in higher than anticipated.	SCIF - OSBM	\$10,000,000.00	\$0.00	\$10,000,000.00	
				42120 - SCIF New	\$0.00	\$2,000,000.00	\$2,000,000.00	
				Total	\$10,000,000.00	\$2,000,000.00	\$12,000,000.00	
4	Fayetteville	2659	Advanced Technology Center Roof Replacement (Main Campus) Project is amended to increase project cost due to bids coming in higher than anticipated.	42120 - SCIF R&R	\$750,000.00	\$225,000.00	\$975,000.00	
				Total	\$750,000.00	\$225,000.00	\$975,000.00	
C. Final Close-Out Projects								
Item	College	Project Number	Description	Fund Source	Prior Budget	Board Action Funding Increase/ Decrease	Current Budget	
1	Edgecombe	2433	Havens Renovations (Main Campus) Project submitted for a decrease in cost for Final Project Close-out.	Non-State	\$20,000.00	(\$1,041.00)	\$18,959.00	
				46620 - R&R	\$250,381.00	\$0.00	\$250,381.00	
				Total	\$270,381.00	(\$1,041.00)	\$269,340.00	
2	Tri-County	1786	Executive Leadership and Student Life Center (Main Campus) Advanced Planning project complete, project submitted for Close-out and will not move forward at this time.	40720	\$90,000.00	\$0.00	\$90,000.00	
				Unidentified	\$16,512,516.00	(\$16,512,516.00)	\$0.00	
				Total	\$16,602,516.00	(\$16,512,516.00)	\$90,000.00	

State Board of Community Colleges
Construction and Property
September 16, 2022
FY 2022-2023

D. Acquisition and Disposal of Real Property		
Item	College	Action Requested
1	Robeson	Disposal/Sale (Main Campus) The Board of Trustees of Robeson Community College requests permission as per G.S. 115D-15, to dispose of by sale, approximately .11 acres of property (Parcel No. I-5987A 028) located at 5160 Fayetteville Road, Lumberton, NC to the NC Department of Transportation for a permanent easement. The college has found the property is unnecessary for college operations.
E. Delegated Authority for Certain Capital Projects - between \$500,000 and less than \$2,000,000		
Colleges		Description
1	Blue Ridge	Description Per the approved SBCC Guidelines, the following colleges have submitted a NCCCS 3-8A form requesting delegated authority. The colleges listed meet the criteria consistent with G.S.143-341 and 115D-9.
2	Davidson-Davie	
3	Johnston	
4	Lenoir	
5	Sandhills	

State Fund Legend

- 40720 - Special Projects/Equipment to Capital/Advanced Planning Funds S.L. 2006-66
- 41220 - Equipment to Capital S.L. 2011-145
- 41520 - Equipment to Capital S.L. 2015-241
- 41720 - Special Project S.L. 2017-57
- 41820 - Special Project S.L. 2018-5, Hurricane Relief funds S.L. 2018-136
- 41920 - Special Project S.L. 2019-235
- 42020 - Special Project S.L. 2019-235
- 42120 - SCIF (\$400M) S.L. 2021-180
- 46620 - 2016 Connect NC Bonds S.L. 2015-280
- SCIF - OSBM Administered S.L. 2021-180
- SCIF - OSBM Administered S.L. 2022-174

**NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
CAPITAL IMPROVEMENT FUNDS EXPENDED OR OBLIGATED
FOR THE PERIOD JULY 1, 1963 - JUNE 30, 2022**

Attachment FC 05

COLLEGE/COUNTY	LOCAL DOLLARS		*STATE DOLLARS		VO-ED DOLLARS		OTHER FEDERAL DOLLARS		TOTAL
Alamance CC	86,498,117	75.4%	27,500,625	24.0%	500,000	0.4%	159,509	0.1%	114,658,251
Asheville-Buncombe TCC	112,884,183	75.2%	34,135,930	22.7%	500,000	0.3%	2,645,151	1.8%	150,165,264
Madison Cty.	280,884	13.5%	1,793,050	86.5%	0	0.0%	0	0.0%	2,073,934
Beaufort County CC	18,142,491	47.5%	18,303,543	47.9%	500,000	1.3%	1,251,064	3.3%	38,197,098
Bladen CC	3,225,618	14.1%	15,902,324	69.4%	167,017	0.7%	3,613,604	15.8%	22,908,563
Blue Ridge CC	36,844,980	68.9%	15,395,232	28.8%	100,000	0.2%	1,130,000	2.1%	53,470,212
Transylvania Cty.	4,050,217	51.7%	3,786,745	48.3%	0	0.0%	0	0.0%	7,836,962
Brunswick CC	44,098,719	75.9%	11,537,946	19.9%	250,000	0.4%	2,200,000	3.8%	58,086,665
Caldwell CC & TI	42,671,445	68.4%	14,828,322	23.8%	500,000	0.8%	4,413,014	7.1%	62,412,781
Watauga Cty.	6,022,712	32.8%	12,079,497	65.9%	0	0.0%	232,809	1.3%	18,335,018
Cape Fear CC	258,210,080	81.8%	54,743,688	17.3%	500,000	0.2%	2,133,408	0.7%	315,587,176
Pender Cty.	5,550,253	64.7%	3,027,038	35.3%	0	0.0%	0	0.0%	8,577,291
Carteret CC	27,984,029	57.6%	15,395,646	31.7%	0	0.0%	5,184,223	10.7%	48,563,898
Catawba Valley CC	81,148,192	75.0%	25,216,769	23.3%	500,000	0.5%	1,382,720	1.3%	108,247,681
Alexander Cty.	0	0.0%	1,001,815	100.0%	0	0.0%	0	0.0%	1,001,815
Central Carolina CC	43,138,719	68.9%	19,151,516	30.6%	299,637	0.5%	0	0.0%	62,589,872
Chatham Cty.	21,928,213	78.8%	5,889,484	21.2%	0	0.0%	0	0.0%	27,817,697
Harnett Cty.	3,623,412	27.0%	9,810,990	73.0%	0	0.0%	0	0.0%	13,434,402
Central Piedmont CC	658,696,368	86.9%	94,356,459	12.5%	0	0.0%	4,600,079	0.6%	757,652,906
Cleveland CC	37,656,185	44.2%	43,302,109	50.8%	247,500	0.3%	3,989,631	4.7%	85,195,425
Coastal Carolina CC	42,795,571	54.0%	34,065,149	43.0%	500,000	0.6%	1,838,342	2.3%	79,199,062
COA	14,198,727	42.1%	16,798,781	49.8%	149,267	0.4%	2,561,173	7.6%	33,707,948
Chowan Cty.	510,201	18.6%	1,955,612	71.2%	0	0.0%	282,490	10.3%	2,748,303
Currituck Cty.	196,403	13.6%	1,247,562	86.4%	0	0.0%	0	0.0%	1,443,965
Dare Cty.	9,167,542	70.1%	3,901,282	29.9%	0	0.0%	0	0.0%	13,068,824
Craven CC	20,086,275	35.1%	33,749,708	59.0%	230,000	0.4%	3,176,460	5.5%	57,242,443
Davidson-Davie CC	31,638,078	59.4%	17,624,473	33.1%	92,065	0.2%	3,945,901	7.4%	53,300,517
Davie Cty.	8,064,414	57.6%	5,600,103	40.0%	0	0.0%	333,332	2.4%	13,997,849
Durham TCC	61,319,541	70.5%	24,814,705	28.5%	500,000	0.6%	315,754	0.4%	86,950,000
Orange Cty.	30,887,031	85.3%	5,335,621	14.7%	0	0.0%	0	0.0%	36,222,652
Edgecombe CC	10,586,213	22.2%	33,943,432	71.2%	482,500	1.0%	2,650,060	5.6%	47,662,205
Fayetteville TCC	85,288,397	46.0%	94,452,698	50.9%	500,000	0.3%	5,309,326	2.9%	185,550,421
Forsyth TCC	191,140,555	82.6%	38,789,131	16.8%	500,000	0.2%	1,000,000	0.4%	231,429,686
Gaston College	57,319,224	64.1%	26,765,735	30.0%	500,000	0.6%	4,767,155	5.3%	89,352,114
Lincoln Cty.	5,253,654	47.3%	5,855,783	52.7%	0	0.0%	0	0.0%	11,109,437
East Campus/Textile Ctr.	9,119,733	42.2%	12,499,662	57.8%	0	0.0%	0	0.0%	21,619,395
Guilford TCC	246,691,122	77.6%	70,158,934	22.1%	500,000	0.2%	468,543	0.1%	317,818,599
Halifax CC	5,565,057	17.7%	20,876,948	66.3%	500,000	1.6%	4,542,815	14.4%	31,484,820
Haywood CC	42,871,103	71.0%	15,380,638	25.5%	250,000	0.4%	1,903,185	3.2%	60,404,926
Isothermal CC	24,503,727	52.1%	18,939,854	40.3%	500,000	1.1%	3,080,619	6.6%	47,024,200
Polk Cty.	457,132	26.8%	1,249,686	73.2%	0	0.0%	0	0.0%	1,706,818
James Sprunt CC	11,371,210	30.2%	23,477,276	62.3%	500,000	1.3%	2,362,717	6.3%	37,711,203
Johnston CC	68,004,328	73.9%	22,485,890	24.4%	500,000	0.5%	1,067,075	1.2%	92,057,293
Lenoir CC	14,218,143	32.1%	24,518,891	55.4%	500,000	1.1%	5,052,889	11.4%	44,289,923
Greene Cty.	3,974,870	42.1%	5,233,970	55.4%	0	0.0%	237,299	2.5%	9,446,139
Jones Cty.	439,005	14.2%	2,649,770	85.8%	0	0.0%	0	0.0%	3,088,775
Martin CC	6,069,007	32.6%	12,140,116	65.2%	300,000	1.6%	100,000	0.5%	18,609,123
Bertie Cty.	997,763	78.3%	276,342	21.7%	0	0.0%	0	0.0%	1,274,105
Mayland CC	6,088,410	26.4%	13,475,946	58.5%	301,000	1.3%	3,161,884	13.7%	23,027,240
Avery Cty.	675,735	31.9%	1,087,929	51.4%	0	0.0%	353,415	16.7%	2,117,079
Yancey Cty.	3,420,771	75.4%	1,117,454	24.6%	0	0.0%	0	0.0%	4,538,225
McDowell TCC	6,786,656	33.8%	11,930,452	59.3%	204,636	1.0%	1,184,000	5.9%	20,105,744
Mitchell CC	40,341,347	73.2%	14,277,313	25.9%	500,000	0.9%	0	0.0%	55,118,660
Montgomery CC	7,247,058	37.0%	12,351,026	63.0%	0	0.0%	0	0.0%	19,598,084
Nash CC	30,203,574	52.1%	23,806,087	41.0%	500,000	0.9%	3,500,478	6.0%	58,010,139
Pamlico CC	2,046,047	13.4%	10,476,480	68.7%	0	0.0%	2,736,402	17.9%	15,258,929
Piedmont CC	9,931,621	50.0%	9,917,336	50.0%	0	0.0%	0	0.0%	19,848,957
Caswell Cty.	4,055,658	34.9%	7,562,663	65.1%	0	0.0%	0	0.0%	11,618,321
Pitt CC	82,951,062	67.1%	37,651,119	30.4%	500,000	0.4%	2,571,008	2.1%	123,673,189
Randolph CC	45,170,840	71.3%	16,890,839	26.7%	217,101	0.3%	1,077,233	1.7%	63,356,013
Richmond CC	26,873,088	57.4%	17,492,741	37.4%	50,000	0.1%	2,361,198	5.0%	46,777,027
Scotland Cty.	2,796,775	45.5%	3,345,115	54.5%	0	0.0%	0	0.0%	6,141,890
Roanoke-Chowan CC	5,242,681	26.6%	12,598,056	63.9%	0	0.0%	1,888,400	9.6%	19,729,137

**NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
CAPITAL IMPROVEMENT FUNDS EXPENDED OR OBLIGATED
FOR THE PERIOD JULY 1, 1963 - JUNE 30, 2022**

COLLEGE/COUNTY	LOCAL DOLLARS		*STATE DOLLARS		VO-ED DOLLARS		OTHER FEDERAL DOLLARS		TOTAL
Robeson CC	11,175,965	26.5%	28,463,423	67.4%	500,000	1.2%	2,060,053	4.9%	42,199,441
Rockingham CC	55,959,515	74.9%	16,862,720	22.6%	428,325	0.6%	1,469,714	2.0%	74,720,274
Rowan-Cabarrus CC	38,308,223	62.5%	19,086,386	31.1%	330,096	0.5%	3,596,865	5.9%	61,321,570
Cabarrus Cty.	31,477,549	71.7%	10,713,958	24.4%	0	0.0%	1,691,622	3.9%	43,883,129
Sampson CC	13,601,335	36.4%	17,152,469	45.9%	500,000	1.3%	6,090,904	16.3%	37,344,708
Sandhills CC	62,353,407	70.6%	25,090,101	28.4%	0	0.0%	932,024	1.1%	88,375,532
Hoke Cty.	3,260,466	48.0%	3,538,159	52.0%	0	0.0%	0	0.0%	6,798,625
South Piedmont CC	6,525,643	40.6%	9,286,000	57.8%	247,500	1.5%	0	0.0%	16,059,143
Union Cty.	60,271,046	85.1%	10,570,127	14.9%	0	0.0%	0	0.0%	70,841,173
Southeastern CC	10,820,813	32.5%	20,027,039	60.2%	0	0.0%	2,404,797	7.2%	33,252,649
Southwestern CC	26,025,846	49.1%	23,028,208	43.5%	523,665	1.0%	3,387,474	6.4%	52,965,193
Macon Cty.	6,023,653	50.1%	5,987,648	49.9%	0	0.0%	0	0.0%	12,011,301
Swain Cty.	1,172,407	44.0%	1,493,435	56.0%	0	0.0%	0	0.0%	2,665,842
Stanly CC	13,697,266	48.0%	14,542,704	51.0%	0	0.0%	275,000	1.0%	28,514,970
Surry CC	14,648,278	37.8%	22,143,978	57.2%	150,000	0.4%	1,792,509	4.6%	38,734,765
Yadkin Cty.	1,540,920	21.5%	5,624,471	78.5%	0	0.0%	0	0.0%	7,165,391
Tri-County CC	5,073,869	29.4%	11,149,300	64.6%	25,000	0.1%	1,015,200	5.9%	17,263,369
Graham Cty.	1,030,648	59.8%	693,044	40.2%	0	0.0%	0	0.0%	1,723,692
Vance-Granville CC	9,763,856	27.7%	23,145,583	65.7%	500,000	1.4%	1,830,801	5.2%	35,240,240
Franklin Cty.	3,525,235	39.2%	5,478,341	60.8%	0	0.0%	0	0.0%	9,003,576
Granville Cty.	1,283,627	18.4%	5,673,711	81.3%	0	0.0%	18,943	0.3%	6,976,281
Warren Cty.	716,664	20.7%	2,737,665	79.0%	0	0.0%	11,092	0.3%	3,465,421
Wake TCC	865,789,791	92.8%	66,527,467	7.1%	500,000	0.1%	291,660	0.0%	933,108,918
Wayne CC	38,466,872	50.8%	36,635,367	48.3%	500,000	0.7%	192,000	0.3%	75,794,239
Western Piedmont CC	25,107,424	43.0%	29,780,815	51.0%	500,000	0.9%	2,983,795	5.1%	58,372,034
Wilkes CC	34,895,369	63.6%	17,707,920	32.3%	500,000	0.9%	1,757,874	3.2%	54,861,163
Alleghany Cty.	298,711	56.1%	233,995	43.9%	0	0.0%	0	0.0%	532,706
Ashe Cty.	11,239,675	73.5%	4,054,277	26.5%	0	0.0%	0	0.0%	15,293,952
Wilson CC	15,359,057	44.2%	17,576,750	50.6%	95,000	0.3%	1,715,000	4.9%	34,745,807
2022 TOTAL	4,138,633,296	69.7%	1,650,932,097	27.8%	18,640,309	0.3%	130,281,692	2.2%	5,938,487,394
2021 TOTAL	3,979,378,969	67.9%	1,573,552,330	29.8%	18,640,309	0.4%	110,405,499	1.9%	5,681,977,107
DIFFERENCE	159,254,327	62.1%	77,379,767	30.2%	0	0%	19,876,193	7.7%	256,510,287

*Includes \$250,000,000 from the 1993 Bond Referendum.

*Includes \$600,164,880 (\$600,000,000 and the \$164,880 interest used for Pitt CC claims) from the 2000 State Bond Referendum.

*Includes \$336,679,183 of the Connect NC Bonds for projects approved by the State Board through 6/30/2022.

Project Name and Number (Identification)	Date Project Established	Estimated Cost	Design Firm	Design Fee	Contractor (Company or Individual's Name) for each contract awarded	Contract Award Amount	IF CONTRACT AWARD IS TO A MINORITY BUSINESS(ES), (OR PERSON), IDENTIFY BY CATEGORY PROVIDED *					
							(B)	(H)	(A)	(I)	(F)	(D)
Central Piedmont												
Levine Campus Phase 3 (2042)	6/12/14	32,018,106	Moseley Architects	1,866,250								
20653			McCracken & Lopez, PA (C)	108,275								
			Airflow Experts, Inc (SI)	33,760							X	
			Esp Associates, Inc. (SI)	171,227								
					Balfour Beatty Construction (CM)	3,070,804						
					Balfour Beatty Construction (CM)	68,500						
					Bonitz Contracting Company Inc	238,783						
					Briegan Concrete Lic	1,943,035						
					Geoconstructors, Inc.	108,030						
					Sears Contract, Inc.	1,212,330					X	
					Tec Electric, Llc	324,794	X					
					Watson Electric Company Inc	2,915,948						
					Miller Electric Company	1,713						
					Miller Electric Company	4,250						
					Miller Electric Company	4,458						
					Kone Inc	154,680						
					Quality Sprinkler Company, Inc	237,536						
					Triad Fireproofing Inc	35,500						
					Shields, Inc.	449,778						
					Aac Enterprise Llc (Contract #1)	181,297						
					Aac Enterprise Llc (Contract #2)	17,325						
					Mr Clean Maintenance Company	33,350	X					
					Gca Services Group (ABM)	1,210						
					Gca Services Group (ABM)	1,519						
					Harris Wall Systems, Inc	1,773,599						
					Commonwealth Blinds & Shades	77,050						X
					Office Environments	212,062						
					Providence landscape Group	297,410						
					Pyramid Masonry Contractors, Inc	2,092,811						
					Superior Mechanical Systems Inc	3,245,784	X					
					Cabinets by Design Inc	231,961						
					Nycom Inc	299,664						
					Dunlap Paint Contracts Inc	160,203						
					Burgess Sales & Supply Inc	500,188						
					Gastonia Plumbing & Heating Co	1,315,359						
					Eastern Corporation	496,394			X			
					Pedulla Trucking, Excavating	2,438,768					X	
					SteelFab Inc	1,939,526						
					Unified Av Systems	201,587						
					Learning Environments	141,068						
					Applied Waterproofing Company	145,555					X	
					Affinity Systems, Llc	199,827		X				
					Afl Network Services, Inc.	271,073						
					Affinity Systems, Llc	255,594		X				
					Miller Electric Company	9,327						
					Miller Electric Company	9,246						
					Gca Services Group	3,059						
					Miller Electric Company	1,909						
					Performance Link Techn	1,201						

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							(B)	(H)	(A)	(I)	(F)	(D)		
					Clear Site Industrial	85,250								
					Projectlink	28,800								
					Signs Designed, Llc	26,021								
Harper Campus Phase 4 (2043)	6/12/14	42,250,000	Jenkins Peer Architects	2,823,154										
20654			Vertex Technology Consultants	3,800										
			Stewart Engineering Inc	4,250				X						
			McCracken & Lopez, Pa (C)	96,875										
			Intertek-PSI (SI)	173,661										
			Palmetto Air & Water Balance (SI)	54,025										
			Intertek-PSI (SI)	7,158										
			Terracon (SI)	7,500										
					Balfour Beatty Construction (CM)	3,524,025								
					Balfour Beatty Construction (CM)	96,743								
					Balfour Beatty Construction (CM)	90,113								
					Sears Contract, Inc.	295,821							X	
					Briegan Concrete Llc	3,474,469								
					Sears Contract, Inc.	1,824,588							X	
					T.R. Curlee Electric	4,828,680								
					Watson Electric Company	276,257								
					T.R. Curlee Electric Inc	13,000								
					Otis Elevator	295,000								
					Alpha Insulation	363,083								
					Fire Sprinkler Service Llc	312,078								
					Bonitz Flooring West, Carolina	264,929								
					Mr Clean Maintenance Company	34,487	X							
					AAC Enterprises	100,993								
					Abaco, Inc	175,471								
					Cutting Edge Piping Services,	2,972								
					J&d Welding & Fabricating Cor	5,000								
					Sewell Contractors Inc.	1,931							X	
					Harris Wall Systems Inc	1,198,762								
					Commonwealth Blinds & Shades	49,653								X
					Lomax Tile & Marble, Inc.	329,123								
					Stratos Solutions, Inc.	15,500								
					Providence Landscape Group	521,012								
					Pyramid Masonry Contractors, Inc	2,455,042								
					Superior Mechanical System Inc	3,828,664	X							
					Cabinets by Design, Inc.	283,721								
					Cabinets by Design, Inc.	78,500								
					Charlotte Paint Company Inc.	338,149								
					Cook & Boardman	728,928								
					Spc Mechanical Corporation	1,261,169								
					Baker Roofing Company	601,554								
					Blythe Development Co. Contract 1	3,232,438								
					Blythe Development Co. Contract 2	852,156								
					Steel Specialty	2,162,908								
					Strickland Waterproofing Inc	307,000								
					Affinity Systems, Llc	174,553		X						
					Universal Voice/Data, Inc	4,335								
					Iconnect Technologies, Llc	245,470								

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Project Name and Number (Identification)	Date Project Established	Estimated Cost	Design Firm	Design Fee	Contractor (Company or Individual's Name) for each contract awarded	Contract Award Amount	IF CONTRACT AWARD IS TO A MINORITY BUSINESS(ES), (OR PERSON), IDENTIFY BY CATEGORY PROVIDED *						
							(B)	(H)	(A)	(I)	(F)	(D)	
					Iconnect Technologies, Llc	145,715							
					Gca Services Group	1,700							
					Affinity Systems, Llc	128,875		X					
					Performance Cabling Technologies	1,361							
					Affinity Systems, Llc	4,206		X					
					Affinity Systems, Llc	306		X					
					Foss Demolition, Inc	93,500					X		
					Projectlink	29,925							
					Richa Graphics	30,887			X				
Educational Building aka North Classroom Building (2045)	4/15/16	56,100,000	Bergmann Associates , Architec	22,800									
20657			Bergmann Associates , Architec	1,349,376									
			Whn Architects	1,869,181									
			Bulla Smith Design Engineering	10,200									
			Mccracken & Lopez, Pa	112,800									
			Mccracken & Lopez, Pa	7,570									
			Stanley D. Lindsey & Associates	8,750									
			Vertex Technology Consultants	8,385									
			Colejenest & Stone, P. A.	27,500									
			Colejenest & Stone, P. A.	50,000									
			Vertex Technology Consultants	3,800									
			Stanley D. Lindsey &	3,200									
			Stewart Engineering Inc	29,900				X					
			System Worcx (C)	175,800									
			Abundant Power Group, Llc (C)	10,780									
			Tab Services, Inc. (SI)	97,580									
			S&me, Inc. (SI)	7,200									
			S&me, Inc. (SI)	7,500									
			S&me, Inc. (SI)	59,571									
			High Performance Building (SI)	7,000								X	
			High Performance Building (SI)	5,000								X	
			Terracon Consultants Inc (SI)	3,700									
			Rhino Demolition and (SI)	5,750									
			S&me, Inc. (SI)	14,000									
			S&me, Inc. (SI)	221,485									
					Rodgers Builders (CM)	5,480,222							X
					Rodgers Builders (CM)	85,948							X
					Bonitz Contracting Company Inc	605,298							
					Geoconstructors, Inc.	159,840							
					Lithko Contracting, Llc	2,457,616							
					Northedge (Chavez Interiors Llc)	3,214,135		X					
					Miller Electric Company (Contract #1)	272,665							
					Miller Electric Company (Contract #2)	3,717,938							
					Otis Elevator Company	655,464							
					Performance Fire Protection LI	414,077							
					Architectural Coatings Inc of	353,924							
					Maxson & Associates Inc	208,000							
					Bonitz Flooring Group Inc	540,552							
					Heede Southeast, Inc.	646,188							
					Johnson Controls, Inc.	1,042,050							
					Weeks Williams Devore, Inc	383,000							

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							(B)	(H)	(A)	(I)	(F)	(D)	
					Carolina Material Handling Inc	251,273							
					Lockers by Design of Sumter,	67,000							
					Guy M. Beaty, Inc.	2,275							
					Carolina Classic Window & Glass Inc	931,087						X	
					United Enterprises Inc	444,620							
					Metrolina Landscape Company	394,799							
					Champion Landscapes, Inc.	9,050							
					Pyramid Masonry Contractors, Inc	2,686,640							
					Spc Mechanical Corporation	3,490,095							
					Kirlin-Way Mechanical	4,365,578							
					Gca Services Group	2,737							
					Nycom Inc	531,116							
					Trend Millwork	336,170							
					Specialties Painting, Inc.	304,882							
					Burgess Sales & Supply, Inc.	648,446							
					Aircon Corp dba Emcor Services	116,715							
					Precision Plumbing (Brown Industries)	1,587,986							
					Davco Roofing & Sheet Metal, I	1,016,635							
					Blythe Development Co.	2,587,474							
					Conserv Building Services (BCH Mechanical)	166,487							
					Steeffab, Inc.	3,820,422							
					Strickland Waterproofing Inc (Contract #1)	142,700							
					Strickland Waterproofing Inc (Contract #2)	397,000							
					High Performance Technologies	5,094							
					Iconnect Technologies, Llc	111,500							
					Affinity Systems, Llc	212,110		X					
					Network Cabling Systems, Inc.	330,219		X					
					Street & Co Llc DbA Seedcomm	6,285							
					Performance Link Technologies	3,400							
					Cabling Solutions Inc.	1,000							
					Dh Griffin Construction	395,187							
					Dh Griffin Construction	787,048							
					Dh Griffin Construction	27,400							
					Projectlink	49,300							
					Poblocki Sign Company LLC	24,563							
					Rim Group South Charlotte Llc (FastSigns)	6,158							
					Rim Group South Charlotte Llc (FastSigns)	609							
					The Survey Company, Inc.	10,500							
					The Survey Company, Inc.	3,250							
Student Success Building (2046)	4/15/16	30,606,500	Perkins Eastman	557,857									
20658			McCracken & Lopez, Pa	60,000									
			Morris-Berg Architects, Inc.	69,000									
			Morris-Berg Architects, Inc.	1,763,300									
			Morris-Berg Architects, Inc.	75,000									
			Vertex Technology Consultants	38,950									
			Reverus Corp	4,639									
			Reverus Corp	119,225									
			Rmf Engineering Inc ©	121,806									
			Research Air Flo (SI)	5,895									
			Research Air Flo (SI)	50,000									

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			Ecs Southeast, Llp (SI)	13,050								
			Ecs Carolinas, Llp (SI)	8,400								
			Ecs Southeast, Llp (SI)	11,400								
					Rodgers Builders (CM)	2,902,519						X
					Rodgers-Leeper (CM)	243,902	X					X
					Manganaro Southeast, Llc	673,000						
					Briegan Concrete Llc	1,185,000						
					Tindall Corporation	91,200						
					Precision Walls, Inc.	1,258,000						
					Fountain Services Llc	680,098						
					Miller Electric Company #1	91,000						
					Miller Electric Company #2	1,762,375						
					Otis Elevator Company	255,000						
					Fire Stop Technologies	139,922						
					American Fire Technologies Div of The Hiller Companies (Carolina Fire Controls Inc)	160,000						
					David Allen Company, Inc.	281,000						
					Office Environments Inc dba Modular Design	135,000						
					Heede Southeast, Inc.	380,000						
					Precision Walls, Inc.	46,000						
					Rc Specialties, Inc	212,000						
					Learning Environments	31,000						
					Environamics, Inc	175,000						
					Eastern Equipment Service	1,695						
					Holston Glass Co., Inc.	1,187,013						
					David Allen Company, Inc.	89,500						
					Onsite Landscape & Irrigation	121,000						
					Pyramid Masonry Contractors,	1,085,000						
					Engineered Control Solutions	160,000						
					Cam-Ful Industries, Inc.	2,684,000						
					Trend Millwork Llc	428,000						
					United Painting Services, Inc.	213,000		X				
					Cook & Boardman Charlotte (REP CBG Holdings)	123,000						
					Emcor Services Aircond #1	59,400						
					Emcor Services Aircond #2	424,000						
					Baker Roofing Company	574,000						
					Blythe Development Co.	1,620,709						
					Cam-Ful Industries, Inc.	464,000						
					Keller North America Inc. (Hayward Baker)	69,000						
					Unit Paving Inc	100,000						
					Steelfab, Inc.	2,430,000						
					Strickland Waterproofing Inc #1	58,600						
					Strickland Waterproofing Inc #2	132,000						
					Performance Cabling Technolog	3,421						
					Performance Cabling Technolog	4,995						
					Performance Cabling Technolog	5,608						
					Affinity Systems, Llc	7,983		X				
					Iconnect Technologies, Llc	3,231						
					Affinity Systems, Llc	601		X				
					Affinity Systems, Llc	528,207		X				

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					Performance Link Technologies	3,998								
					Foss Demolition, Inc	713,397							X	
					Dakota Contracting Co.	102,017				X				
					Serigraphics Sign Systems	120,000								
					The Survey Company, Inc.	8,855								
Advanced Technology Center Classroom Building Replacement aka NCB@Charlottetowne & 5th (2047) 20660	9/16/16	33,363,000	Bulla Smith Design Engineering	3,800										
			Bulla Smith Design Engineering	3,500										
			Crech & Associates, Pllc	1,834,440										
			Mccracken & Lopez, Pa	67,200										
			Morris-Berg Architects, Inc.	111,400										
			Stanley D. Lindsey &	5,000										
			Morris-Berg Architects, Inc.	49,600										
			Vertex Technology Consultants	4,115										
			Vertex Technology Consultants	3,800										
			Palacio Collaborative, Inc.	2,500				X						
			Vertex Technology Consultants	3,500										
			System Worcx (C)	107,050										
			Abundant Power Group, Llc	7,460										
			Research Air Flo (SI)	8,285										
			Palmetto Air & Water Balance (SI)	40,932										
			Terracon Consultants Inc (SI)	3,000										
			Terracon Consultants Inc (SI)	12,000										
			Terracon Consultants Inc (SI)	10,000										
			Terracon Consultants Inc (SI)	2,800										
			High Performance Building (SI)	6,500									X	
			Terracon Consultants Inc (SI)	750										
			Terracon Consultants Inc (SI)	22,550										
			Terracon Consultants Inc (SI)	189,166										
					Rodgers Builders Inc. (CM)	3,434,659							X	
					Rodgers Builders Inc. (CM)	461,429							X	
					Triad Walls & Ceilings, Inc	201,122		X						
					Lithko Contracting, Llc	1,176,651								
					Keller North America Inc. (Hayward Baker)	75,000								
					Stevens Interiors Inc.	158,147								
					Northedge, Llc (dba Chavez Interiors Llc)	2,034,828		X						
					Fountain Services Llc	147,194								
					Miller Electric Company (Contract #1)	76,624								
					Miller Electric Company (Contract #2)	2,221,350								
					Otis Elevator Company	370,275								
					Warco Construction, Inc.	101,266								
					Carolina Fire Control Inc	213,350								
					Bonitz Flooring Group Inc	93,897								
					Bonitz Flooring Group Inc	355,539								
					Sterling Construction	367,619	X							
					Gca Services Group (ABM)	3,838								
					Nycom Inc	18,490								
					Gca Services Group (ABM)	3,370								
					Carolina Classic Window & Glass Inc	598,399							X	
					David Allen Company	161,957								
					Pyramid Masonry Contractors, I	2,682,186								

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							(B)	(H)	(A)	(I)	(F)	(D)	
					Pc Godfrey Inc (Contract #1)	144,459							
					Pc Godfrey Inc (Contract #2)	2,093,047							
					Nycom Inc	948,030							
					United Painting Services, Inc. (Contract #1)	112,863		X					
					United Painting Services, Inc. (Contract #2)	143,505		X					
					Cook & Boardman, Inc. (Contract #1)	158,480							
					Cook & Boardman, Inc. (Contract #2)	429,114							
					Cam-Ful Industries, Inc.	46,630							
					Gastonia Plumbing & Heating Co (Contract #1)	111,000							
					Gastonia Plumbing & Heating Co (Contract #2)	1,333,768							
					Aar of North Carolina, Inc.	476,875							
					Showalter Construction Company	1,581,591							
					Steelfab, Inc.	2,415,829							
					Strickland Waterproofing Inc	351,094							
					Affinity Systems, Llc	12,735		X					
					Information Technology Svcs	280,077							
					Affinity Systems, Llc	103,738		X					
					Performance Link Technologies	1,699							
					Premiere Communications	3,983							
					Performance Link Technologies	536							
					Cabling Solutions Inc.	9,583							
					Performance Cabling Technolog	21,602							
					D. H. Griffin Wrecking Co., Inc	44,700							
					Projectlink	24,570							
					Rim Group South Charlotte Llc - Fast Signs	1,609							
					Rim Group South Charlotte Llc - Fast Signs	3,053							
					Richa Graphics	13,198			X				
					Green Star Solutions, Llc	912							
					Rim Group South Charlotte Llc - Fast Signs	459							
					Rim Group South Charlotte Llc - Fast Signs	23,379							
					Rim Group South Charlotte Llc - Fast Signs	824							
					Rim Group South Charlotte Llc - Fast Signs	506							
					Rim Group South Charlotte Llc - Fast Signs	4,204							
					The Survey Company, Inc.	27,875							
Hendrick Automotive Tech Center Expansion (2048)	7/21/17	4,048,332	Redline Design Group Pa	192,185									
20659			Vertex Technology Consultants	7,950									
			Clark Nexsen Construction	35,400									
			Esp Associates, Pa (SI)	4,524									
			Esp Associates, Pa (SI)	33,016									
			Balfour Beatty Construction,		318,448								
			Christopher Bryan Company, Inc		226,025								
			Bonitz Contracting Company Inc		50,530								
			Caryl Mechanicals Inc DbA The Boswell Group		375,825							X	
			Quality Sprinkler Company, Inc		63,001								
			Mr Clean Maintenance Company		65,264		X						
			United Automation Corporation		28,357								
			S&s Glazing Llc		108,500								
			Lomax Tile & Marble, Inc.		35,194								
			Providence Landscape Group		28,105								
			Gates Construction Co., Inc.		764,769								

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							(B)	(H)	(A)	(I)	(F)	(D)	
					Southeastern Plumbing and Heating	274,010							
					Stoneworks Ltd	1,994							
					Charlotte Paint Company Inc.	57,301							
					Burgess Sales & Supply, Inc.	40,341							
					Maxson & Associates	68,000							
					Caryl Mechanicals Inc Dba The Boswell Group	112,418						X	
					Aar of North Carolina, Inc.	115,500							
					Pedulla Trucking, Excavating	573,652						X	
					Steel Specialty Co. of	204,785							
					Iconnect Technologies, Llc	34,273							
					Performance Link Technologies	408							
					PPS	31,890							
					Quorum Group, Llc Dba Takeform	6,273							
Merancas Campus Building Phase 4 (2049)	7/21/17	27,428,000	ADW Architects	1,820,327									
20655			Cenero, Llc	1,050									
			Mccracken & Lopez, Pa © (npw CMTA)	95,430									
			Kleinfelder (SI)	130,000									
			Tab Services, Inc. (SI)	65,750									
			Kleinfelder (SI)	9,300									
			Kleinfelder (SI)	41,400									
					Rodgers Builders Inc. (CM)	2,720,357							X
					Manganaro Southeast, Llc	467,746							
					Manganaro Southeast, Llc	1,581,722							
					Global Team Electric, Llc	1,470,517							
					Miller Electric Company	2,100,544							
					Otis Elevator Company	146,718							
					First Defense Fire	226,113							
					Office Environments Inc dba Modular Design	306,016							
					Warco Construction, Inc.	203,350							
					Harris Wall Systems, Inc.	996,811							
					Tilesetters of Raleigh Inc.	196,502							
					Old North State Masonry	900,441							
					Pc Godfrey Inc	2,183,473							
					United Mechanical Corporation	289,410							
					Learning Environments	338,019							
					Cabinets by Design, Llc	162,816							
					United Painting Services, Inc.	150,819		X					
					Cook & Boardman Charlotte	175,470							
					Aircon Corp dba EMCOR Services	116,255							
					Cam-Ful Industries, Inc.	1,053,163							
					Davco Roofing & Sheet Metal, I	548,193							
					Showalter Construction Company	2,591,635							
					Camps Construction Company	733,091		X					
					Steel Specialty Co. of	1,860,682							
					Eastern Corporation	812,645			X				
					Strickland Waterproofing Inc	254,595							
					Affinity Systems, Llc	122,937		X					
					Information Technology Svcs	222,573							
					Projectlink	21,775							
					Poblocki Sign Company, Llc	49,261							

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							(B)	(H)	(A)	(I)	(F)	(D)	
					The Survey Company, Inc.	19,250							
					The Survey Company, Inc.	2,275							
Harris Conference Center Expansion and Renovation (2077)	8/8/16	757,880	AI Design Group, Inc	31,861									
20649			Ls3p Associates Ltd.	43,200									
					Rodgers	14,680						X	
					Hinson Electrical Contractors	7,724							
					Cabinets by Design	12,500							
					Bonitz Flooring	77,675							
					GCA Service Group	3,119							
					Access Services Inc	26,394	X						
					Warco Construction (Wall Panel Fabric Replac)	55,376							
					Warco Construction (Shades)	10,110							
					Burgess Sales & Supply, Inc.	7,210							
					Green Star Solutions, Llc	212							
					Heritage Printing and Graphi	916							
					The Survey Company, Inc.	57,600							
New Learning Resource Center (New Library) (2374)	9/21/18	82,912,884	Morris-Berg Architects, Inc.	340,370									
20932			Stanley D. Lindsey &	26,180									
			Morris-Berg Architects, Inc.	5,081,250									
			Morris-Berg Architects, Inc.	131,150									
			Morris-Berg Architects, Inc.	200,000									
			Morris-Berg Architects, Inc.	5,240									
			Morris-Berg Architects, Inc.	35,500									
			Morris-Berg Architects, Inc.	4,200									
			Vertex Technology Consultants	14,950									
			Vertex Technology Consultants	4,800									
			Reverus Corp	153,125									
			Vertex Technology Consultants	8,750									
			Cenero, Llc	6,600									
			Ferris & Associates	56,200									
			Reverus Corp	119,225									
			Rmf Engineering Inc (C)	331,534									
			System Worcx ©	13,600									
			Ecs Southeast, Llp (SI)	265,725									
			Research Air Flo (SI)	138,905									
			Ecs Southeast, Llp (SI)	22,530									
			Ecs Southeast, Llp (SI)	131,800									
			Ecs Southeast, Llp (SI)	2,300									
			Terracon Consultants Inc. (SI)	2,100									
			Ecs Southeast, Llp (SI)	27,837									
			Terracon Consultants Inc	8,600									
			Ecs Southeast, Llp (SI)	22,650									
					Rodgers-Leeper	7,793,163	X					X	
					Manganaro Southeast, Llc	1,711,481							
					Briegan Concrete Lic	4,104,416							
					Tindall Corporation	246,800							
					Precision Walls, Inc.	4,898,562							
					Miller Electric Company #1	397,984							
					Miller Electric Company #2	6,914,299							

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					Miller Electric Company #2	162,171						
					Otis Elevator Company	710,876						
					Fire Stop Technologies (TruTeam Builders Services Inc)	458,933						
					American Fire Technologies (The Hiller Companies) used to be Carolina Fire Controls Inc	469,496						
					David Allen Company, Inc. #1	864,156						
					Office Environments Inc dba Modular Designs	427,263						
					Heede Southeast, Inc.	754,452						
					Precision Walls, Inc.	150,399						
					Rc Specialties, Inc	561,853						
					Learning Environments	84,290						
					Environamics, Inc	671,073						
					Holston Glass Co., Inc.	3,438,371						
					David Allen Company, Inc. #2	246,834						
					Onsite Landscape & Irrigation	483,914						
					Pyramid Masonry Contractors.	3,029,115						
					Engineered Control Solutions	454,525						
					Cam-Ful Industries, Inc.	7,487,069						
					Trend Millwork Llc	1,409,375						
					United Painting Services, Inc.	678,927		X				
					Cook & Boardman Charlotte (REP CBG Holdings)	386,683						
					Maxson & Associates	209,785						
					Emcor Services Aircond #1	166,167						
					Emcor Services Aircond #2	1,216,706						
					Baker Roofing Company	1,636,815						
					Blythe Development Co.	3,051,552						
					Cam-Ful Industries, Inc.	1,288,726						
					Keller North America Inc. (Hayward Baker)	170,903						
					Unit Paving Inc	621,863						
					Steelfab, Inc.	7,654,388						
					Skc Communication Products, LI	1,174,595						
					Learning Environments	235,024						
					Stage Rigging Services, Inc.	1,054,626				X		
					Strickland Waterproofing Inc #1	173,228						
					Strickland Waterproofing Inc #2	536,540						
					Network Cabling Systems, Inc.	1,080		X				
					Information Technology Svcs	852,696						
					Foss Demolition, Inc	889,623					X	
					Dakota Contracting Co.	265,949				X		
					Projectlink	62,750						
					Rim Group South Charlotte Llc dba FastSigns	2,764						
					Rim Group South Charlotte Llc dba FastSigns	1,425						
					Serigraphics Sign Systems	362,204						
					Home Art Designs	45,000						
					City of Charlotte	187,800						
					The Survey Company, Inc.	7,598						
					The Survey Company, Inc.	5,750						
Worrell Building Roof Replacement (2500) 20937	7/19/19	569,563	Terracon Consultants Inc	32,300								
					Aar of North Carolina, Inc.	537,263						
Card Access Installation Phase 1, 2, & 3 (2531)	3/19/20	1,182,222	Vertex Technology Consultants	38,000								

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20921 & 20943 & 20962			Vertex Technology Consultants	32,000											
					Affinity Systems, Llc	393,629		X							
					Affinity Systems, Llc	450,593		X							
					Affinity Systems, Llc	60,898		X							
Merancas Redundant Chiller Addition (2551)	9/18/20	753,750	Optima Engineering, Pa	20,850											
20968					Digitrol, Inc.	734,858									
Emergency Switch Gear Repairs, Transportation	5/21/21	785,424													
System Building (2578)					Gca Services Group (AMB)	785,424									
20971															
Center of Arts Interior and Exterior Renovations (2591)	10/15/21	3,500,000	Terracon Consultants Inc (SI)	6,350											
20980															
Fayetteville Tech															
Softball Field, #2592	10/15/21	1,932,313	Crawford Design Company	151,500	M&E Contracting	1,730,431									
Swift Water Rescue Trainer, #2605	11/19/21	3,500,000	HH Architecture, PA	274,625	to be determined										
Nursing Education and Simulation Center Addition, #2615	2/18/22	3,540,947	Becker Morgan	262,800	to be determined										
Neill Currie and Thomas McLean Building HVAC Renovations, #2636	3/18/22	2,500,000	Dewberry	220,000	to be determined										
Guilford Tech															
Medlin Campus Center Renovations (#2132)															
Connect NC Bonds	5/20/16	20,050,000	Teague Freyaldenhoven Freyaldenhoven* D	189,400	RLS, Inc.	26,100									*X
			Teague Freyaldenhoven Freyaldenhoven* D	1,813,275	ECS Southeast, LLP	5,200									*X
					Lomax Construction, Inc.	17,737,302									
					Terracon	31,406									
					Commissioning Worx (CI)	112,950									
					The Phoenix Agency	50,225									
					Constructview, LLC dba Multivista	15,000									
					FESS Fire Protection	650									
					NC Media Group	1,322									
					Carolina Peacemaker	728	X								
					Town of Jamestown	900									
					NC DEHNR	195									
					MGB2000llc	675	X								
Koury Kitchen Enhancement - Baking Program - Main Campus (#2339)	6/26/17	635,577	Efird Sutphin Pearce & Assoc D	96,000	Holden Building Company, Inc.	517,941									
			Efird Sutphin Pearce & Assoc D	15,000	The Phoenix Agency	3,500									
					S&ME, Inc.	1,190									
					Regional Land Surveyors (RLS)	1,500									
					Carolina Peacemaker	190	X								
					NC Media Group	256									
Davis Hall Elevator/Stair Tower (#2511)	9/20/19	1,550,000	HH Architecture, PA	68,000											X
					Holden Building Co.	1,416,492									
					Precise Locate	1,200									
					S&ME	33,418									
					BH Media Group	273									
					Carolina Peacemaker	170	X								
					Guilford County AR Dept	150									
					A3 Communications	3,393									
Boiler & Chiller for Service Careers and Williams Hall (#2557)	9/18/20	1,802,038	McVeigh & Mangum	65,500											
					BH Media Group	338									
					Carolina Peacemaker	240	X								
					CCRS Inc	476,128									X

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							(B)	(H)	(A)	(I)	(F)	(D)		
					Ridge Mechanical	1,193,338								
					The Phoenix Agency	2,400								
ERTC Pump Test Project (#2130)	8/16/19	370,950	Westcott, Small & Associates	17,790									X	
			Westcott, Small & Associates	4,000									X	
					Muter Construction	341,164							X	
					ESC Southeast	7,996								
Equipment Installation - Fire Training (2613)	2/18/22	775,722			Carolina Peacemaker	100.26	X							
					BH Media	192.24								
Cosmetology Renovation (2645)	5/20/22	1,901,552			Carolina Peacemaker	120	X							
					Lee BHM Corporation	209.14								
					Greater Diversity News	107.44	X							
Wake Tech														
#1717 NWC Building F, Plant, Bridges, Parking Deck, Hydronic Piping	8/18/08	66,507,771.24	Pearce, Brinkly, Cease & Lee	592,743.41										
95127, 95227, 95327, 95427, 95527			Clark Nexsen	5,553,369.64										
			S&ME, Inc. (CMT)	338,620.00										
			MBP (Cx)	156,610.00										
			Froehling & Robertson (CMT)	228,018.35								x		
			Froehling & Robertson (CMT for Bridges)	69,969.00								x		
			Falcon Engineering (CMT & SI)	280,716.50										
			Stroud, Pence & Associates (Structural Review)	37,100.00										
					Skanska USA Building, Inc.	52,873,540.50								
					Greater Diversity News (Ad-CM@R)	48.00	x							
					News & Observer (Ad-CM@R)	288.55								
					City of Raleigh	456,224.60								
					Poyner Spruill	60,000.00								
					Brame	4,385.24								
					Carolina Advanced Digital	155,368.84								
					James Opdenbrouw	16.01								
					AMG Office Solutions Inc.	5,000.00								
					Commonwealth Blinds & Shades	1,887.00								
					Dell	16,646.60								
					Forms & Supply	65.31							x	
					Image 360 - Raleigh	2,519.30						x		
					Interior Systems, Inc.	4,305.23								
					Kruegar International, Inc.	1,429,083.87								
					NC Dept. of Revenue - Sales Tax	68.04								
					Raleigh-Durham Electrical Contract	1,135.36								
					Lowe's Home Centers, Inc.	914.66								
					Ward & Smith PA	169,126.34								
					W.W. Grainger	7,136.87								
					Duncan Parnell	10,610.95								
					Tiger Direct	606.91								
					Tucker Auto-Mation of NC, LLC	3,919.39								
					Mech-Elect	5,901.88								
					Johnson Controls	60,916.13								
					TCC Enterprises (Hydronic Piping)	3,717,919.62								
#1987 PSEC Bldg. Renovation - Ph. 3 & Land Acquisition	4/19/13	9,608,420.71	Moseley Architects	79,942.00										
95049			Moseley Architects	717,760.00										

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							(B)	(H)	(A)	(I)	(F)	(D)	
					Town of Cary	5,312.65							
					Town of Morrisville (Permits & Inspections)	61,431.20							
					Town of Morrisville (Stormwater Maint)	66,187.12							
					Pancho Mitigation Company	141,300.00							
					NC DOT	9,231.26							
					AMG Office Solutions, Inc.	900.00							
					Stroud, Pence & Associates (Peer Review)	38,700.00							
					KBE Landscaping	2,300.00							
					Poyner Spruill LLP (Easement Legal Services)	11,354.91							
					Ward & Smith (Construction Legal Services)	190,836.60							
					Lowe's Home Center	487.75							
					VWR International	22,179.19							
					Displays2go	393.38							
					Obex P.E., Inc.	2,320.72							
					Uline	6,601.97							
					Staples Advantage	1,346.39							
					Krueger International Inc.	1,441,949.51							
					Best Buy for Business	106.48							
					Brame Specialty Company	10,372.29							
					Institutional Interiors Inc	347,794.59							
					Blankenship Associates Inc	11,368.50						x	
					Interior Elements	224,050.62							
					Alfred Williams & Company	2,633.46							
					Duncan Parnell Inc	5,341.05							
					Veritiv Operating Company	2,320.51							
					Maxi Aids	1,436.83							
					Fisher Scientific Company Llc	17,101.85							
					Enhanced Vision Systems, Inc.	2,767.05							
					Forms & Supply, Inc-Fsioffice	247.15						x	
					Quintex of Asheville	2,767.05							
					American Safety Products	4,021.88	x						
					Ablenet Inc	82.59							
					Vhb Engineering Nc, Pc	2,750.00							
					Little Ditty, Llc, Dba Geese Chaser	3,274.99							
					Zoll Medical Corporation	10,785.45							
					Primex Wireless, Inc.	483.07							
					Seven Barks Graphics	511.92							
					RestorePro Reconstruction, Inc.	8,348.67							
					North State Signs, Inc.	384.16							
					SPC Mechanical Corporation	965.25							
					WW Grainger	8,559.50							
					IdeaPaint, Inc.	684.91							
					AOA Signs, Inc.	563.90						x	
					Piedmont Service group	5,331.63							
					The Daniele Company	327,484.00	x						
					Triangle Electric	1,024.24							
					Apex Contract Carpets, Inc.	4,402.17						x	
					Lenovo, Inc.	46,246.20							
					Dell Marketing, LP	4,409.05							
					Strategic Connections	22,321.41							

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					Camcor Inc	1,195.77								
#2178 Applied Technologies (Ready Hall Addition)	6/23/2016	12,530,827.00	Davis Kane Architects (Sustainable Energy Programming)	37,500.00										
95010-CONNECT NC			Davis Kane Architects	1,040,375.00										
			MBP Carolinas (Cx)	27,400.00										
			MBP Carolinas (Construction Cx)	107,855.00										
			S&ME (Geotech)	18,900.00										
			S&ME (CMT-SI)	129,544.71										
			Calyx Engineers and Consultants (Structural Peer Review)	12,000.00										
			Davis Kane (Designer Reimbursements)	30,262.09										
					Greater Diversity	342.80	x							
					News & Observer	1,781.13								
					Crawford Sprinkler (Hydrant Flow Test)	1,000.00								
					Bordeaux Construction (Pre-Construction)	93,000.00								
					Monteith Construction	10,596,280.33								
					Piedmont Service Group	14,957.46								
					Southern Lock and Supply	4,217.67								
					WW Grainger	1,381.76								
					Heat Transfer Sales, LLC	863.36								
					Goodway Technologies Corp.	3,342.57								
					ACR Supply Company	1,078.74								
					United Refrigeration	69,741.06								
					Dominion Energy	933.08								
					AOA Signs	5,676.86							x	
					KBE Landscaping	1,871.76								
					Southport Graphics	1,801.00							x	
					Monteith Construction (Contractor Reimbursements)	10,564.13								
#2179 PHSC Medical Lab & Dental Assisting	6/23/16	2,869,462.75	Boomerang Design	355,938.27										
95011-CONNECT NC			Boomerang Design (Designer Reimbursements)	392.40										
					Greater Diversity News	47.92	x							
					News & Observer	288.55								
					TCC Enterprises	2,504,676.31								
					Southern Lock and Supply Co.	3,402.66								
					Carolina Advanced Digital	4,716.64								
#2282 RTP Campus - Classroom Building 2	2/17/17	46,967,930.00	O'Brien Atkins (Building Programming)	288,959.00										
95071			O'Brien Atkins	4,241,415.00										
			CMTA (McCracken & Lopez) (Cx)	141,200.00										
			Stewart Engineering (Stream Removal)	18,200.00									x	
			S&ME, Inc. (Geotech)	25,700.00										
			Uzun + Case, PLLC (Structural Peer Review)	5,000.00										
			S&ME, Inc. (CMT-SI)	204,662.50										
			Clark Nexsen (Signage Study)	11,485.00										
					Rodgers Builders, Inc. (Pre-Con)	336,000.00								x
					Rodgers Builders, Inc.	37,951,625.00								x
					Greater Diversity News (Ad-Design, CMAR, Cx, Geotech)	199.44	x							
					The News & Observer (Ad-Design, CMAR, Cx, Geotech)	1,004.95								
					Mott MacDonald (TIA)	4,472.50								
					Constructview D/B/A Multivista	13,750.00								
					Town of Morrisville	284,290.06								
					Duke Energy Progress	2,819.37								

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							(B)	(H)	(A)	(I)	(F)	(D)	
					Dell Marketing	141,409.10							
					Blankenship Associates	66,924.41						x	
					Interior Elements	2,255.42							
					Presidio Network Solutions	286,650.31							
					Krueger International, Inc.	1,324,383.52							
					NC DEQ (Stormwater)	102.65							
					Hydro Services	39,560.88							
					BFPE International (Security IP Licenses)	7,769.70						x	
					NCDIT (Cable Runs)	2,705.27							
					Town of Morrisville (Stormwater Maint)	35,182.50							
					Alphagraphics (Wall Graphics)	4,432.52							
					NC Department of Health & Human Services	120.00							
					TintSmith (Window Film)	7,600.00							
					Fisher Scientific	267,818.07							
					WW Grainger	4,959.27							
					Forms & Supply Inc	357.21						x	
					Carolina AD	12,207.19							
					GE Appliances	519.09							
					Amazon	1,023.03							
					Lowe's Home Improvement	2,148.86							
					Eurofins Met Labs	680.00							
					Accredited Lock Supply	9,847.34							
					American Safety Products	16,395.14							
					AMG	888.83							
					CAD Inc	43,288.24							
					Carolina Biological	733.99							
					Cole Parmer	4,686.40							
					Green Building Institute	550.00							
					Global Industrial	1,508.47							
					Idea Paint	2,249.56							
					Industrial Equipment & Supplies	1,435.58							
					J Clifton	6,870.00						x	
					National Car Charging	67,518.00							
					NDENR	100.00							
					Southern Lock & Supply	8,525.86							
					Uline	3,616.50							
					VWR International	40,292.75							
#2283 Automotive & Collision Repair Facility	2/17/17	42,000,400.00	Gensler Architecture, Design, & Planning (Program)	208,880.00									
95072			Gensler	3,861,095.00									
			MBP (Cx)	54,800.00									
			MBP (Scheduling Review)	55,900.00									
			MBP (Construction Cx)	177,090.00									
			NOVA Engineering & Environmental (Geotech)	29,183.00									
			NOVA Engineering & Environmental (CMT & SI)	143,410.00									
			Uzun+Case, PLLC	9,000.00									
			KimiaPower PLLC	1,920.00							x		
			News & Observer (Ad-Cx, Geotech, CMAR)	1,233.80									
			Greater Diversity News (Ad-Cx, Geotech, CMAR)	200.40			x						
			Brasfield & Gorrie (Pre-Con)	298,964.00									
			Brasfield & Gorrie	35,655,602.00									

Project Name and Number (Identification)	Date Project Established	Estimated Cost	Design Firm	Design Fee	Contractor (Company or Individual's Name) for each contract awarded	Contract Award Amount	IF CONTRACT AWARD IS TO A MINORITY BUSINESS(ES), (OR PERSON), IDENTIFY BY CATEGORY PROVIDED *						
							(B)	(H)	(A)	(I)	(F)	(D)	
					Constructview D/B/A Multivista	13,582.00							
					Morningstar Law	10,088.00							
					City of Raleigh	1,250.00							
					Hollins Construction (Fox Road Crosswalk Construction)	85,527.08	x						
					Victor Stanley	14,878.79							
					Global Equipment Company	2,646.92							
					Presidio Network Solutions	144,036.15							
					Krueger Internation, Inc.	546,064.73							
					Blankenship Associates Inc.	50,276.84						x	
					Carolina Advanced Digital	32,368.91							
					RC Weatherman & Son Inc	1,835.78							
					Uline	4,403.94							
					WW Grainger Inc	4,438.35							
					Southern Lock & Supply	7,850.59							
					Dell	138,638.64							
					All American Relocation	5,403.82							
					Triad Electric Co	8,028.23							
					Filterworks Usa	1,646.29							
					Capital Sign Solutions	186,992.05							
					Johnson Controls	6,027.45							
#2284 Mechanical Equipment Replacement	2/17/17	9,987,508.00	Sigma Engineered Solutions (Adv. Planning)	22,550.00									
95073			Sigma Engineered Solutions	833,300.00									
			S&ME, Inc. (Hazmat Assessment)	2,200.00									
			Engineered Designs, Inc. (Retro-Cx)	6,580.00								x	
			RDK Engineers NC, Inc (Construction Admin Support)	6,000.00									
			McKim & Creed (QLB SUE Gas Line)	1,500.00									
			MBP Carolinas (SJ Commissioning)	45,200.00									
			RMF Engineering Inc (Designer RP1, RP2, RP3)	48,500.00									
			MBP Carolinas (SK/SL Commissioning)	44,700.00									
			Multivista (Owner Training)	1,125.00									
					Hockaday Mechanical Corporation	778,289.13							
					Garrett Construction Services, Inc.	1,357,552.45							
					Comfort Systems USA (MidAtlantic), LLC	459,760.17							
					Bernhard MCC (Bi Polar Ionization)	430,023.63							
					Piedmont Service Group (SJ Chiller Replacement)	1,104,250.52							
					Piedmont Service Group (Multiple Chiller Replacement)	633,286.00							
					Superior Mechanical Services, Inc	364,000.00							
					Marrins Moving	1,520.00							x
					AMG Office Solutions	3,850.00							
					Mechanical Maintenance (EWEC HVAC Unit Replacement)	32,233.00						x	
					BFPE (Fire Sprinkler)	475.81						x	
					CMS Controls (BACNET Install)	4,182.75							
					All American Relocation	4,355.36							
					Krueger International, Inc	604.89							
					Piedmont Service Group	433.71							
					Mannington Commercial	4,104.68							
					Production Painting & Decorating, Inc.	9,900.00	x						
					Raleigh-Durham Electrical Contractors	268.13							
					Mechanical Maintenance (Gas Regulator Service Call)	820.46						x	

Project Name and Number (Identification)	Date Project Established	Estimated Cost	Design Firm	Design Fee	Contractor (Company or Individual's Name) for each contract awarded	Contract Award Amount	IF CONTRACT AWARD IS TO A MINORITY BUSINESS(ES), (OR PERSON), IDENTIFY BY CATEGORY PROVIDED *							
							(B)	(H)	(A)	(I)	(F)	(D)		
					EEC, Inc. (Asbestos Testing)	1,980.00								
					CMS Controls (JCI Chiller Programming)	2,305.88								
					Lowes Home Improvement	268.39								
#2285 Building Automation Controls Upgrade 95074	2/17/17	4,207,765.00	Essex Consulting Group	2,721,039.00	Engineered Designs, Inc. (Retro-Cx)	70,600.00							x	
					CMS Controls (Misc Controls Services)	8,740.89								
					Johnson Controls (Software Package)	64.05								
					Schneider Electric	4,936.82								
					Johnson Controls (NJ Jace Replacement)	5,326.33								
					CMS Controls (NCM Network Changes)	3,458.82								
					Forms & Supply	8.92							x	
					Vardell Technical (Controls Training)	3,723.94								
					Schneider Electric (Holding Hall JACE Reprogramming)	818.60								
					Newcomb and Company	155.00								
					ACR Supply Company	1,303.12								
					Brady Trane Service, Inc.	11,712.00								
					Activelogix	19,750.00								
					Dcommand	3,861.00								
					Johnson Controls (NCM to JACE Conversion)	2,553.67								
					Champion Systems	139.43								
#2286 Elevator Modernization 95075	2/17/17	1,675,630.00	John Hawkins	151,200.00	Greater Diveristy News	126.72	x							
					News & Observer	479.65								
					H.M. Kern Corporation (PHSC)	437,457.00								
					McClure & Associates Construction, Inc.	64,144.00							x	
					HM Kern (SB Elevators)	220,700.00								
					Piedmont Service Group	44,177.24								
					HM Kern (Permit Reimbursements)	204.00								
					S&ME (Hazardous Materials)	2,500.00								
#2287 Building Envelope Upgrades 95076	2/17/17	5,990,971.00	MHA Works (Programming)	120,280.00	MHA Works	204,235.00								
					Diamond Contracting	20,092.55								
					Midwest Maintenance, Inc.	810,900.00								
					Exterior Diagnostic Services	4,670.74								
					Advanced Exterior Systems	10,078.00								
					The Daniele Ccompany, LLC	73,910.41	x							
					Troy Hutchins Construction LLC	175,393.55								
					Baker Roofing Company	13,314.59								
					Strickland Waterproofing	13,180.00								
#2288 Electrical Replacement 95077	2/17/17	4,670,554.00	RDK Engineers N.C., Inc.	286,060.00	Greater Diversity News	47.44	x							
					News & Observer	226.25								
					Duke Energy Progress, Inc.	5,000.00								
					Piedmont Service Grup	4,072.52								
					Troy Hutchins Construction, LLC	725,875.38								
					Engineered Construction	663,815.00								
					Strickland Waterproofing Inc.	3,720.60								
					Tech Electric Corporation (Paint Shop Panel)	4,922.00								
					Tech Electric Corporation (Gym Lighting Replacement)	31,602.29								
					Tech Electric Corporation (Building K Outlets)	7,578.00								

Project Name and Number (Identification)	Date Project Established	Estimated Cost	Design Firm	Design Fee	Contractor (Company or Individual's Name) for each contract awarded	Contract Award Amount	IF CONTRACT AWARD IS TO A MINORITY BUSINESS(ES), (OR PERSON), IDENTIFY BY CATEGORY PROVIDED *						
							(B)	(H)	(A)	(I)	(F)	(D)	
					AGK Electric Inc.	2,110.00							
					Raleigh-Durham Electrical Contractors	4,097.12							
					Tech Electric (SB Chiller Power Upgrades)	14,581.71							
					CMS Controls (PSEC HVAC Controls)	27,350.00							
					KimiaPower (SB Power Outlets)	6,000.00			x				
					KimiaPower (Electrical Inspection)	6,000.00			x				
					KimiaPower (SC Electrical Panel)	18,450.00			x				
					KimiaPower (SF Electrical Design)	24,640.00			x				
					Watson Electrical Construction Company	129,633.69							
					RTP Electrical Services	292,785.00						x	
					Multivista	268.13							
#2289 Life Safety Equipment	2/17/17	1,684,729.00	McKim & Creed, Inc. (Study)	15,270.00									
95078			McKim & Creed, Inc.	77,835.00									
			McKim & Creed Inc (Designer Reimbursement)	5,000.00									
					Greater Diversity News	48.64	x						
					News & Observer	235.30							
					Duke Energy Progress, Inc.	2,844.88							
					Piedmont Service Group	1,462.35							
					Raleigh-Durham Electrical Contractors	3,069.22							
					Bartlett Tree Experts	4,692.00							
					BFPE International (PLM Point List)	182.33						x	
					KNOX Company	388.25							
					Schneider Electric	79,172.00							
					Nationwide Electrical Services Inc.	133,720.00						x	
					Patterson Group Services, Inc.	96,275.00							
					Staff One (Fire Watch)	1,938.30							
					BFPE International (Building B Cellular Dialer)	6,216.21						x	
					Johnson Controls, Inc.	1,225.50							
					Godwin Elevator Company	861.00							
					BFPE International (SC Cellular Communication)	1,675.78						x	
#2291 Security Cameras Upgrades & Additions	2/17/17	4,314,300.00	Protus3 (Programming)	53,820.00									
95080			Protus3	325,957.84									
			Protus3 (Designer Reimbursements)	3,000.00									
					Greater Diversity News (VMS Ad)	50.56	x						
					News & Observer (VMS Ad)	278.60							
					Johnson Controls (Access Controls)	7,755.00							
					BFPE International	612,918.60						x	
					BFPE International (Group 1 Cameras)	121,865.16						x	
					BFPE International (Group 2 Cameras)	60,989.00						x	
					BFPE International (Group 3 Cameras)	274,654.28						x	
					Advanced Security Solutions, Inc. (Group 1 Card Readers)	58,972.04							x
					Advanced Security Solutions, Inc. (Group 2 Card Readers)	139,900.00							x
					Brady Integrated Security, Inc. (Group 3 Card Readers)	130,215.10							
					Johnson Controls, Inc. (Group 4 Card Readers)	298,500.00							
					Tucker Automation (Card Reader Access)	28,287.53							
					Johnson Controls (Card Reader Access Coordination)	34,177.36							
					Presidio Network Solutions	15,856.04							
					WW Grainger Inc.	860.96							
					BFPE International (Camera Reimbursement)	3,276.99						x	

Project Name and Number (Identification)	Date Project Established	Estimated Cost	Design Firm	Design Fee	Contractor (Company or Individual's Name) for each contract awarded	Contract Award Amount	IF CONTRACT AWARD IS TO A MINORITY BUSINESS(ES), (OR PERSON), IDENTIFY BY CATEGORY PROVIDED *							
							(B)	(H)	(A)	(I)	(F)	(D)		
					TCC Enterprise (ADA Construction Work)	78,520.85								
					Smith Anderson	20,000.00								
					Duke Energy (Conduit Install)	18,268.90								
					NCDIT (Fiber Relocation)	52,340.00								
					Piedmont Service Group	949.16								
					BFPE International (Lift Station Cellular Replacement)	1,675.78							x	
					Carolina Containers & Transport LLC (Motorcycle Storage)	750.75								
#2298 Perry Health Science Campus Misc Renovations	7/17/20	525,270.00	BSA LifeStructures (EMS Simulation)	31,000.00										
95088			BSA LifeStructures (EDT & Sonography Lab)	35,900.00										
			BSA LifeStructures (Designer Reimbursements)	388.00										
					Riley Contracting Group, Inc. (EMS Simulation)	101,500.00								
					Riley Contracting Group, Inc. (EDT & Sonography Lab)	130,826.00								
					Lowes Home Improvement	106.18								
					Inter Technologies Corporation	1,113.86								
#2299 Facilities Management & Warehouse Building	2/17/17	19,493,890.00	Williard Stewart Architects (Building Programming)	150,000.00										
95085			Williard Stewart Architects	1,762,455.00										
			Williard Stewart Architects (Designer Reimbursements)	1,500.00										
			John R. McAdams Company (Plat Surveying)	6,000.00										
			John R. McAdams Company (Surveying)	3,500.00										
			Kleinfelder, Inc. (CMT-SI)	136,662.00										
			Kleinfelder, Inc. (GeoTech)	16,185.00										
			RMF Engineering, Inc (Cx)	157,450.00										
			Lynch Mykins Structural Engineers, PC	23,500.00									x	
					Resolute Building	13,426,982.21								
					Wake County Gov't (Road Abandonment)	780.00								
					Smith Anderson	15,000.00								
					Mid-Atlantic Associates, Inc. (Well Monitoring)	15,627.35								
					Greater Diversity News	102.48	x							
					News & Observer	481.37								
					KBE Landscaping, Inc.	2,307.59							x	
					Duke Energy Progress (Advantage Way Boring)	13,546.45								
					PODS (ITS Storage Space)	265.99								
					Persidio	35,703.93								
					Blankenship Associates, Inc.	24,723.28							x	
					Krieger International, Inc.	4,096.97								
					Alfred Williams & Company	628,652.30								
					National Car Charging	7,162.17								
					Carolina Advanced Digital	19,673.40								
#2300 EWS Masterplan & Advanced Industries Building	8/21/18	3,954,697.00	EYP Architecture & Engineering, Inc. (Adv. Planning)	725,353.20										
95039			MBP (Construction Observation)	153,258.75										
			Surface 678, PA	6,750.00								x		
			BSA LifeStructures Inc.	37,056.88										
			EYP Architecture & Engineering, Inc. (Designer Reimbursements)	5,132.14										
					Greater Diversity	88.64	x							
					News & Observer	398.20								
					Brooks, Pierce, McIlendon	2,574.11								
					Alphagraphics	3,265.29								
#2302 EWS General Education & Student Services Building	10/16/2020	69,752,000.00	BSA LifeStructures (Advanced Planning)	279,800.00										

Project Name and Number (Identification)	Date Project Established	Estimated Cost	Design Firm	Design Fee	Contractor (Company or Individual's Name) for each contract awarded	Contract Award Amount	IF CONTRACT AWARD IS TO A MINORITY BUSINESS(ES), (OR PERSON), IDENTIFY BY CATEGORY PROVIDED *										
							(B)	(H)	(A)	(I)	(F)	(D)					
95453			ESP Associates Inc (CMT-SI)	229,363.00													
			S&ME (Boring)	17,100.00													
			BSA LifeStructures	4,525,720.00													
			Affiliated Engineers, Inc (Commissioning)	54,400.00													
			Uzun+Case (Structural Peer Review)	15,000.00													
					Monteith Construction (Pre-Con)	391,081.00											
					Greater Diversity	289.76	x										
					News & Observer	1,113.15											
#2303 EWS Public Safety Simulation Complex	10/16/20	49,004,700.00	Boomerang (Advanced Planning)	202,350.00													
95353			Boomerang (Design)	5,240,406.00													
			MBP Carolinas (Construction Commissioning)	190,900.00													
			MBP Carolinas (Design Commissioning)	76,350.00													
			Summit Design & Engineering Services (Geotech)	19,880.00													
			Summit Design & Engineering Services (CMT-SI)	199,420.00													
			Summit Design & Engineering Services (Lightpole Geotech)	5,460.00													
			NV5 Engineers and Consultants, Inc. (Structural Peer Review)	39,000.00													
					Balfour Beatty Construction (Pre-Construction)	38,611,329.00											
					Balfour Beatty Construction (Pre-Construction)	291,077.00											
					Greater Diversity	160.48	x										
					News & Observer	841.65											
#2305 EWS Central Energy Plant	7/17/20	64,095,000.00	Skanska (Pre-Design)	1,048,874.00													
95253			NV5 Engineers (Structural Peer Review)	8,500.00													
			McKim & Creed (Commissioning)	276,300.00													
			Summit Design and Engineering Services (CMT-SI)	292,870.00													
					Skanska USA Building (Design-Build Construction)	53,149,257.00											
					Smith Anderson	5,000.00											
					Greater Diversity	219.44	x										
					News & Observer	533.95											
					EBX-Neuse (Wetlands Mitigation)	119,000.00											
					Wildlands Holdings (Mitigation & Permits)	240,689.00											
					Multivista (Construction Documentation)	30,900.00											
					City of Raleigh (Permitting)	1,000,000.00											
					City of Raleigh (Water Hydrant Usage)	75,000.00											
					Presidio Network Solutions	100,512.07											
					MCNC	800,000.00											
					National Car Charging	7,162.17											
					NCDEQ Stormwater	102.65											
#2470 Ready Hall Lab Renovations	7/17/20	6,816,000.00	Boomerang Design	758,540.00													
95054			A1 Consulting (CMT)	16,272.50													
			Timmons Group (CMT)	11,000.00													
			Tracco LLC (Hazardous Waste Removal)	5,500.00													
			A1 Consulting (Asbestos Assessment)	6,485.00													
			MBP Carolinas, Inc (Commissioning)	39,300.00													
					Lomax	2,809,378.00											
					Watson Electrical	38,473.00											
					BridgePoint Contracting	2,268,994.72											
					A1 Consulting (Asbestos Assessment)	2,995.00											
					Eurofins Met Labs	729.30											
					Instron	139,615.92											
					Airgas USA	208,272.64											

Project Name and Number (Identification)	Date Project Established	Estimated Cost	Design Firm	Design Fee	Contractor (Company or Individual's Name) for each contract awarded	Contract Award Amount	IF CONTRACT AWARD IS TO A MINORITY BUSINESS(ES), (OR PERSON), IDENTIFY BY CATEGORY PROVIDED *					
							(B)	(H)	(A)	(I)	(F)	(D)
					Krueger International Inc	11,301.57						
					Southern Educational Sys, Inc.	7,927.92						
					Information Technology Service	6,972.81						
					Pace Technologies Corporation	4,659.95						
					WW Grainger Inc	4,494.78						
					Amg Office Solutions, Inc	3,456.00						
					Airgas USA	64,785.00						
#2535 EWS Technology 4.0 95553	10/15/21	55,786,000.00	EYP Architecture & Engineering, PC (Advanced Planning)	210,600.00								
			Lord Aeck Sargent	3,280,315.00								
					Greater Diversity News	216.80	x					
					News & Observer	742.10						
					Smith Anderson	4,000.00						
Total		917,805,435		80,812,849			49	33	14	5	78	9

* Minority Business Category:
 (B) - Black
 (H) - Hispanic
 (A) - Asian American
 (I) - American Indian
 (F) - Female
 (D) - Disadvantaged (Socially and
 Economically)

STATE BOARD OF COMMUNITY COLLEGES
Legislative Affairs Committee Charter

Commented [SJ1]: The Governance Committee recommends that the focus of the committee be broadened. Possibly update charter name to Government Affairs.

I. Background

The State Board of Community Colleges (State Board) derives its authority from Chapter 115D of the North Carolina General Statutes and the State Board of Community Colleges Code (the Code). The structure of the State Board standing committees are defined by the Bylaws of the State Board.

The Legislative Affairs Committee was established in August of 2015.

II. Purpose

The purpose of the Legislative Affairs Committee is to recommend legislative priorities and provide support for and overview of legislation and activities that impact the North Carolina Community College System (NCCCS). The Legislative Affairs Committee will ensure that the State Board's legislative activities comply with all applicable N.C. General Statutes.

Commented [MM2]: Eliminates a vague antecedent and brings clarity.

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III. Organization

The Legislative Affairs Committee shall be a standing committee of the State Board. Per Article II of the Bylaws of the State Board of Community Colleges, the Chair of the State Board shall appoint the membership, designate the chair and vice-chair, and determine the size of the committee. The membership of the committee may be rotated at the discretion of the Chair of the State Board.

IV. Meetings

Per G.S. 115D 2.2(i) The State Board shall meet at stated times established by the State Board, but not less frequently than 10 times a year. The Legislative Affairs Committee shall meet on the same schedule as the other standing committees or as needed, but no less than four times a year, as determined by the State Board.

V. Responsibilities

The responsibilities of the Legislative Affairs Committee shall be:

- To build strong relationships with members of the North Carolina General Assembly with the goal of building legislative support for the NCCCS.
- To identify key legislators and to encourage State Board members to develop relationships with legislators
- To work with the Governor's Office and Executive Branch to advance the priorities of the NCCCS.
- To work with all levels of the Federal government to advance the priorities of the NCCCS.

Deleted: other

Attachment LEG 01

- To provide State Board members with materials that can be provided to legislators and other stakeholders that explain and support the legislative priorities of the NCCCS.
- To educate members of the General Assembly on the System's goals, priorities, and achievements, including its progress on the implementation of the Strategic Plan.
- To proactively advocate for the NCCCS with members of the General Assembly.
- To recommend legislative priorities that benefit the NCCCS.
- To report to the full Board on an on-going basis on legislation or legislative activities that impact the NCCCS.
- To build and maintain relationships with stakeholders of the NCCCS, including business, industries, and community leaders, that can assist the NCCCS in advancing its legislative priorities.

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Commented [MM3]: This is important. This committee needs to work with Staff to make sure we have effective advocacy handouts to give to legislators.

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Deleted: North Carolina Community College System

Deleted: North Carolina Community College System or the State Board

VI. Duties

The specific duties of the Legislative Affairs Committee shall include:

- Meet with or contact legislators regarding legislation impacting the NCCCS.
- Determine and make recommendations for legislative priorities and strategies to the State Board for approval.
- Identify, review and make recommendations to the State Board on legislation that may affect the NCCCS or the State Board.
- Approve the System's expansion budget request and supports its adoption by the General Assembly;
- Be an effective spokesperson, communicating the legislative priorities and initiatives of the North Carolina Community College System to key stakeholders.
- Provide advocacy materials to State Board members for them to use in advocating the State Board's legislative priorities to legislators and other stakeholders.

Deleted: Review and approve the legislative priorities

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The Committee may modify or supplement these duties and responsibilities as needed.

The Committee will have oversight of the relevant elements of the strategic plan and the annual operating plan.

The Committee should annually review and assess the adequacy of the Legislative Affairs Committee Charter in accordance with the Bylaws.

AGENDA
State Board of Community Colleges
PERSONNEL COMMITTEE
Cleveland Community College, LeGrand Center, Center Ballroom
Thursday, September 15, 2022 – 3:00 p.m. – 3:30pm
Mr. Bill McBrayer, Chair

Call to Order

Roll Call

Ethics Awareness and Conflict of Interest

Approval of Agenda

Approval of Minutes – August 18, 2022

For Future Action

- Review of Personnel Committee Charter (Attachment PER 01)

For Information

- System Office Vacancy Report – September 2022 (Attachment PER 02)
- College Presidential Status Report – September 2022 (Attachment PER 03)

New Business

Adjourn

MINUTES
State Board of Community Colleges
PERSONNEL COMMITTEE
Thursday, July 14, 2022

PERSONNEL COMMITTEE MEMBERS

Mr. Bill McBrayer, Chair	Mr. Bobby Irwin	The Hon. Sam Searcy*
Mr. Mark Merritt, Vice-Chair	Mr. Tom Looney	Mr. Ray Trapp*
Ms. Lisa Estep	The Hon. Ray Russell	

*Attended via Zoom

OTHER STATE BOARD MEMBERS PRESENT

Dr. Grant Campbell	Ms. Julie Ryan	Ms. Sarah West
Dr. Shirley Carraway	Mr. Burr Sullivan	Ms. Ann Whitford

OTHERS IN ATTENDANCE

Ms. Tawanda Foster Artis	Mr. Patrick Fleming	Pres. Laura Leatherwood
Dr. Levy Brown	Dr. Kimberly Gold	Dr. Bruce Mack
Pres. Bill Carver, NCCCS	Pres. David Hartness	Ms. Hannah McClellan, EdNC
Mr. Jason Cobb	Ms. Tiffany Howell	Dr. Bill Schneider
Dr. Patrick Crane	Ms. Sondra Jarvis	Ms. Dorothy Strickland
Mr. Alex Fagg	Ms. Judy Jefferson	Ms. Gilda Rubio-Festa

*Attended via Zoom

CALL TO ORDER

Mr. McBrayer called the meeting to order at 11:07 a.m. in the J. Gregory Poole Conference Room in the Caswell Building in Raleigh, NC.

ROLL CALL

Dr. Gold took the roll of the Personnel Committee members.

ETHICS STATEMENT

Mr. McBrayer read the Ethics Awareness and Conflict of Interest Statement. No conflicts noted.

APPROVAL OF THE AGENDA AND MINUTES

Mr. McBrayer requested an amendment to the agenda to add four (4) For Action items for closed session consideration. Mr. McBrayer asked for a motion to approve the August 18, 2022 meeting agenda with the amendments. Mr. Looney made the motion, seconded by Ms. Estep, and the Committee approved by voice vote. Mr. McBrayer asked for a motion to approve the July 14, 2022

MINUTES
State Board of Community Colleges
PERSONNEL COMMITTEE
Thursday, May 19, 2022

meeting minutes. The Hon. Russell made the motion, seconded by Mr. Irwin, and the Committee approved by voice vote.

FOR ACTION

Mr. McBrayer moved to enter closed session pursuant to North Carolina General Statute section 143-318.11(a)(1) to prevent the disclosure of information that is confidential or privileged pursuant to North Carolina General Statute sections 115D-27 and 126-22. Additionally, pursuant to North Carolina General Statute section 143-318.11(a)(6) to consider the qualifications, competence, performance, and fitness of individual prospective public employees and to consider the conditions of appointment for an individual public employee. Mr. Sullivan seconded, and the Committee entered closed session via voice vote.

FOR INFORMATION

Review of Personnel Committee Charter (Attachment PER 01)

Mr. McBrayer noted that the Committee has been charged with updating the Committee's charter to review and approve at a later date. Mr. Merritt reviewed the purpose of the Personnel Committee charter updates; he noted the Governance Sub-Committee has reviewed charters and want to make sure the oversight and responsibility of the committees are updated in the charters to reflect the current needs. He stated the Committee will have five (5) questions to review with regards to the updates of the charter; he reviewed the questions. He stated the Governance Sub-Committee intends to regularly update the committee charter. Mr. Merritt stated he reviewed the Campus Works report and the Strategic Plan and sent an email of items he would like the Personnel Committee to review for consideration of adding to the charter.

Mr. McBrayer asked if the purpose of the updates were to determine if each committee needs to meet every month. He discussed the needs of the committee meeting each month and the other recommendations for the needs to meet as necessary. Ms. Whitford stated if the committee has a short agenda, there is potential that a committee can meet virtually before the Thursday meeting. Ms. Whitford discussed report outs during Full Board meeting and how to effectively use the time. Dr. Carraway stated if there is a need for committees to meet outside of the regularly schedule Thursday meeting, she recommended a format that gives advance time for scheduling. Ms. Whitford noted Ms. Jarvis is working on scheduling meeting for the year. Mr. Merritt stated every meeting held holds burden on System Office staff, he noted reducing meetings and making the meeting more productive will help staff. Dr. Campbell asked will the frequency of meeting stay the same or will the meeting transition to move over multiple days. Mr. Irwin stated the Programs Committee met virtually several days prior, he stated the information and materials are not received as quickly when the committees

MINUTES
State Board of Community Colleges
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Thursday, May 19, 2022

meet early which poses concern for time needed to review the materials. Mr. Merritt stated it is the Board responsibility to ensure they receive information in a timely manner, he noted if that does not happen the next step is to review the timeline of which materials are needed and when with the President and leadership. Dr. Carraway asked for a review of the process for creating and presenting materials for each meeting. Dr. Carraway noted the importance of reviewing what the process looks like for the staff to have a full understanding when considering if the request is appropriate or if the board is requesting deliverables that are within capacity of the staff. She noted the staff have responsibilities to the colleges and other areas, and stated the need to review if the request are realistic. Dr. Gold noted the staff have a well-defined calendar that lays out the material process; Dr. Gold noted the calendar will be sent to the board for review.

For Information

The following items were available as for information items:

- System Office Vacancy Report – August 2022 (Attachment PER 02)
 - College Presidential Status Report – August 2022 (Attachment PER 03)
-

New Business

Mr. McBrayer asked for new business items. No new business noted.

ADJOURNMENT

The Committee adjourned at 12:02 p.m.

Recording Secretary,
Tiffany Howell

**STATE BOARD OF COMMUNITY COLLEGES
Personnel Committee Charter**

I. Background

The State Board of Community Colleges (State Board) derives its authority from Chapter 115D of the North Carolina General Statutes and the State Board of Community Colleges Code (the Code). The structure of the SBCC committees is defined by the Bylaws of the State Board.

The Personnel Committee has been part of the State Board since the creation of the Community College System within the State Board of Education in 1963.

II. Purpose

The purpose of the Personnel Committee is to provide oversight of human resource matters within the North Carolina Community College System (NCCCS) that comply with N.C. General Statutes G.S. 115D-3 and G.S. 115D-5.

III. Organization

The Personnel Committee shall be a standing committee of the State Board. Per Article II of the Bylaws of the State Board, the Chair of the State Board shall appoint the membership, designate the chair and vice-chair, and determine the size of the committee. The membership of the committee may be rotated biennially at the discretion of the Chair of the State Board.

IV. Meetings

Per G.S. 115D 2.2(i) The State Board shall meet at stated times established by the State Board, but not less frequently than 10 times a year. The Personnel Committee shall meet on the same schedule as the other standing committees or as needed, but no less than four times a year, as determined by the State Board.

V. Responsibilities

The responsibilities of the Personnel Committee shall be:

- To ensure the State Board has adopted college personnel policies, regulations, and standards it deems necessary to uphold the duties outlined in G.S. 115D-5.
- To ensure candidates recommended to serve as the chief administrative officer (i.e. president) of a community college are well-qualified to represent and serve the college and our System.
- To ensure the State Board has adopted personnel policies, regulations, and standards needed for the operation of the System Office.
- To ensure the System Office is staffed with persons of high competence and strong professional experience consistent with G.S. 115D-3.

VI. Duties

The specific duties of the Personnel Committee shall include:

- To recommend State Board action on proposed changes to the Code related to personnel matters;
- To recommend State Board action on requests from college boards of trustees regarding the election of the college chief administrative officer (president);
- To recommend State Board action on any recommended changes to the System Office Exempt from State Personnel Act (EPA) Personnel Policy;
- To recommend State Board action on the appointment and compensation for System Office EPA positions consistent with the EPA Personnel Policy.
- On an annual and timely basis, to review and provide feedback on the performance of the President and the progress made toward annual goals agreed upon by the President and the Board.
- To ensure that employees are provided meaningful opportunities for professional development, career growth and recognition.
- To monitor staff vacancies and retention rates to ensure that adequate resources are in place to perform the work of the System Office and that a productive and supportive work environment is maintained.
- To ensure that all employees have up to date job descriptions and are receiving timely annual reviews and feedback on their performance to promote their productivity, performance, and job satisfaction.
- On a periodic basis, to assess the organizational structure and available resources to ensure that it aligns with and is supportive of the overall goals and work of the Community College System.

Commented [MM1]: Is it the State Personnel Act or Human Resources Act? See Chapter 126 of General Statutes. EPA may be dated terminology. At UNC we referred to SHRA and non-SHRA employees.

The Committee may modify or supplement these duties and responsibilities as needed.

The Committee will have oversight of the relevant elements of the strategic plan and the annual operating plan.

The Committee should annually review and assess the adequacy of the Personnel Committee Charter in accordance with the Bylaws.

STATE BOARD OF COMMUNITY COLLEGES
North Carolina Community Colleges System Office
Vacant/Filled Position Status Report

Division	Position	Position Desc	Date Vacant	Vacant Reason	Status	Budget Amount
Technology	65034087	IT Security and Compliance Manager II	12/1/2021	New	Accepting Applications	\$ 110,000.00
Technology	65034096	IT Security and Compliance Manager II	12/1/2021	New	Accepting Applications	\$ 110,000.00
Programs	65035067	Education Program Admin I	5/1/2022	New	Candidate declined	\$ 80,000.00
Technology	60088082	Applications System Analyst I	7/1/2021	Retirement	difficult to fill	\$ 71,774.00
Technology	60088070	ERP Solutions Specialist II	9/1/2021	Internal Promotion	difficult to fill	\$ 90,000.00
Technology	60088016	Applications Systems Analyst I	11/15/2021	Seperation- State	difficult to fill	\$ 86,914.00
Technology	60088086	Applications Systems Analyst I	2/1/2022	Retirement	difficult to fill	\$ 85,190.00
Technology	60088021	Applications Systems Analyst II	2/5/2022	Seperation- State	difficult to fill	\$ 90,047.00
Technology	60088130	Computer Systems Analyst	1/15/2021	Internal Promotion	on hold	\$ 47,152.00
Finance	60088110	Business Officer II	10/12/2021	Internal Promotion	on hold	\$ 75,383.00
Executive	65018902	Research Specialist	3/12/2022	Seperation-Other	Position under review	\$ 69,451.00
Executive	60088003	Applications Systems Analyst I	6/20/2022	Seperation-Other	Position under review	\$ 71,000.00
Technology	60088051	User Support Specialist	2/1/2022	Retirement	Screening/Interviewing	\$ 64,004.00
Programs	60088074	Curriculum Compliance Coordinator	4/1/2022	Retirement	Screening/Interviewing	\$ 75,906.00
Executive	65031278	Information & Comm. Specialist II	5/11/2022	Seperation-Other	Screening/Interviewing	\$ 71,459.00
Programs	65022301	Coord Career&Tech Ed	6/1/2022	Internal Promotion	Screening/Interviewing	\$ 83,411.00
Programs	60088160	Coord of Adt Ed- Corr & Adult HS	6/4/2022	Seperation-Other	Screening/Interviewing	\$ 74,000.00
Executive	60087974	Executive Dir. of Communications	6/11/2022	Seperation-Other	Screening/Interviewing	\$ 123,000.00

Positions on hold

Programs	60088159	Administrative Specialist I	8/14/2021	Seperation-Other	On Hold	\$ 37,925.00
Finance	60088110	Business Officer II	10/12/2021	Internal Promotion	On Hold	\$ 75,383.00
Technology	60088130	Computer Systems Analyst	1/15/2021	Internal Promotion	On Hold	\$ 47,152.00
Executive	60087988	Dir of Community Engagement	8/9/2022	Seperation-Other	On Hold	\$ 82,800.00

**STATE BOARD OF COMMUNITY COLLEGES
North Carolina Community Colleges System Office
Vacant/Filled Position Status Report**

Difficult to fill positions/ Readvertise

Technology	60088082	Applications System Analyst I	7/1/2021	Retirement	difficult to fill	\$ 71,774.00
Technology	60088070	ERP Solutions Specialist II	9/1/2021	Internal Promotion	difficult to fill	\$ 90,000.00
Technology	60088016	Applications Systems Analyst I	11/15/2021	Seperation- State	difficult to fill	\$ 86,914.00
Technology	60088086	Applications Systems Analyst I	2/1/2022	Retirement	difficult to fill	\$ 85,190.00
Technology	60088021	Applications Systems Analyst II	2/5/2022	Seperation- State	difficult to fill	\$ 90,047.00
Technology	60088082	Applications System Analyst I	7/1/2021	Retirement	Difficult to fill	\$ 71,774.00
Technology	60088070	ERP Solutions Specialist II	9/1/2021	Internal Promotion	Difficult to fill	\$ 91,536.00
Technology	60088016	Applications Systems Analyst I	11/15/2021	Seperation- State	Difficult to fill	\$ 86,914.00
Technology	60088086	Applications Systems Analyst I	2/1/2022	Retirement	Difficult to fill	\$ 85,190.00

STATE BOARD OF COMMUNITY COLLEGES
North Carolina Community Colleges System Office
Vacant/Filled Position Status Report

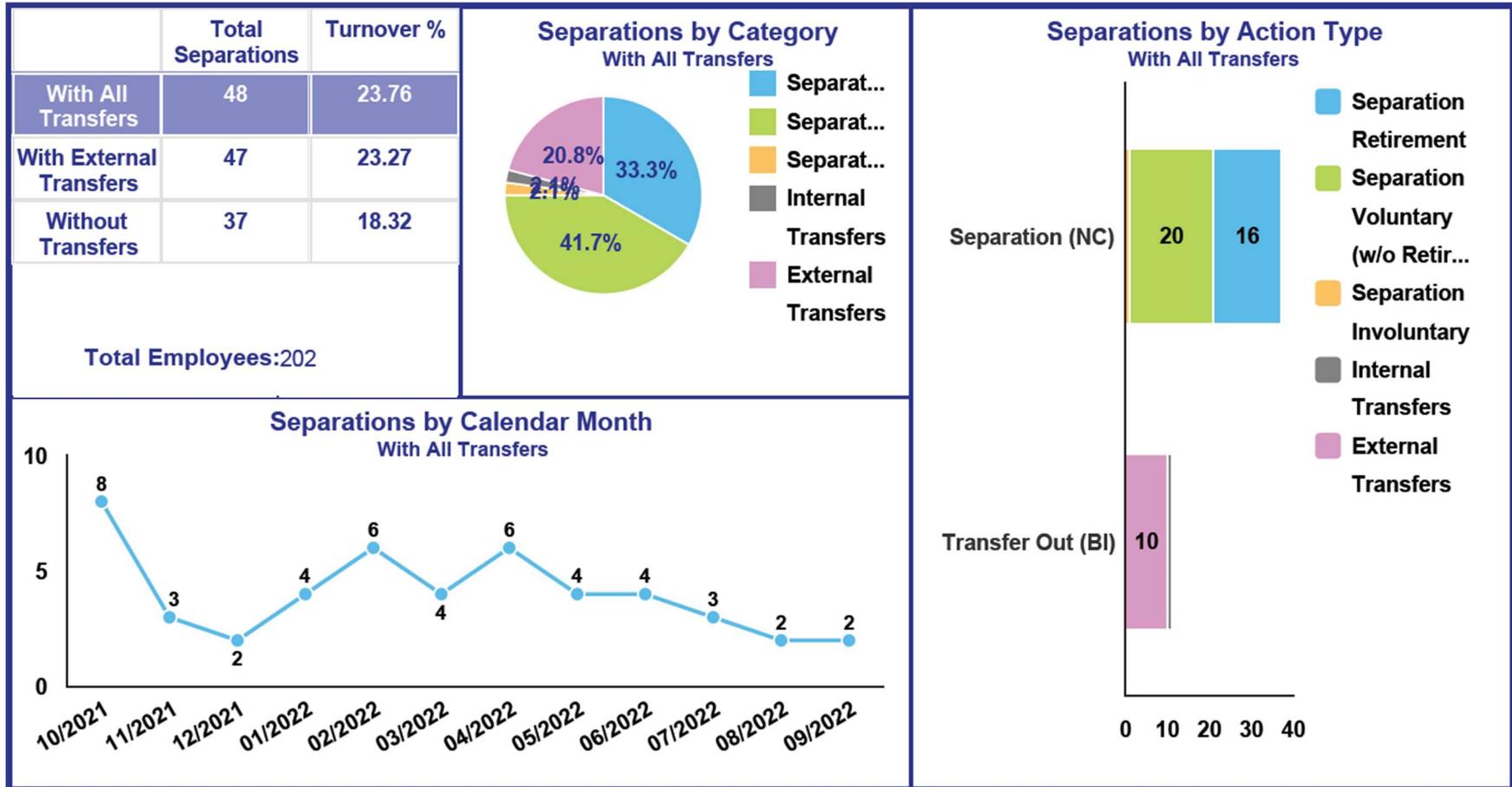
Positions Vacant on or After 7/1	Position	Position Desc	Date Vacant	Vacant Reason	Status	Budget Amount
Technology	60088081	ERP Solutions Specialist II	7/1/2022	Retirement	Position under review	\$ 96,000.00
Economic	65030184	ApprenticeshipNC Grant Administrator	7/1/2022	Seperation-Other	Position under review	\$ 55,848.00
Executive	60087972	President	7/22/2022	Interim Hire - Dr. Carver	Position under review	\$ 291,741.00
Executive	60087997	Education Compliance Examiner	8/8/2022	Interim Promotion	Anticipated Vacancy	\$ 63,396.00
Executive	60087988	Dir of Community Engagement	8/9/2022	Seperation-Other	Position under review	\$ 82,800.00
Technology	60089625	Learning Solutions Service Manager	8/22/2022	Internal Promotion	Position under review	\$ 86,423.00
Economic	60013019	State-wide Younth Apprenticeship Manager	8/22/2022	Seperation-State	Position under review	\$ 77,243.00
Finance	60088094	Director, State Aid Funds	9/1/2022	Seperation- Other	Recruitment Process	\$ 94,941.00
Programs	60088140	Senior Program Administrator	9/1/2022	Retirement	Position under review	\$ 89,676.00
Technology	60088032	Chief Data Officer	9/8/2022	Seperation-Other	Anticipated Vacancy	\$ 127,305.00
Economic	60013033	Com Dir, ApprenticeshipNC	9/30/2022	Retirement	Anticipated Vacancy	\$ 75,038.00
Executive	60088132	Ex Dir, NC Student Success Ctr	10/1/2022	Retirement	Anticipated Vacancy	\$ 104,767.00
Programs	60088048	Social Research Assistant I	10/2/2022	Seperation-Other	Anticipated Vacancy	\$ 47,870.00

Year to Date

Vacancy count at the end of Fiscal Year 7/1/2021 - 6/30/2022		30
Number of positions vacated since the start of Fiscal Year 7/1/2022- 6/30/2023		10
Nummber of vacant postions as of 9/6/2022		27
Number of budgeted positions		229
Number of positions filled/Current employees as of 9/6/2022		202
Percentage of positions vacant as of 9/6/2022 (Vacant count/ total number of budgeted positions)x100	27/229x100	11.79%
Percentage of positions filled as of 9/6/2022 (positions filled/number of budgeted positions)x 100	202/229x100	88.21%
FY 2022-2023 turnover rate (Employees who separated /#current employees) x 100	10/202x100	4.95%
Seperations/Anticipated Vacancies after 9/6/2022		4

STATE BOARD OF COMMUNITY COLLEGES
 North Carolina Community Colleges System Office
 System Office Vacancy Metrics for August 2022

Attachment PER 02A



**STATE BOARD OF COMMUNITY COLLEGES
College President Status Report**

Attachment PER 03

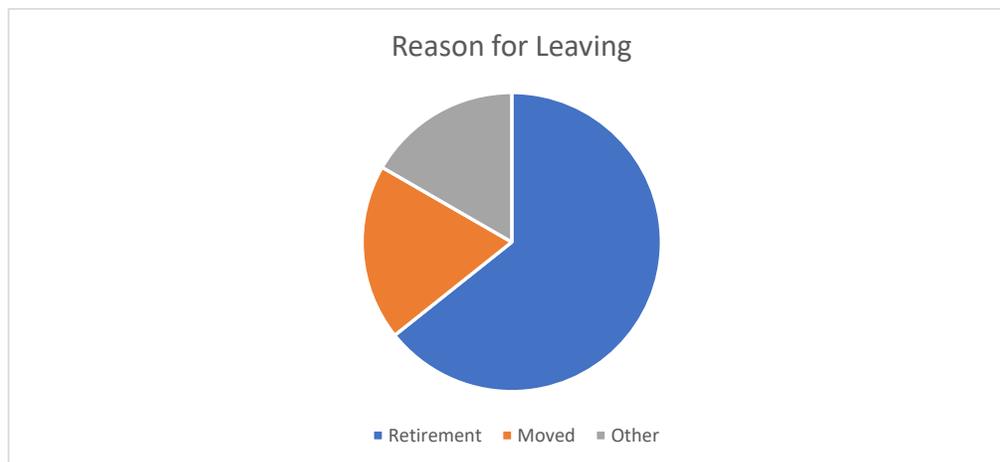
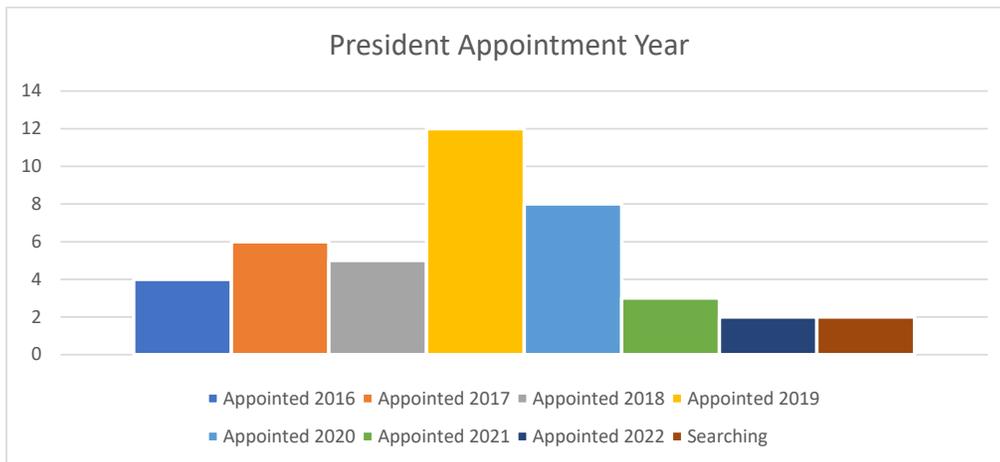
College	President	Appt. Date
Alamance Community College	Dr. Algje C. Gatewood	10/1/2013
Asheville Buncombe Technical Community College	Dr. John Gossett *	7/1/2020
Beaufort County Community College	Dr. David Loope	6/1/2017
Bladen Community College	Dr. Amanda Lee *	2/1/2019
Blue Ridge Community College	Dr. Laura Leatherwood	7/1/2017
Brunswick Community College	Dr. Gene Smith	1/1/2019
Caldwell Community College & Technical Institute	Dr. Mark Poarch	7/1/2016
Cape Fear Community College	Mr. Jim Morton	4/20/2018
Carteret Community College	Dr. Tracy Mancini	6/1/2020
Catawba Valley Community College	Dr. Garrett Hinshaw	8/1/2006
Central Carolina Community College	Dr. Lisa Chapman	4/1/2019
Central Piedmont Community College	Dr. Kandi Deitemeyer *	1/1/2017
Cleveland Community College	Dr. Jason Hurst	4/1/2018
Coastal Carolina Community College	Mr. David Heatherly	1/1/2017
College of The Albemarle	Dr. Jack Bagwell	12/2/2019
Craven Community College	Dr. Raymond Staats	7/20/2015
Davidson-Davie Community College	Dr. Darrin Hartness	1/1/2019
Durham Technical Community College	Mr. John Buxton	7/20/2020
Edgecombe Community College	Dr. Gregory McLeod	8/15/2018
Fayetteville Technical Community College	Dr. J. Larry Keen	8/1/2007
Forsyth Technical Community College	Dr. Janet Spriggs	1/1/2019
Gaston College	Dr. John Hauser *	6/1/2020
Guilford Technical Community College	Dr. Anthony Clarke *	11/1/2019
Halifax Community College	Dr. David Forester (interim)	2/9/2022
Haywood Community College	Dr. Shelley White	1/1/2020
Isothermal Community College	Dr. Margaret Annuziata	2/1/2021
James Sprunt Community College	Dr. Jay Carraway	4/29/2019
Johnston Community College	Dr. Kenneth Boham (interim)	5/16/2022
Lenoir Community College	Dr. Russell Hunt	10/1/2016
Martin Community College	Mr. Wesley Beddard	7/1/2020
Mayland Community College	Dr. John C. Boyd	1/1/2011
McDowell Technical Community College	Dr. Brian S. Merritt	1/1/2021
Mitchell Community College	Dr. Tim Brewer	3/1/2012
Montgomery Community College	Dr. Chad Bledsoe	4/6/2015
Nash Community College	Dr. Lew Hunnicutt	11/1/2019
Pamlico Community College	Dr. James Ross	7/25/2016
Piedmont Community College	Dr. Pamela Senegal	7/1/2017
Pitt Community College	Dr. Lawrence Rouse *	8/1/2018
Randolph Community College	Dr. Elbert Lassiter	7/25/2022
Richmond Community College	Dr. W. Dale McInnis	3/1/2010
Roanoke-Chowan Community College	Dr. Murray Jean William	5/1/2021
Robeson Community College	Ms. Melissa Singler	11/1/2019
Rockingham Community College	Dr. Mark Kinlaw	1/20/2015
Rowan-Cabarrus Community College	Dr. Carol S. Spalding	8/11/2008
Sampson Community College	Dr. Bill Starling	3/1/2018
Sandhills Community College	Dr. John R. Dempsey	1/1/1989
South Piedmont Community College	Dr. Maria Pharr	1/1/2017
Southeastern Community College	Dr. Chris English	8/3/2020
Southwestern Community College	Dr. Don Tomas	7/1/2011
Stanly Community College	Dr. John Enamait	8/15/2016
Surry Community College	Dr. David R. Shockley	1/1/2012
Tri-County Community College	Dr. Donna Tipton-Rogers	10/19/2007
Vance-Granville Community College	Dr. Rachel Desmarais	8/11/2018
Wake Technical Community College	Dr. Scott Ralls *	2/1/2019
Wayne Community College	Dr. Patty Pfeiffer	1/1/2022
Western Piedmont Community College	Dr. Joel Welch	7/1/2020
Wilkes Community College	Dr. Jeffrey A. Cox	7/1/2014
Wilson Community College	Dr. Tim Wright	8/1/2015

**Previously served as president at another NCCCS college*

STATE BOARD OF COMMUNITY COLLEGES
College President Status Report

Attachment PER 03

Appointed 2016	4		
Appointed 2017	6		
Appointed 2018	5		
Appointed 2019	12		
Appointed 2020	8		
Appointed 2021	3	Retirement	27
Appointed 2022	2	Moved	8
Searching	2	Other	7
<u>Total:</u>	<u>42</u>	<u>Total:</u>	<u>42</u>



**STATE BOARD OF COMMUNITY COLLEGES
Strategic Planning Committee Charter**

I. Background

The State Board of Community Colleges (State Board) derives its authority from Chapter 115D of the North Carolina General Statutes and the State Board of Community Colleges Code (the Code). The structure of the State Board standing committees is defined by the Bylaws of the State Board.

The Strategic Planning Committee was established on July 9, 2009.

II. Purpose

The purpose of the Strategic Planning Committee is to provide oversight of the North Carolina Community College System's mission, vision, and strategic direction.

III. Organization

The Strategic Planning Committee shall be a standing committee of the State Board. Per Article II of the Bylaws of the State Board, the Chair of the State Board shall appoint the membership, designate the chair and vice-chair, prescribe the duties, and determine the size of the committee. The membership of the committee may be rotated biennially at the discretion of the Chair of the State Board.

IV. Meetings

Per G.S. 115D 2.2(i) The State Board shall meet at stated times established by the State Board, but not less frequently than 10 times a year. The Strategic Planning Committee shall meet the same schedule as the other standing committees or as needed, but no less than four times a year, as determined by the State Board.

V. Responsibilities

The responsibilities of the Strategic Planning Committee include:

- Oversight of System strategic planning and plan implementation
- Reviewing research and monitoring external forces and System competencies
- Providing general guidance to the System regarding its strategic direction and initiatives

VI. Duties

The specific duties of the Strategic Planning Committee shall include:

- Ensuring that the President maintains an effective strategic planning process, including the development and updating of a three- to five-year System strategic plan with measurable goals

Attachment PLAN 01

and metrics.

- Monitoring the System’s progress with strategic plan implementation, including quarterly reviews of strategic plan tactics and progress and periodic review of progress on key performance indicators.
- Recommending modifications to the strategic plan to the State Board as needed based on changes in the educational environment, community needs, legislative environment, and other factors.
- Reviewing research, trends, and workforce needs to understand the NCCCS’s industry, market, community, and core competencies.
- Discussing policy issues and other opportunities to improve the scope, cost-effectiveness, quality, and impact of services provided by the NCCCS and making recommendations to the State Board.
- Reviewing and approving the Statewide Performance Measures Report and any substantive changes that may be made to strategic plan goals or objectives, Statewide Performance Measures, or other strategic plan Key Performance Indicators (KPIs).

Deleted: developments

The Committee may modify or supplement these duties and responsibilities as needed.

The Committee will have oversight of the relevant elements of the strategic plan and the annual operating plan.

The Committee should annually review and assess the adequacy of the Strategic Planning Committee Charter in accordance with the Bylaws.



LEADING THROUGH CHANGE

Strategic Plan

2022-26

State Board of Community Colleges

Chairman Burr Sullivan
 Vice Chairman Bill McBrayer
 LaTasha Bradford
 Dr. Grant Campbell
 Dr. Shirley Carraway
 Lisa Estep
 Treasurer Dale Folwell
 William Holder
 Wade Bryan Irwin, Jr.
 Tom Looney
 Mark Merritt
 Hari Nath
 Andy Penry
 The Honorable Mark Robinson
 The Honorable Ray Russell
 The Honorable Sam Searcy
 Ray Trapp
 The Honorable Terry Van Duyen
 Jerry Vaughan
 Sarah West
 Ann Whitford



“Beyond any question, the most significant achievement of this audacious adventure of the people of North Carolina, the most promising development and the most worthy of remembrance in our history is the opening of the door to universal education beyond the high school, the door to total education, the door to unlimited learning for all of the people through the comprehensive community college.”

--Dr. W. Dallas Herring

A Call to Action: A Message from the Chairman and President

Dear Friends:

The education landscape changed in March of 2020. The COVID-19 pandemic rocked the foundations of traditional education and required an immediate online response. Colleges were forced to change their service delivery quickly to meet student needs. Competitive forces intensified as all educational players saw the opportunities for expanded online markets. North Carolina’s community colleges experienced declines in enrollment and student performance.

The State Board of Community Colleges saw the need to develop their next four-year strategic plan as a “Call to Action.” This strategic plan is a response to the ramifications of COVID-19 that are still affecting colleges and students. Success in answering this call and meeting the changing demands of a comprehensive community college system will require new ideas, more stakeholder involvement, and budget increases.

The pandemic changed how work is conducted, where people want to live, and how and where people interact with one another. The economy and the labor market have been volatile; an initial contraction followed by a period of rapid economic growth and demand for labor, accompanied by millions of workers retiring, resigning, changing jobs, or stopping out of the labor market. This growth has been complicated by global supply chain issues, uncertainty in the stock market, inflation, and labor shortages. America has experienced a period of social unrest, with particular focus on racial justice concerns and growing income inequality. Even as the economy has grown, many North Carolinians have continued to struggle with housing, food insecurity, healthcare challenges, and access to basic services.

North Carolina’s community colleges have been squarely the middle of these changes. Colleges have served as “economic first responders” working with community partners to meet the changing needs of students, communities, and businesses. Community colleges are forecasting and planning for the coming years. Change will continue to be constant, and the North Carolina Community College System will evolve, innovate, adapt, and provide support mechanisms to meet the needs of students, communities, and businesses across the State.

By focusing attention and resources on five interlocking priorities, the State Board can further strengthen the ability of the North Carolina Community College System to serve as the gateway to opportunity for all North Carolinians and the engine for economic growth. The open-door philosophy heralded by Dallas Herring, the father of the NC Community College System, remains the foundation of the System. Keeping the doors of opportunity open to everyone will be essential to foster the talent necessary for continued prosperity.

Sincerely,

[Signature]

[Signature]

Burr Sullivan
Chairman
State Board of Community Colleges

Dr. William S. Carver, II
Interim President
North Carolina Community College System

Purpose Statement

The North Carolina State Board of Community Colleges shall implement a four-year, goal-driven strategic plan that guides the decisions and actions of the Board in support of the 58 community colleges.

Executive Summary

Leading Through Change, a Call to Action

North Carolina community colleges have continuously demonstrated the ability to adapt to changes and be on the forefront of developing innovative strategies to meet the needs of businesses, individual communities, and most importantly, students. The North Carolina Community College System (NCCCS) remains the most affordable postsecondary education option in the state, despite decades of rising higher education costs.

NC community colleges are also pioneers in virtual learning, work-based and simulated education, training, workforce preparation, and supporting economic development. The North Carolina Community College System remains grounded

“Our community colleges represent all that is great about North Carolina. Our state's focus on the future and the promise of our people shine through in the work of our colleges to prepare North Carolinians for the jobs of today and tomorrow. There is no better investment we can make in accelerating economic growth and mobility than to support this system and these 58 exceptional institutions.”

--MC Belk Pilon, 2020 I.E. Ready Award Winner
President and Board Chair, John M. Belk Endowment



by the open-door philosophy, is well positioned to welcome students from increasingly diverse backgrounds, and provides proven pathways to reach educational and career goals.

In September 2021, the State Board of Community Colleges launched a strategic planning process that examined the challenges and opportunities facing the state and the system. After reviewing data and stakeholder input, the Board of defined five goals focused on the most

pressing priorities facing the North Carolina Community College System:

- **Goal 1: Recruit and retain top talent to enable the North Carolina Community College System to educate and prepare the State's workforce.** Faculty and staff provide the education and direct services that students and communities need. Recruiting and retaining top talent requires investment, partnership, and workplace innovation.
- **Goal 2: Increase access and enrollment at North Carolina community colleges to meet the state's educational attainment goal and expand post-secondary opportunities.** For North Carolina to meet its educational and economic goals, two million North Carolinians will need education and training beyond high school by 2030.
- **Goal 3: Provide resources inside and outside the classroom for all students to successfully enroll, persist, and complete a career program of study.** College leaders cite youth disengagement, pandemic learning losses, student mental health challenges, and balancing college with work and family among a long list of significant challenges. Colleges need resources and strong partners to support their students.
- **Goal 4: Provide education, training, and credentials to develop the most competitive workforce in the nation.** Community colleges must provide solutions to the talent needs caused by recent economic development success, ensure the economy includes all North Carolinians in its prosperity, and brace against future market disruptions.
- **Goal 5: Increase state funding, streamline the allocation formula, and implement practices to improve system effectiveness.** The NCCCS will work with policy leaders to modernize the Community College System funding formula, improve IT infrastructure, and expand information sharing by linking educational data systems. Colleges should be incentivized to provide regional delivery of programs and services and avoid unnecessary duplication.

In this document are the objectives, and strategies that the Board will pursue to achieve these five goals. This plan provides the framework while additional one-year action plans with specific action steps, timelines, and metrics will be developed to support the implementation of this plan. The State Board plans an aggressive implementation process that embeds these priorities in all planning activities, connects with and supports colleges' own strategic directions, and leverages the strength and innovation of individual community colleges to achieve the System's goals. The Board and System Office will continue to engage community college leaders, program experts, strategic stakeholders, business sectors and students in partnership and a cycle of continuous improvement.

A continued strength of the North Carolina Community College System is its ability to collaborate with workforce and economic development entities, other education sectors, businesses and industries, community organizations, and government partners. The Community College System's priorities and strategies intentionally connect to the state's economic

development and educational outcomes and the overarching goal for North Carolina to be “First in Talent.”¹

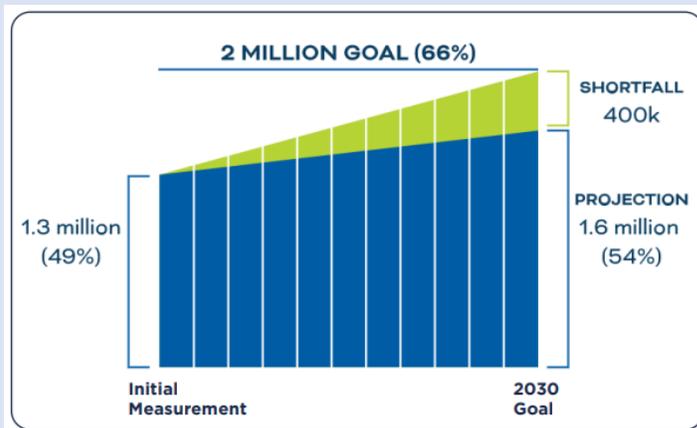
An equally important driver is the state’s educational attainment goal for North Carolina; to have two million working-age, career-ready individuals with a postsecondary degree or credentials by 2030. The North Carolina Community College System embraced this goal as its own through a State Board resolution approved in 2019.

The past four years have revealed that no agency can forecast all the challenges or opportunities. The North Carolina Community College System will work toward the goals in the 2022-2026 strategic plan. This is a living plan that will be adjusted as needed. The system will continue to be the nimble, responsive, and innovative catalyst serving North Carolina’s students, businesses, and communities.

“To ensure North Carolina remains economically competitive now and into the future, in 2018, with bipartisan support in the General Assembly and a signature from the Governor, the state of North Carolina adopted one of the most ambitious goals in the nation – to have 2 million North Carolinians ages 25-44 to hold a high-quality credential or postsecondary degree by 2030.”

--myFutureNC, 2021 Educational Attainment Report

Statewide Attainment Goal



¹ NC Department of Commerce. (2021). *First in Talent: Strategic Economic Development Plan for the State of North Carolina*. <https://www.nccommerce.com/documents/first-talent-strategic-economic-development-plan-state-north-carolina>

Mission



“The mission of the North Carolina Community College System is to open the door to high quality, accessible educational opportunities that minimize barriers to postsecondary education, maximize student success, develop a globally and multi-culturally competent workforce, and improve the lives and well-being of individuals by providing:

- (a) education, training, and retraining for the workforce, including basic skills and literacy education, occupational and pre-baccalaureate programs;*
- (b) support for economic development through services to and in partnership with business and industry; and*
- (c) services to communities and individuals which improve the quality of life.”*

Source: State Board of Community Colleges Code, 1A SBCCC 200.1: Mission of the Community College System

Critical Roles of Community Colleges in North Carolina

The North Carolina Community College System was formally established in 1963. This was accomplished by combining the Industrial Education Centers and junior colleges being brought together under one authority. The system grew to 58 colleges that were intended to maximize access to postsecondary education and training, reaching within 30 miles of virtually all North Carolinians. The North Carolina Community College System is made up of “comprehensive community colleges,” offering academic basic skills, career preparation, occupational courses, and job training. Each college develops innovative solutions to local challenges.

The primary offerings of community colleges in North Carolina are as follows:

- Curriculum instruction leading to academic credentials (certificates, diplomas, or degrees) and/or transfer to a four-year college or university
- Short-term workforce training (“Workforce Continuing Education”) to prepare individuals for various occupations and careers
- Instruction for adults to gain literacy skills or learn English as a second language
- Instruction to help adults earn a high school diploma, or (via assessments) a high school equivalency
- Opportunities that bridge K-12 and community college instruction:
 - Linked, seamless academic pathways in Career and Technical Education (CTE)
 - Dual enrollment of high school students in community college courses (Career and College Promise) and students based in traditional high schools or Cooperative Innovative High Schools (early colleges or other affiliated high schools)
- Economic development programs:
 - Entrepreneurship training and counseling through the Small Business Center Network
 - NCEdge Customized Training to prepare or retrain workers for business expansions, relocations, and productivity enhancements
 - BioNetwork education and training programs for life sciences and biopharma companies
- Credential focused programs:
 - Oversight of the state’s Registered Apprenticeship Program, ApprenticeshipNC
 - Since 2021, collaboration with employers, state agency and nonprofit partners to establish industry-validated “NC Workforce Credentials” that can be earned through short-term training



- Community engagement ranging from providing healthcare to the community and sponsoring county Emergency Operations Centers to hosting special events, music festivals, and convening leaders to solve local challenges



Critical Roles of the State Board and the System Office

The North Carolina General Assembly has delineated the purposes and major roles of the State Board of Community Colleges and the Community College System Office in North Carolina General Statutes.

§ 115D-1. Statement of purpose.

The purposes of this Chapter are to provide for the establishment, organization, and administration of a system of educational institutions throughout the State offering courses of instruction in one or more of the general areas of two-year college parallel, technical, vocational, and adult education programs, to serve as a legislative charter for such institutions, and to authorize the levying of local taxes and the issuing of local bonds for the support thereof. The major purpose of each and every institution operating under the provisions of this Chapter shall be and shall continue to be the offering of vocational and technical education and training, and of basic, high school level, academic education needed in order to profit from vocational and technical education, for students who are high school graduates or who are beyond the compulsory age limit of the public school system and who have left the public schools [and for eligible youth of any age serving in certain youth correctional facilities].

The Community Colleges System Office is designated as the primary lead agency for delivering workforce development training, adult literacy training, and adult education programs in the State.

§ 115D-3. Community Colleges System Office; staff; reorganization authority.

(a) The Community Colleges System Office shall be a principal administrative department of state government under the direction of the State Board of Community Colleges, and shall be separate from the free public school system of the State, the State Board of Education, and the Department of Public Instruction. The State Board has authority to adopt and administer all policies, regulations, and standards which it deems necessary for the operation of the System Office.

In addition to the important administrative roles identified in North Carolina General Statute, the System Office and the State Board play several critical roles for the System, described below.

- **State-level planning and leadership** – Through its strategic planning process, the State Board has used its planning and leadership role to develop a plan that is responsive to the challenges identified by college leaders and forward-looking in serving the state of North Carolina.
- **Advocacy** – The State Board is the chief advocate for the Community College System and works with presidents and local trustees to develop and promote a legislative agenda and engage in other forms of advocacy.
- **Convening** – Colleges are constantly developing creative and innovative solutions to their local challenges. The State Board and the System Office can use their convening power to lift up promising practices, share innovations, and bring together the system's collective wisdom to address critical local, regional, and state challenges.
- **Data and research** – The System Office collects data from all 58 colleges and partners with other education and workforce partners to track progress, evaluate programs, and identify both challenges and promising practices.
- **Technology and financial systems, services, and operational support** – the System Office provides the technology and financial systems and services that enable colleges to operate smoothly, obtain and manage funds, and provide instruction and support to students.



“The only valid philosophy for North Carolina is the philosophy of total education; a belief in the incomparable worth of all human beings, whose claims upon the state are equal before the law and equal before the bar of public opinion; whose talents (however great or however limited or however different from the traditional) the state needs and must develop to the fullest possible degree. This is why the doors of the institutions in North Carolina’s system of Community Colleges must never be closed to anyone of suitable age who can learn what they teach. We must take the people where they are and carry them as far as they can go within the assigned function of the system.”

--Dr. W. Dallas Herring



Faculty and Staff Recruitment and Retention

Goal 1: Recruit and retain top talent to enable the North Carolina Community College System to educate and prepare the state's workforce.



Primary Measures

- Full-Time Faculty and Staff Salaries
- Full-Time Faculty Demographics
- Full-Time Faculty and Staff Institutional Retention

The North Carolina Community College System relies on faculty and staff to power instruction, occupational training, small business development centers, student supports and other services. Providing high-quality, relevant instruction and advising is critical. College employees also connect students to financial assistance and other wraparound services. To develop and adjust programs, colleges must respond quickly to the changing needs of employers and the overall economy and leverage the power of the instruction to meet broader community needs.

The State Board must be the primary advocate for budget support. Regional listening sessions were held by the State Board and System Office in conjunction with community college presidents and trustees during winter 2021-22. Difficulty with recruitment and retention of community college faculty and staff, especially because of salary, was the concern cited most frequently.



In March 2020, Community College System faculty and staff were called upon as never before to immediately shift in-person courses to online courses. Public uncertainty was the order of the day with no cure or prevention measure in sight. In compliance with the CDC and other public health agencies, colleges moved courses online, with a small number of specified exceptions for public health, public safety, and workforce training that could only be provided face to face. Due to the ingenuity and hard work at the colleges and System Office levels, the open doors of the North Carolina Community College System never closed.

Community colleges across the state and employers across economic sectors are feeling the effects of the Great Resignation. This has resulted in higher-than-usual job turnover and lower labor force participation.

While community colleges are working with employers to respond to industry’s workforce shortages, continued turnover at the colleges directly undermines their response capacity. Training programs and course sections could be postponed. A survey by the College and University Professional Association for Human Resources from July 2022 found that more than 57.2 percent of higher education employees were at likely to seek work elsewhere in the next year, and data from North Carolina community colleges showed that the percent of colleges retaining at least 85 percent of their full-time staff dropped from 88% in 2019-20 to 69% in 2020-21.

The Community College System has historically embraced a legislative strategy aimed at increasing faculty and staff salaries, The 2022-25 NCCCS Legislative Agenda called for an 8% increase in employee salary over three years to bring compensation for faculty and staff in line with four neighboring states. Table 1 illustrates the funding disparity between faculty and staff in North Carolina compared to their regional and national peers.

**Table 1: Full-time Average Faculty and Staff Pay
North Carolina, Southern Regional Education Board (SREB) States*, and the U.S.**

Full-time Average Salary	NC	SREB	US
Faculty	\$50,252	\$53,980	\$67,585
Staff	\$50,768	\$51,705	\$59,580

*AL, AR, DE, FL, GA, KY, LA, MD, MS, NC, OK, SC, TN, TX, VA, WV

According to data reported in The Integrated Postsecondary Education Data System (IPEDS), in 2020-21 North Carolina community colleges' full-time staff earned (on average) 84% when compared to the public universities. More troubling, full-time faculty earned on average 58% of public universities' faculty.

Compensation is considered the number one challenge to recruitment and retention at community colleges. This is becoming increasingly urgent following the rise in salaries in certain fields since the pandemic. Recent inflationary pressures are also undermining any salary increases.

Human resources and employment are a function of individual community colleges. Statewide efforts in salary advocacy must be coupled with local decision making. The entire system benefits from a unified message and leveraging the scale of 58 colleges. Systemwide marketing and stakeholder partnerships must drive recruitment efforts and the attraction of talent.



Objective 1.1: Address faculty and staff shortages through higher salaries and innovative talent sourcing.

- Strategy 1.1.1: Advocate for a 7% increase in state funding for community college employee salaries by 2024-25 aimed at recruiting and retaining top talent.
- Strategy 1.1.2: Seek additional 2% from non-state funding sources for employee retention, bonuses, and merit pay.
- Strategy 1.1.3: Partner with employers to leverage industry talent for hard-to-fill positions.

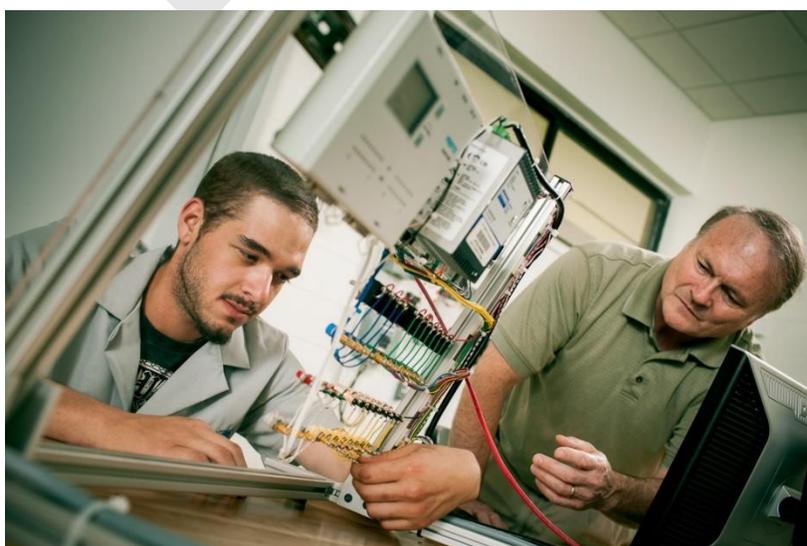
Objective 1.2: Attract top talent to the North Carolina Community College System.

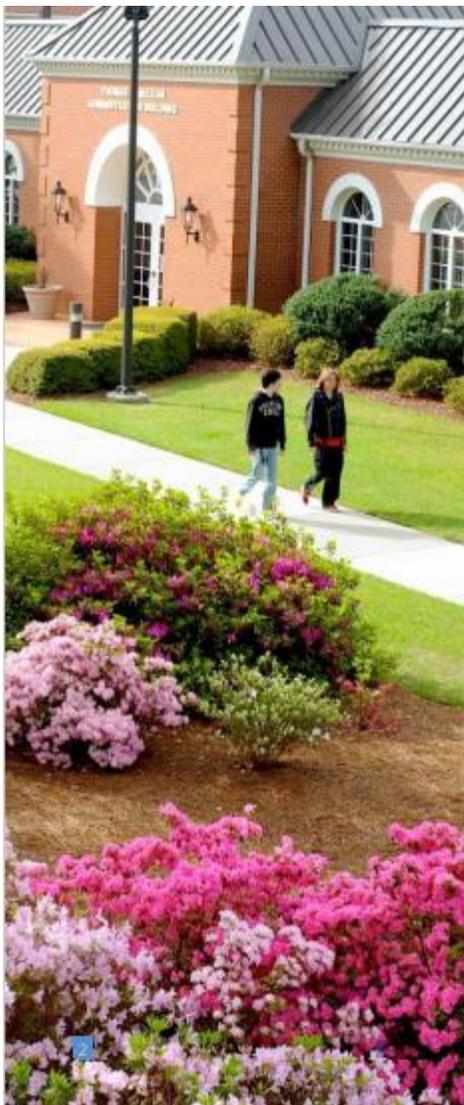
- Strategy 1.2.1: Invest marketing funds in strengthening faculty and staff recruitment efforts across the System.
- Strategy 1.2.2: Identify and promote effective recruitment strategies for colleges to tap diverse talent.



Objective 1.3: Establish North Carolina community colleges and the System Office as desirable employment destinations.

- Strategy 1.3.1: Support annual professional development plans that enhance employee skill growth, career development and recognition.
- Strategy 1.3.2: Develop a system-wide work environment team to promote innovative strategies for meeting college workforce needs, including scheduling flexibility.
- Strategy 1.3.3: Increase retention of community college employees through enhanced service recognition, connection to mission, and opportunities for advancement.





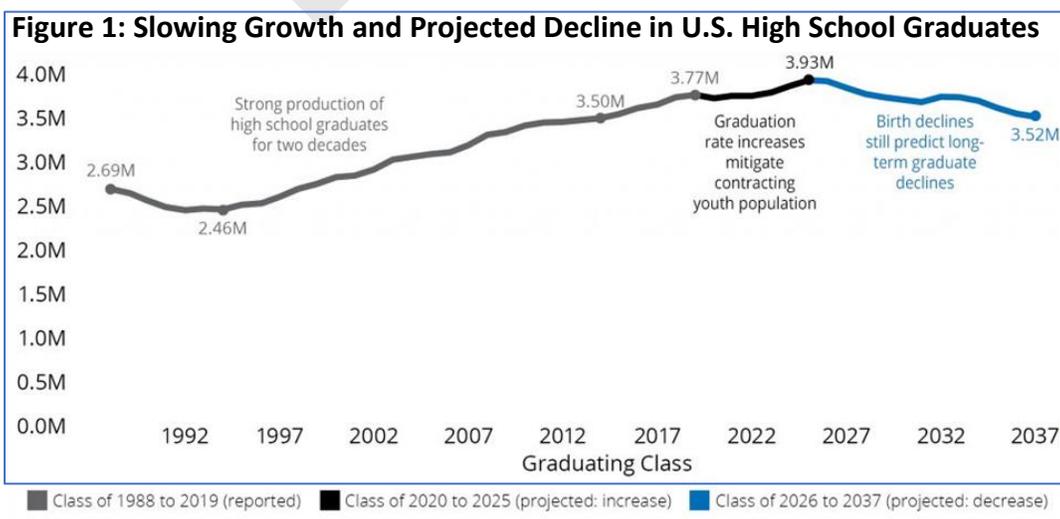
Enrollment

Goal 2: Increase access and enrollment at North Carolina community colleges to meet the state’s educational attainment goal and expand post-secondary opportunities.

Primary Measures
<ul style="list-style-type: none"> • Headcount Student Enrollment (disaggregated) • High School Dual Enrollment (disaggregated) • Full-time Equivalent Enrollment (disaggregated)

Strategies that increase student matriculation provide value to the state. Access and enrollment are the initial steps to certificate and degree completion, providing civic benefits, improving student earning and driving economic growth.

The enrollment-based funding formula directly affects the System’s *capacity* to teach and support students. The Full Time Equivalent (FTE) funding measure supports access to community colleges for prospective students, bolsters the postsecondary education pipeline, and advances regional economies. Post-pandemic declines in enrollment coupled with demographic data forecasting continued enrollment and postsecondary attendance declines. As the number of high school graduates declines, increasing the college-going rate of recent graduates is critical. Enrollment declines beyond two years will force colleges to curtail programs and services.

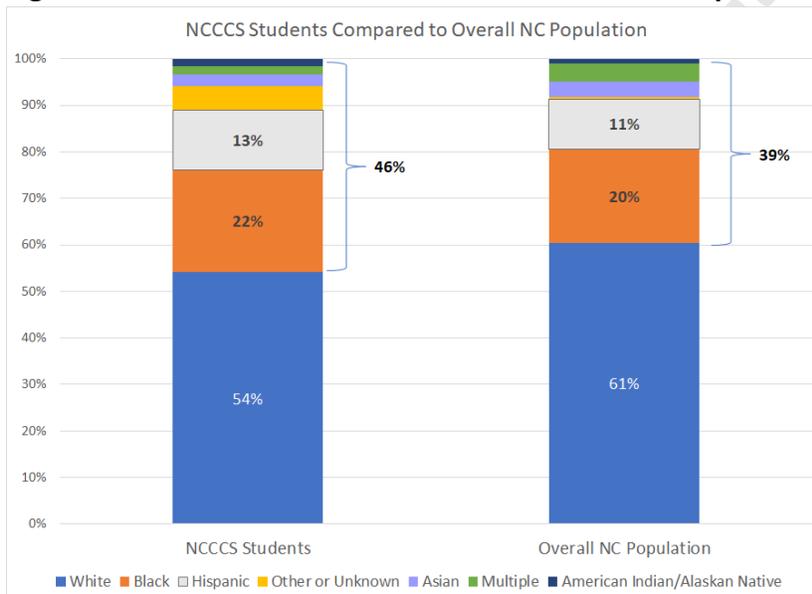


Source: Western Interstate Commission for Higher Education (2020), *Knocking at the College Door*

Researchers from Carolina Demography noted in the February 2019 *Leaky Pipeline* report, “Transition to college is the largest loss point in the postsecondary pipeline, and the size of this loss is growing.” At a time when the state needs more individuals with education and training beyond high school, better supporting that transition is a critical issue.

The North Carolina Community College System has a proud history of being a champion of the underserved. Statistics show that community colleges have a high concentration of students of color, first-generation students, low-income students, and adult learners balancing work and education. Community colleges also provide access to programs and services that enable English language learners and students with disabilities to acquire critical skills. Community colleges are often the best option for personal economic mobility, rewarding careers, and a portal to further education. In order to reach the state’s educational attainment goal, the System needs to continue to serve a diverse range of students.

Figure 2: NCCCS Students More Diverse Than State Population



Sources: NCCCS (Total Student Enrollment, Fall 2021) and Carolina Demography (2020 U.S. Census)

Examples of North Carolina’s Open Doors

- More than 40% of NCCCS students are racial or ethnic minorities
- 56% of students are adult learners
- 41% of eligible-age students receive Pell Grants based on financial need

Source: NCCCS, Fall 2021

Career pathways, along with work-based education and related training, contribute to the overall educational attainment in North Carolina and directly affects the economic potential of the state. According to Site Selection Magazine’s 2022 Workforce Guide, “Workforce has been cited in Site Selection Magazine’s annual survey of corporate consultants as the No. 1 factor in site selection decisions for several years in a row.” As population loss in rural areas of North Carolina reduces the availability of traditional college-age students, a strong community college response in short-term training, especially focused on adults and rural areas, will help reskill the local workforce and support rural economies.

Annually thousands of community college students enroll in college transfer options. Strong community college enrollment is important for the university enrollment transfer business model and contributes to the state of North Carolina’s attainment of bachelor’s and higher degrees.

Enrollment trends

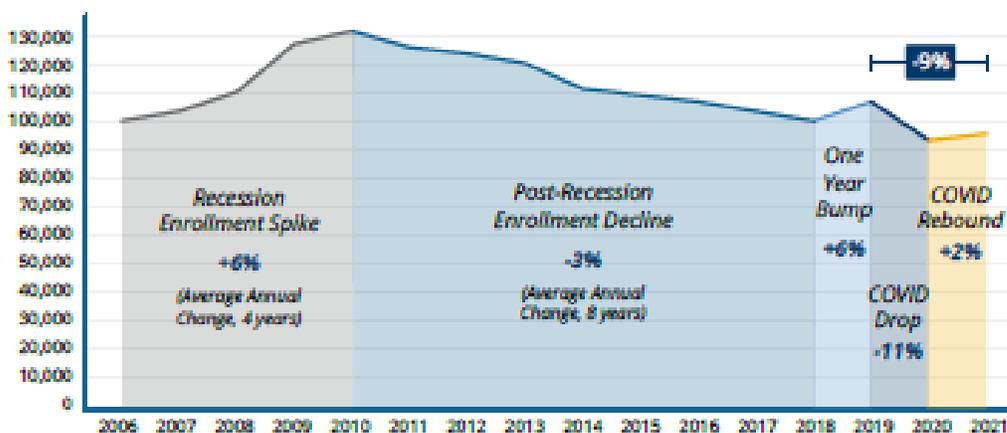
In 2019, community colleges were realizing a large, across the board increase when the COVID-19 pandemic hit. Enrollment dropped and the typical relationship between the economy and community college enrollment, increasing enrollment and retraining when the economy is down, did not happen. Enrollment started to increase again in 2021, but enrollment remains 9% below pre-COVID levels.

Community college enrollment drives baccalaureate success

- More than one in four undergraduate UNC System students are transfer students
- 61% of UNC System transfer students came from a NCCCS institution

Source: UNC System, Fall 2020

Figure 3: Trends in Total Full Time Equivalent (FTE) Enrollment



Source: North Carolina Community College System, Fall Enrollment Data

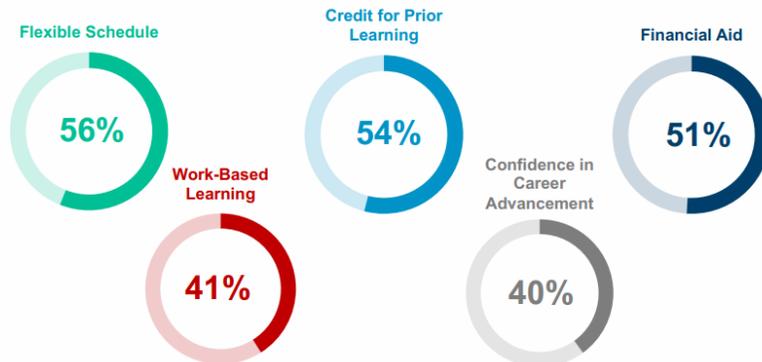
While much of the work of outreach, recruitment, and retention of students occurs at the college level, many factors, particularly population changes and the state of economy, drive

enrollment trends. The State Board of Community Colleges has determined that an all-out system-side effort must be mobilized to increase student access, enrollment, and completion.

Recent survey data shows that students consider a wide range of factors as they make the decision to enroll or re-enroll. To meet the goals of the System and the state, NCCCS’s enrollment approach must be multifaceted.

Figure 4: Factors Student Cite as Likely to Increase Their Enrollment

Percent who said the factor would make them 'extremely' or 'very' likely to enroll



Source: Strada Education Network, *Spring 2022 Reconnect Survey*.

Objective 2.1: Increase marketing and outreach to prospective students and influencers.

- Strategy 2.1.1: Develop and utilize marketing strategies to increase enrollment. Increase emphasis on the enrollment of underrepresented and non-traditional students.
- Strategy 2.1.2: Invest in each North Carolina Community College to develop and actively use a Strategic Enrollment Management Plan. Plans should address student recruitment, retention, and completion.

Objective 2.2: Increase enrollment by focusing on career opportunities and the value proposition of community college education and occupational training.

- Strategy 2.2.1: Increase career awareness and develop tools to communicate the personal and statewide return on investment derived from community college education and short-term training.

- Strategy 2.2.2: Expand apprenticeships and other paid work-based learning opportunities by informing and encouraging community college students to participate in work experience apprenticeships and other learn-and-earn opportunities.
- Strategy 2.2.3: Invite employers to campus and sponsor opportunities to build relationships with students and hiring managers. Promote career support and entrepreneurship services.



Objective 2.3: Streamline and strengthen the pathways to community colleges and workforce partnerships.

- Strategy 2.3.1: Intentionally develop internal and external educational partnerships to improve student workforce pipelines and simplify education and training pathways.
- Strategy 2.3.2: Expand the use of Career Coaches to include the remaining NC community colleges.
- Strategy 2.3.3: Increase dual enrollment opportunities and expand Career and College Promise (CCP) participation.

Objective 2.4: Increase the recruitment and retention of adult learners.

- Strategy 2.4.1: Partner with business, industry, and community-based organizations to identify and promote short-term, high-demand programs of study. Employ effective instructional practices that promote credentialing and career advancement.
- Strategy 2.4.2: Develop accelerated course models to decrease the time of completion. Develop and maintain a database of accelerated and short-term offerings.



Student Success

Goal 3: Provide resources inside and outside the classroom for all students to successfully enroll, persist, and complete education or training for their chosen career.



Primary Measures

- Curriculum Course Success Comparisons across Demographic Groups
- Student Curriculum Persistence
- Credit-Level Math and English Completion
- Basic Skills Student Progress

The aim of community colleges is student success; helping all students to reach their education and career goals by identifying and reducing barriers. This is critical for students to gain access to family-sustaining wage jobs, but also for the state. As North Carolina's economy grows, the vast majority of new jobs require education beyond high school. The state's educational attainment goal, 2 million by 2030, sets the target, and community colleges are critical to meeting that goal.

To reach the goal, students need better supports and clear connection to employability. A survey conducted by the North Carolina Comprehensive Community College Student Government Association (N4CSGA) identified costs and balancing college with work as the main factors impeding students' ability to succeed. Concern about employability after college was also referred to frequently. When students have a clear understanding about career goals and

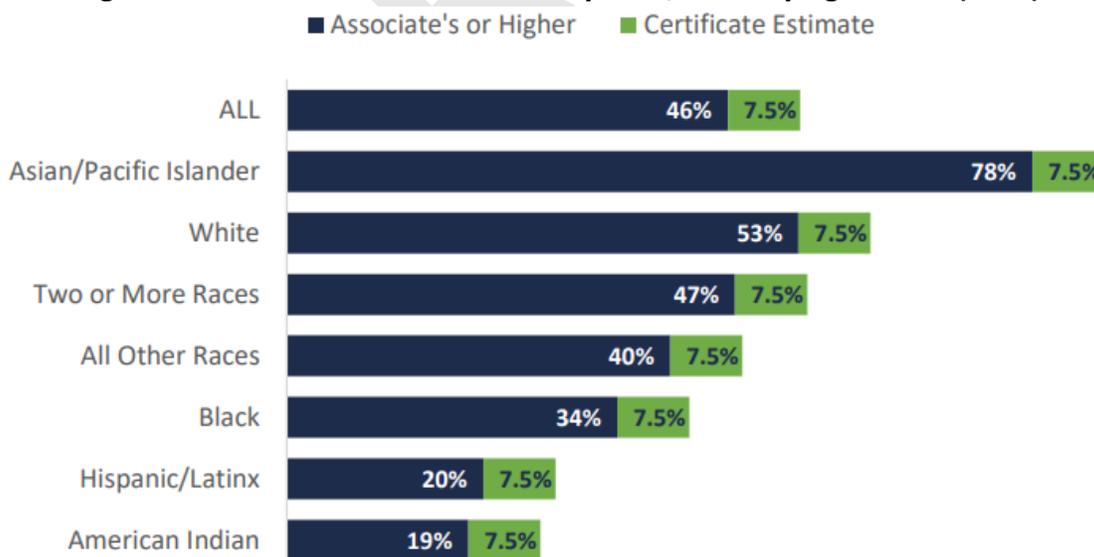
aspirations, it is a primary motivating factor for success.

In regional listening sessions, community college presidents and trustees talked about challenges facing students. The majority of students are enrolling part-time in effort to balance college, work life, and family responsibilities. Students have experienced gaps in learning as a result of the pandemic. Increases have been seen in students with mental health challenges, with more than 50% of community and four-year students meeting the criteria for one or more mental health problems according to a recent national study.²

In addition to impacts on learning, the pandemic exacerbated cost and other challenges for students. Federal funding was used to address cost and technology barriers through programs such as the Governor’s Emergency Education Relief (GEER) Scholarship Program, Longleaf Commitment scholarships, and investments in rural broadband. These investments have provided critical support mechanisms, but additional investment advocacy will be crucial to meet continuing student needs.

North Carolina Community College System data has indicated gaps in student performance and completion. Success metrics between white students and students of color, especially minority male students, are troubling. New approaches are being piloted by colleges in an effort to mitigate these disparities with a growing recognition that colleges will need to adapt their support services and classroom strategies to support all students through to completion.

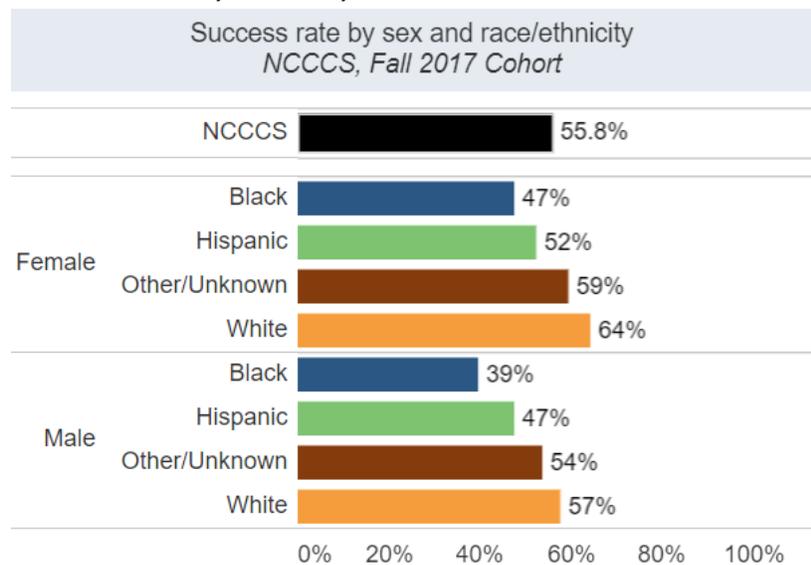
Figure 5: NC Educational Attainment by Race/Ethnicity Ages 25-44 (2019)



Source: American Community Survey (2019), from myFutureNC, 2021 Educational Attainment Report

² “Mental Health Conditions Among Community College Students: A National Study of Prevalence and Use of Treatment Services,” *Psychiatric Services*. American Psychiatric Association, Washington, DC: 2021 Oct 1; 72(10): 1126-1133.

Figure 6: Graduation, Transfer, or Continued Enrollment after Four Years



Source: NCCCS Data Dashboards, Curriculum Completion (PM5)

Objective 3.1: Adopt a NCCCS framework for inclusive excellence to be embedded in policies and practices to cultivate a culture of belonging.

- Strategy 3.1.1: Create a taskforce to identify strategies to mitigate barriers to student success and increase college completion and reduce educational attainment gaps.
- Strategy 3.1.2: Identify and deliver professional development needs for student support services that reduce the main barriers to completion facing students, especially underrepresented students.
- Strategy 3.1.3: Incentivize excellence by disaggregating student performance data and rewarding colleges that excel in supporting diverse students in achieving positive outcomes.

Objective 3.2: Promote excellence in teaching and address the academic needs of learners.

- Strategy 3.2.1: Provide research-based teaching strategies that promote student learning and foster academic resilience.
- Strategy 3.2.2: Promote flexibility in teaching modalities and class scheduling to meet the needs of students. Evaluate and promote successful strategies as part of the System Conference.

- Strategy 3.2.3: Provide programming that offers all students the interventions, advising, and support needed to succeed academically.

Objective 3.3: Promote a safe, healthy, and resilient learning environment

- Strategy 3.3.1: Expand community collaboration with government and educational partners, non-profits, and businesses to connect all students with the non-academic resources to support success and completion.
- Strategy 3.3.2: Pursue statewide funding for non-academic support to advance greater student success and completion, including:
 - Increased funding for student access to mental and physical health services.
 - Expansion of transportation and commuter assistance.
 - Increase in the childcare allotment in the legislative budget.
 - Promotion of strategies surrounding healthy diets and alleviation of food insecurity.



Economic and Workforce Development

Goal 4: Provide education, training, and credentials to develop the most competitive and agile workforce in the nation.

Primary Measures

- Total Enrollment: Curriculum Career and Technical Education and Workforce Continuing Education (FTE, Headcount)
- Businesses and students served through Economic Development Programs:
 - ApprenticeshipNC
 - NCEdge Customized Training
 - Small Business Center Network
 - Work-based Learning Courses
- Curriculum Career and Technical Education Graduate Enrollment Growth and Earnings



North Carolina community colleges are engines for economic development, career attainment, economic mobility, and entrepreneurship.

The North Carolina Community College System, in keeping with its mission, will continue to:

- Meet employment workforce needs.
- Develop talent and validate competencies.
- Increase economic mobility and career advancement

The ability to find high-quality employees is essential to a business's success. It is also what enables individuals and communities to advance their economic situation – making it the single most important issue to ensure North Carolina's competitiveness.

NC Department of Commerce, *First in Talent: Strategic Economic Development Plan for the State of North Carolina*

The primary training challenge for North Carolina Community Colleges is keeping up with the workforce development needs of new and current employers. Since 2021, North Carolina has experienced a boom in business relocations and expansions, creating thousands of manufacturing and distribution jobs, as well as multiplier effects in other industries such as retail. Major announcements in specific industries such as IT and the life sciences are reflected among EDPNC “big wins” in 2021 – more than 3,800 jobs announced collectively by IT companies Apple, Gilead Science, and Victra, and more than 2,300 jobs announced collectively by six life sciences companies, including Fujifilm Diosynth Biotechnologies, Amgen, and Thermo

Fisher Scientific.³ In the electric car sector, Toyota announced \$3.79 billion in investments in NC between December 2021 and August 2022, and the Vietnamese auto manufacturer VinFast announced \$2 billion in investments.

Existing businesses are not immune and have been searching for talent. In addition to the spike in demand for labor in many industries after the early waves of COVID-19 sharply reduced demand, there has been a pronounced churn in the job market during what has been termed “The Great Resignation” or “Great Reconsideration.”



As captured in a U.S. Bureau of Labor Statistics headline, “Job openings and quits reach record highs in 2021, layoffs and discharges fall to record lows.”⁴ A summer 2022 survey of workers across various industries found that work demands are up, happiness is down, and almost 1/3 of surveyed workers are actively thinking about or trying to leave their job.⁵

Every statewide council and industry association attending a 2022 meeting of the NCCCS Council of Associations for Engagement expressed concern about the worker shortages. The labor market was already tight prior to the pandemic based on business cycle factors, and the pandemic worsened worker shortages in many industries.

³ NC Dept. of Commerce – Labor & Economic Analysis Division (LEAD)

⁴ U.S. Bureau of Labor Statistics, June 2022

⁵ KPMG, *Looking for More*, August 2022

SUCCESS IN ECONOMIC DEVELOPMENT ADDS TO DEMAND FOR WORKERS

24,224 jobs announced in 2021 for economic development projects in NC --a record high

21,457 jobs announced in 2022 as of early September – 1/3 more than had been announced by the same point in 2021

Source: NC Dept. of Commerce

“GREAT RECONSIDERATION” IS UNDERWAY

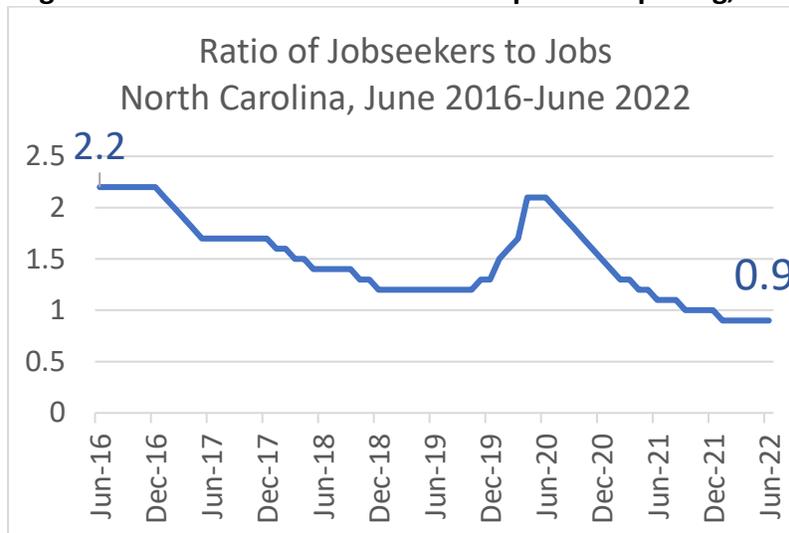
Worker survey responses:



Source: *Looking for More* report, KPMG: August 2022

In response, community colleges will need to increase their collaboration with workforce partners, to expand and adjust workforce preparation opportunities.

Figure 7: Tight Labor Market – Few Jobseekers per Job Opening, June 2016-22



Source: NC Department of Commerce Labor & Economic Analysis Division

One of the areas where colleges will need to focus attention is in short-term credential. While national organizations, have touted the importance of addressing the underproduction of “middle-skills” education and training (National Skills Coalition) and helping students and educators understand the value of “non-BA good jobs” (Georgetown University Center on Education and the Workforce) for years, increase attention is being focused on stackable, short-term credentials.

The Lumina Foundation has led national thinking about setting specific education goals since 2008, and its current strategic plan identifies short-term credentials and associate degrees as the areas with the greatest need for growth. This aligns with survey data from the Strada Education network that found survey respondents during the pandemic particularly interested in programs that can be completed in weeks and months rather than years.

The community college response, in terms of career preparation, must be targeted, relevant, and focused. This involves working with employers to define the skillsets and credentials, working with partners to meet the statewide attainment goal of 2 million North Carolinians with a postsecondary degree or credential by 2030, This will mean supporting colleges developing competency-based education, allowing students to determine the pace of learning and quantifying knowledge gained from experience.

Preparing students for meaningful careers allows individuals to unlock earning potential and realize a higher standard of living. Individuals completing college programs will unlock true economic mobility. Colleges must be intentional about reaching low-income and the underserved students, and they must help guide all students to rewarding careers or business opportunities. North Carolina community colleges play a critical role in achieving the aims in the state's economic development plan, *First in Talent*, beginning with the first goal, "Prepare North Carolina's workforce for career and entrepreneurial success."

North Carolina faces many challenges, but there is reason for optimism. In August and September 2022, the North Carolina Community College System secured more than \$20 million in federal grant funding for apprenticeships and life sciences education and training, with a focus on expanding access for underserved communities.



New Federal Investments in NC Community College System

--\$4 million from the U.S. Department of Labor for ApprenticeshipNC for use over four years to continue to expand Registered Apprenticeships, expand the industries that sponsor apprenticeships, and build partnerships with HBCUs and the Latinx community

--\$16.4 million of Economic Development Administration Build Back Better funding over three years for "NC BioBetter" to recruit and retain students from excluded populations and recruit and retain faculty on current biomanufacturing processes

Even as the state recovers from the economic and educational impacts of the pandemic, North Carolina's economic development successes continue.

Objective 4.1: Cultivate a robust pipeline of highly skilled workers that meets the needs of employers and helps grow the economies of all prosperity zones.

- Strategy 4.1.1: Engage with the business community to create a diverse and skilled workforce.
- Strategy 4.1.2: Embed community colleges in economic development councils and other local economic development organizations, and collaborate with workforce partners for strategic talent development for new and expanding industries.
- Strategy 4.1.3: Enhance partnership with the NC Department of Commerce to ensure colleges have the data they need to stay aligned with emerging employment trends.
- Strategy 4.1.4: Support key production sectors critical to new and existing businesses in rural areas of North Carolina.

- Strategy 4.1.5: Continue to promote, foster, and guide entrepreneurship through the Small Business Center Network (SBCN).

Objective 4.2: Respond to employment preparation opportunities with instruction focused on relevant skills, credential attainment, and competency development.

- Strategy 4.2.1: Cultivate existing talent and develop new partnerships with industry associations and align education and training to the skills required by employers.
- Strategy 4.2.2: Emphasize education and training that promotes industry-recognized competencies that helps achieve the goal of 2 million North Carolinians with a postsecondary credential of value by 2030.
- Strategy 4.2.3: Support colleges that pilot competency-based education pathways for students to accelerate their journey from education to a job using self-paced mastery models.

Objective 4.3: Increase access to the training, education, and wraparound services needed by students to achieve their career goals and upward mobility.

- Strategy 4.3.1: Take the steps necessary to be a national leader in diversity and inclusion and leverage outreach among partners to reach low-income and underserved populations.



System Funding and Effectiveness

Goal 5: Increase State Aid funding allocations, streamline the allocation formula, and implement practices to improve System effectiveness.

Primary Measures
<ul style="list-style-type: none"> • Legislative Funding • Program Collaboration Across Colleges: Students Served through College Program Collaboration (Instructional Service Agreements) • Student Support Investment (per Full-Time Equivalent) • Future Surveys of System Office Services

The North Carolina Community College System generates a significant return on investment for the state of North Carolina. The final goal in the strategic plan addresses strategic new investments, adjustments to the current funding model, and modernization of IT and data systems to increase system effectiveness. Increases in the budget allocation will support colleges’ needs and will be pursued alongside functional improvements to the system and budget efficiencies.

According to a December 2021 report by Emsi Burning Glass,⁶ the investment in the 58 colleges generates a return of \$19 billion for the state economy. The study finds that for every dollar the state invests in North Carolina’s community colleges, the \$7.50 is gained in added income and social savings. The colleges also generate nearly double the revenue the state invests. In total, taxpayers realize \$1.90 in added tax revenues and public sector savings for every \$1 invested in North Carolina community colleges.



The return on investment to North Carolina that the Community College System provides is what drives our legislative budget request. The current investment in faculty and staff pay has not been sufficient to stem high turnover. Inflationary pressure will require an

⁶ State and college reports can be found at <https://bigroifornc.org/>.

even greater investment in compensation. Sustained funding is vital for other priorities temporarily buoyed by a period of higher-than-expected state revenue and federal COVID investments. Unified advocacy for the System's legislative agenda outlining the community college return on investment is critical.

The community college system funding formula has been modified many times in response to changing economic conditions. Community college leaders clearly communicated that now is the time for another series of updates in order to keep the formula aligned with state and college needs. One recommended update to the funding model is to create financial incentives for regional program collaboration. Collaborative strategies will improve service and efficiency and partnerships between two or more colleges will allow for expanded access to programs for students and businesses. Labor market alignment built around collaboration and regional hubs will leverage efficiencies and avoid duplication.

The agency IT infrastructure is rapidly approaching the end of its lifecycle and threatens college functionality. Increased virtual learning, bandwidth requirements, cloud migration, use of mobile devices, and cyberattacks will only increase the need to replace a 20-year-old operating system. The State Board fully understands the requirements necessary to address student and employer needs, and data management and integration that drive new IT solutions.

Effectively addressing significant challenges will require more resources. The Community College System will need to work together to identify solution-driven services that increase efficiency and promote regional collaboration. Colleges know their communities best and the local connection will not be taken for granted. The System Office will continue to solicit input from colleges and continue to adjust and innovate to better serve students, colleges, and the state of North Carolina.

Objective 5.1: Continually advocate for investment in the North Carolina Community College System that reflects the value of all employees and the students and businesses served.

- Strategy 5.1.1: Pursue full funding for the 2021-2023 NCCCS legislative agenda.

Objective 5.2: Modernize and realign the Community College System's funding formula.

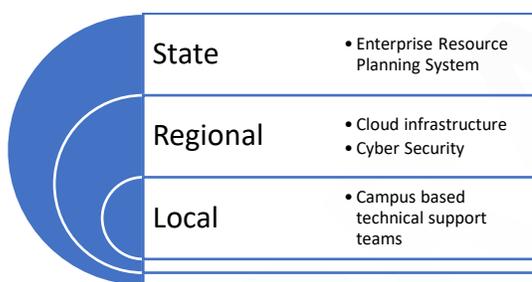
- Strategy 5.2.1: Review and adjust program and course funding levels to reflect the cost of different programs and achieve parity between curriculum and continuing education programs.
- Strategy 5.2.2: Pursue a recurring source of funding for the High-Cost Workforce Program Start-Up Fund.

- Strategy 5.2.3: Create incentives for regional collaboration by increasing funding for programs offered through multi-college partnerships.
- Strategy 5.2.4: Realign the definition of a full-course load from 16 to 12 contact hours to align with the UNC System and federal financial aid programs.

Objective 5.3: Align System Office functional support to colleges’ needs.

- Strategy 5.3.1: Redefine System Office support for colleges by developing strategies that adjust functional services based on college requirements. Identify services that are most effectively provided statewide, regionally, or at the college level.
- Strategy 5.3.2: Build on existing initiatives to identify and implement new approaches to support rural colleges and students.
- Strategy 5.3.3: Develop new communications and statewide marketing strategies.

Figure 8: Service Level (Local, Regional, or State)

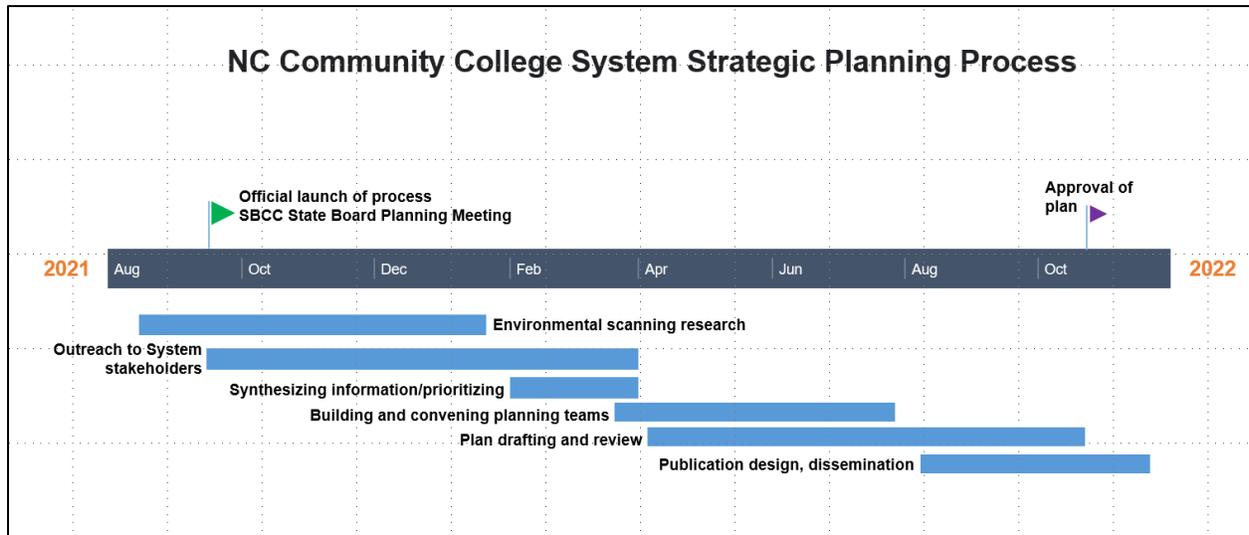


Objective 5.4: Provide the North Carolina Community College System with data and technology systems that provide best-in-class support for core business functions.

- Strategy 5.4.1: Adopt an Enterprise Resource strategy that drives positive student outcomes and meets college requirements.
- Strategy 5.4.2: Develop a data management and integration plan for the NC Community College System to enhance research and reporting capacity.
- Strategy 5.4.3: Provide a cybersecurity response plan, leadership, prevention strategies, and college support.

Appendix

Strategic Planning Process



The North Carolina Community College System launched its strategic planning process in September 2021 at the annual State Board Planning Meeting. In order to develop the plan, the Board pursued an extensive fact finding review. The State Board of Community Colleges, the System Office, and leaders across the community colleges engaged in comprehensive environmental scanning, functional planning, and prioritization of tactics.

Environmental Scanning

A major aspect of community college system strategic planning is scanning the community college landscape, the larger environment, and understanding the significance of the demographic, economic, and societal factors. This included an examination of challenges and opportunities facing community colleges and stakeholders’ perceptions of system strengths and weaknesses.

Review of research and college plans

The State Board and System Office reviewed demographic and internal System data at the September 2021 State Board Planning Meeting. Dr. Jim Johnson with the University of North Carolina Kenan Institute of Private Enterprise presented on where we are as a state and an economy. Dr. Johnson referenced the “gale-force winds of demographic change ahead”⁷ that have implications for the educational pipeline, supply of labor, diversity of the state, and population shifts. System Research and Performance Management personnel presented on the

⁷ Johnson, Dr. James H. Jr., et al., [Business Alert! Gale Force Demographic Wind Gusts Ahead](#) (Kenan Institute White Paper). Kenan Institute for Private Enterprise, University of North Carolina: August 2021.

[“State of the System,”](#) addressing postsecondary landscape, enrollment trends, curriculum instruction, student progression, and overall success measures.

System Office research staff have provided updates to the Strategic Planning Committee and the full State Board of Community Colleges over the past year on topics including enrollment trends related to developing the strategic plan. Research staff of the Department of Commerce’s Labor & Economic Analysis Division also presented to the Strategic Planning Committee in January 2022 on “COVID and North Carolina’s Labor Market.”

In order to understand the priorities of the 58 community colleges, System Office staff collected and summarized the themes from individual college strategic plans and Quality Enhancement Plans (QEP). The QEP outlines the top issue or set of issues a college tackles for institutional improvement, required as part of the accreditation process.

The System Office also supported a survey of students conducted by the NC Comprehensive Community College Student Government Association (N4CSGA). The findings concerning student needs helped formulate and prioritize which strategic issues to address.

Stakeholder engagement

The State Board of Community Colleges embarked on a process to collect statewide input. The process included an analysis of System strengths, weaknesses, opportunities, and threats (SWOTs). Also, key definitions of outcomes and success were explored during the September 2021 State Board Planning Meeting. The State Board then initiated the outreach process.

The outreach process included the following:

- Regional listening sessions with community college presidents, trustees, and other college representatives.
- Planning exercises and discussions with subject-matter experts, through community college association meetings and listening events.
- Focus groups, planning, and discussions with other key audiences, including students, businesses, workforce representatives, and community partners.

Between December 8, 2021, and February 14, 2022, through eight regional listening sessions, the State Board of Community College’s members gained a better understanding of community colleges’ challenges and solutions. Each community college was invited to bring a team of five, including the college president, chair and vice-chair of the board of trustees, other leaders or staff, and a student representative. The meetings were organized by Community College Trustee Regions and were configured to include the state’s eight Prosperity Zones. Due to the rapid rise in COVID cases during winter 2021-22, seven meetings were conducted virtually.

From fall 2021 to spring 2022, strategic planning staff tapped specific expertise within the Community College System through a variety of meetings and sessions with community college associations. Associations engaged through this process included: Student Development

Administrators Assoc. (SDAA), Chief Academic Officers, New Senior Administrators, Adult Educators Assoc. (Workforce Continuing Education and Basic Skills staff at the Adult Educators conference), and the Community College Planning and Research Organization (CCPRO). Various data gathering approaches were used with the groups, ranging from SWOT analyses, visioning exercises, and general discussions. Internally, the System Office leadership team was utilized to discuss overall System issues and provide input.

As input was collected from within the Community College System, outreach continued with the students, business, and community partners. The N4CSGA sponsored focus groups at its February 2022 Spring Division Meeting to allow strategic planning staff to document students' needs and perspectives. The Council of Associations for Engagement (CAFÉ), a group of statewide industry associations, discussed challenges, opportunities, and needs from the Community College System. Input sessions were also held with the NC Workforce Development Directors Council and Hispanic Latino Outreach Coalition.

Prioritizing and Plan Development

Prioritizing by the SBCC Strategic Planning Committee March 2022

The Strategic Planning Committee of the State Board reviewed examined stakeholder college and partner input to identify focused priorities. This process resulted in the development of the five themes:

- Faculty and Staff Recruitment and Retention
- Enrollment
- Student Success for All
- Economic and Workforce Development
- System Funding and Effectiveness

Development of Aims by Planning Teams April through July

Planning teams were formed around the themes of the strategic plan and convened to develop suggested plan goals, objectives, tactics, and metrics. Each planning team was co-chaired by a community college president and System Office senior team leader, and included a State Board member, second community college president, subject matter experts, and relevant partners. Some planning teams also required student, business, education, workforce, and other partner involvement.

Review by the State Board of Community Colleges July through September

The State Board of Community Colleges, through its Strategic Planning Committee and full board processes, reviewed the draft goals, objectives, and strategies culminating in a strategic plan draft. Suggestions were offered for the plan publication, and the State Board actively worked on board governance structure to support effective implementation of the plan. The

State Board is scheduled to approve the plan at the October 2022 State Board Planning Meeting.

Plan Implementation and Revisions

The State Board of Community Colleges will develop one-year action plans to implement the 2022-2026 strategic plan. These will incorporate the tactics and ideas offered by the planning teams. Annual State Board planning meetings will be used for development of the annual action steps. The use of metrics tied to the strategic plan and progress metrics and deliverables at the action plan level will allow the State Board to review plan progress at both the strategic and tactical levels. Identified metrics will be used to assess quarterly progress of tactics, plus regular outcome metrics that can be tracked within the strategic plan timeframe.

In 2024, the State Board will review the plan and update, as necessary, to reflect the shifting priorities needed to address the changing community college environment. The State Board of Community Colleges embraces the concept of this strategic plan as a “living plan.” Updates will allow for adjustments in business conditions, changes in the political climate, and challenges facing students in a post-pandemic learning environment.



Links to Community College Plans, College and Student Input

- [Summary Table](#) of the 58 Community College Strategic Plans and Quality Enhancement Plans (QEPs) – also see link at www.nccommunitycolleges.edu/strategic-plan
- [Summary of Findings](#) from Regional Listening Sessions with Community College Presidents and Trustees
- [Presentation](#) on N4CSGA Student Survey and Focus Group Findings

Acknowledgements

The North Carolina Community College System’s 2022-2026 Strategic Plan would not have been possible without the engagement and input from stakeholder partners, business leaders, and students. Below are the lists of the formal planning teams that met to offer input for the plan objectives, strategies, tactics, and metrics. Additionally, the North Carolina Community Colleges Foundation, the North Carolina Association of Community College Presidents, and many other community college associations offered their expertise and input. Multiple System Office divisions supported planning meetings and helped ensure an inclusive and open process.

Strategic Planning Teams

Faculty and Staff Recruitment and Retention

Team Co-chairs: Pres. John Gossett, Asheville-Buncombe Technical Community College
Dr. Kimberly Gold, North Carolina Community College System

Team Members: The Honorable Terry Van Duyn, State Board of Community Colleges
President Tracy Mancini, Carteret Community College
Chreatha Alston, Sandhills Community College
John Etheridge, President, NC Community College Faculty Assoc.
Alex Fagg, North Carolina Community College System
Shakeyia Hazell, North Carolina Community College System
Arness Krause, Vice President-External, NC Community College Faculty Association
Steve Martin, Carteret Community College
Stephen Matheny, Isothermal Community College
Karen Tikkanen, North Carolina Community College System
Penny Wacaster, McDowell Technical Community College

Team Coordinator: Anne Bacon, North Carolina Community College System

Team Assistant: Kelly Barretto, North Carolina Community College System

Enrollment

Team Co-chairs: President Pamela Senegal, Piedmont Community College
Dr. Levy Brown, North Carolina Community College System

Team Members: Chairman Burr Sullivan, State Board of Community Colleges
President Laura Leatherwood, Blue Ridge Community College
LaTasha Bradford, N4CSGA (North Carolina Comprehensive Community College Student Government Association)
Brenda Burgess, North Carolina Community College System
Sharon Gladwell, North Carolina Community College System
Grant Godwin, North Carolina Community Colleges Foundation
Patrick Holyfield, Stanly Community College
Natasha Lipscomb, Rowan-Cabarrus Community College
Lorena Patterson, Hispanic Latino Action Coalition
Andrea Poole, NC State Education Assistance Authority
Barry Priest, SDAA and Bladen Community College
Abdul Sm Rasheed, Vance-Granville Community College
John Saporilas, Wake Technical Community College
Amy Policastro Schroeder, N.C. Department of Public Instruction

Team Coordinator: Dr. Monty Hickman, North Carolina Community College System

Team Assistant: Alex Doles, North Carolina Community College System

Student Success for All

Team Co-chairs: President Janet Spriggs, Forsyth Technical Community College
Dr. James “JW” Kelley, North Carolina Community College System

Team Members: Dr. Shirley Carraway, State Board of Community Colleges
President Gene Smith, Brunswick Community College
Tawanda Artis, North Carolina Community College System
Dr. Levy Brown, North Carolina Community College System
Scott Byington, Central Carolina Community College
Dr. Lisa Eads, North Carolina Community College System
Dr. John “JJ” Evans, North Carolina Community College System

Eric Fotheringham, University of North Carolina System
 Dr. Lane Freeman, North Carolina Community College System
 Dr. Heather Hill, Central Piedmont Community College
 Michelle Lair, North Carolina Community College System
 Jennifer McLean, North Carolina Community College System
 Gilda Rubio-Festa, North Carolina Community College System
 Sneha Shah-Coltrane, North Carolina Department of Public Instruction
 Nathan Vasquez, N4CSGA

Team Coordinator: Delores Ali, North Carolina Student Success Center

Team Assistant: Tiffany Howell, North Carolina Community College System

Economic and Workforce Development

Team Co-chairs: President Shelley White, Haywood Community College
 Dr. Bruce Mack, North Carolina Community College System

Team Members: Sarah West, State Board of Community Colleges
 President Maria Pharr, South Piedmont Community College
 Rebecca Axford, Raleigh-Durham JATC
 Ginger Brick, Workforce Development Board Directors Council
 Kathryn Castellones, North Carolina Community College System
 Cecilia Holden, myFutureNC
 Nate Humphrey, North Carolina Community College System
 Dr. Annie Izod, NCWorks
 John Loyack, EDPNC
 Chet Mottershead, N.C. Department of Commerce, Division of
 Workforce Solutions
 John Nelms, N.C. Economic Developers Assoc.
 Gary Salamido, NC Chamber
 Kristie VanAuken, N.C. Department of Public Instruction
 Dr. Robert (“Bob”) Witchger, North Carolina Community College System

Team Coordinator: Dr. Matthew Meyer, North Carolina Community College System

Team Assistant: Jerrie Farmer, North Carolina Community College System

System Funding and Effectiveness

Team Co-chairs: President Dale McInnis, Richmond Community College
 Dr. Patrick Crane, North Carolina Community College System

Team Members: Ann Whitford, State Board of Community Colleges
President Lawrence Rouse, Pitt Community College
Brandy Andrews, North Carolina Community College System
Bruce Cole, Cleveland Community College
Alex Fagg, North Carolina Community College System
Patrick Fleming, North Carolina Community College System
Dorrine Fokes, North Carolina Community College System
Judykay Jefferson, North Carolina Community College System
Stephanie Lake, NCCORD and Wake Technical Community College
Kevin Leonard, North Carolina Assoc. of County Commissioners
Carol Ann Lydon, CCPRO and Southeastern Community College
Dr. Bill Schneider, North Carolina Community College System

Team Coordinator: Anne Bacon, North Carolina Community College System

Team Assistant: Gracie Davis, North Carolina Community College System

DRAFT

[State Board of Community Colleges Strategic Planning Committee](#)

Ann Whitford, Chair
Wade Bryan Irwin, Jr., Vice Chair
LaTasha Bradford
Dr. Shirley Carraway
Hari Nath
The Honorable Mark Robinson
Ray Trapp
Sarah West

[System Office Senior Team](#)

Dr. William S. Carver, Interim President
Dr. Kimberly Gold, Chief of Staff and Executive Vice President
Brandy Andrews, Vice President and Chief Financial Officer
Dr. Levy Brown, Senior Vice President, Academic and Student Services, Chief Academic Officer
Dr. Patrick Crane, Vice President of Strategic Initiatives
Alex Fagg, Director of Government Relations
Patrick Fleming, Senior Vice President, Technology Solutions & Distance Learning, CIO
Tawanda Foster Artis, General Counsel
Sondra Jarvis, Interim Director, State Board Affairs
Dr. Bruck Mack, Vice President, Economic Development

[Strategic Planning Committee Staff](#)

Dr. Patrick Crane, Vice President of Strategic Initiatives
Anne Bacon, Director of Strategic Planning and Policy
Dr. Bill Schneider, Associate Vice President of Research and Performance Management
Kelly Barretto, Executive Assistant to the President and Chief of Staff



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AN EQUAL OPPORTUNITY EMPLOYER

AGENDA
State Board of Community Colleges
PROGRAMS COMMITTEE
Cleveland Community College, LeGrand Center, Ballroom 3
Thursday, September 15, 2022 – 3:40 p.m. - 4:30 p.m.
Mr. Bobby Irwin, Chair

Call to Order

Roll Call

Ethics Awareness and Conflict of Interest

Approval of Agenda

Approval of Minutes – August 18, 2022

For Future Action

- Review of Programs Committee Charter (Attachment PROG 01)

For Action

- Annual Report to the Joint Legislative Education Oversight Committee on Career Coach Program (Attachment PROG 02)
- Annual Report to the North Carolina General Assembly – Progress on the Implementation of the Career and College Ready Graduates (CCRG) Program (Attachment PROG 03)
- Curriculum Program Applications – New to the System (Attachment PROG 04)
 - Early Child Care Workforce (Certificate) (C55820)

For Information

Programs Committee

- Curriculum Program Applications as Approved by the System President (Attachment PROG 05)
 - McDowell Technical Community College
 - Building Construction Technology (A35140)

Finance Committee

- State Board Reserve Funds for Strategic Enrollment Planning Training (Attachment FC 02)
- Allocation for Food and Nutrition Services Employment and Training Program Grant (Attachment FC 03) [CA]

New Business

Adjourn

MINUTES
State Board of Community Colleges
PROGRAMS COMMITTEE
Tuesday, August 16, 2022

MEMBERS PRESENT:

Bobby Irwin, Chair*	Ray Trapp*	Ann Whitford*
Sarah West*	Burr Sullivan*	
Hari Nath*	Andy Penry*	

*Attended via phone or Zoom technology

MEMBERS ABSENT:

Shirley Carraway	William Holder
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NCACCP LIAISONS

Laura Leatherwood, President, Blue Ridge Community College
Margaret Annunziata, President, Isothermal Community College

SYSTEM OFFICE STAFF AND OTHERS:

Levy Brown, Senior Vice President	Lane Freeman Bruce Mack	Gilda Rubio-Festa Hilmi Lahoud
Alex Doles	Brandy Andrews	Tawanda Artis
Nate Humphrey	Julie Ryan	Kimberly Gold
James "JW" Kelley	James Willamor	Judykay Jefferson
Kelly Barretto	Lisa Eads	Kathryn Castelloes
Sondra Jarvis	Sandra Thompson	
Tiffany Howell	Michelle Lair	

WELCOME AND ETHICS STATEMENT: Chairman Irwin called the meeting to order at 10:30 a.m. in the Dallas Herring State Board Room in the Caswell Building. Roll was taken and there was a quorum. Chairman Irwin read the Ethics Awareness and Conflict of Interest Statement and asked if there were any known conflicts. None were noted.

APPROVAL OF THE AGENDA: Chairman Irwin requested a motion to approve the August 16, 2022, agenda. The agenda was approved via roll call vote by the committee.

APPROVAL OF THE MINUTES: Chairman Irwin made a motion to approve the July 14, 2022, minutes. It was approved via roll call vote by the committee.

FOR ACTION:

Customized Training Expenditures Report (Attachment PROG 01)

Dr. Mack reviewed the item. All documents are in order.

Mr. Irwin asked what the total average cost per trainee was in 2020 compared to the \$399.73 in 2021. The average cost was \$404 with 255 active projects and 21,700 trainees. He followed asking if this report follows trends compared to previous years. Data shows that there is an increase in expenditures compared to last year but there is an uptick in regional training following the pandemic.

Mr. Nath asked about a project at Richmond Community College that had two trainees at a cost of \$9,000 and asked for information on the high cost of the project. The project started in April 2022 and will have 33 trainees. The project ends in January 2024, and it is expected that the cost per trainee will decrease as the project gets closer to that end date.

He then asked about the number of colleges who received 3s on their program review and asked what action is taken to resolve those issues. Scores of 3 are considered acceptable but the System Office does look at how to improve the Customized Training offerings to improve performance based on a college-by-college basis.

Mr. Sullivan asked about the rules concerning state funds and carryover rules. The state allocated about \$12 million. Customized Training can carryover admin funds up to \$100,000 and any unspent funds would carry forward as well. The Finance department is calculating what the carryover funds for the 2022-2023 fiscal year.

Ms. West asked, when thinking about carryover funds and increasing demand, what would best support scaling Customized Training and accelerate the number of programs. Customized Training depends on the college directors and the Customized Training program provide a portion of their salary at \$40,000. The directors can have additional responsibilities outside of Customized Training at the college even though Customized Training is their primary responsibility. There are some college directors who are more engaged with their local industry and the System Office can have some influence over their day-to-day operations. However, it should be noted that the college directors do not directly report to the System Office and that the regional directors provide additional support if the college directors engage industry.

Mr. Trapp asked if the projects list can be broken down by sectors with the number of trainees at the average price. The report has a section on page 20 that shows the number of projects by industry cluster, but the number of trainees will need to be looked into.

Mr. Irwin asked if there are many repeat industry customers. The report shows parenthesis next to company names that show which number project the current project is. He followed asking if it is calculated by companies or by colleges. They are calculated by colleges as company locations are serviced by the college in their service area.

Mr. Sullivan and Mr. Irwin both noted the need to advertise and communicate this service to industry partners.

Mrs. Whitford brought the committee's attention to the State Board of Community Colleges Code Section 115D-5.1 lays out the requirements for this report and what is expected in the report to the Joint Legislative Committee as well as how Customized Training fits into the community college

mission. She asked if this report is like a “report card” to see how the community colleges are doing with Customized Training. That would be a fair comparison.

Mr. Irwin stated that the \$399 training cost per trainee should be a note of pride for the community colleges.

On a motion made by Mr. Nath, seconded by Mr. Trapp, PROG 01 was approved for the For Action Agenda at their meeting on August 19, 2022. The motion was approved by roll call vote.

Review of Comments for Proposed Amendment of 1B SBCCC 100.1 – Definitions (Attachment PROG 02)

Dr. Brown and General Counsel Artis reviewed the item. All documents are in order.

President Lee, on behalf of the NCACCP, noted excitement for joining a national trend and appreciation that the System Office included the Association in discussions.

On a motion made by Mr. Trapp, seconded by Ms. West, PROG 02 was approved for the For Action Agenda at their meeting on August 19, 2022. The motion was approved by roll call vote.

Curriculum Program Applications – Fast Track for Action (FTFA) (Attachment PROG 02) [CA]

- Fayetteville Technical Community College
 - Histotechnology (A45370)

Dr. Brown reviewed the item. All documents are in order.

The committee had no questions or concerns.

Combined Course Library – Workforce Continuing Education and College & Career Readiness (Attachment PROG 03) [CA]

- New Course Approvals, Modifications, and Tier Designations
 - New Course Approval – North Carolina Community Colleges System Office
 - Intro to Ethical Hacking (CSC-3111)
 - Ethical Hacking with Python I (CSC-3211)
 - Ethical Hacking with Python II (CSC-3212)
 - Ethical Hacking with Python I & II (CSC-3223)
 - Eth Hack Mob Dev Using Python (CSC-3222)
 - Google Project Management I (CTS-3137)
 - Google Project Management II (CTS-3237)
 - Google Project Management I & II (CTS 3274)
 - Google Data Analytics I (DBA 3118)
 - Google Data Analytics II (DBA 3218)
 - Google Data Analytics I & II (DBA 3236)
 - Introduction to Networks (NET-3125)
 - Switching and Routing (NET-3126)
 - Enterprise Networking (NET-3225)
 - Networking, Switching, Routing, and Enterprise Networking (NET-3276)

- New Course Approval – Brunswick Community College
 - Culinary Fundamentals and Skills (CUL-3340)
- New Course Approval – Cape Fear Community College
 - Foundation of GIS & Applications (GIS-3312)
- New Course Approval – Wake Technical Community College
 - Apprentice: Glazier (APP-3310)
 - Security Industry Essentials (BAF-3310)

Dr. Brown reviewed the item. All documents are in order.

Mr. Nath asked if the driving force behind these courses are coming from industry, the colleges, or a combination. The driving force is a combination as these are high demand credentials for industry, but colleges are needing to offer credentials in a short-term workforce development environment so that the colleges have the flexibility to meet their local employer needs.

Mr. Trapp asked about the types of funding and resources available to students to complete these programs. For registered apprenticeships, students are being paid while in class and working the courses. In short-term workforce development, there is a \$180 maximum registration tuition rate, and the NC workforce credentials are directly tied to the Short-Term Workforce Development Grant from the Legislature that is available to students if the programs qualify.

On a motion made by Mr. Nath, seconded by Ms. West, PROG 03 and 04 was approved for the Consent Action Agenda at their meeting on August 19, 2022. The motion was approved by roll call vote.

FOR INFORMATION

Programs Committee Information Items

Apprenticeship Annual Report (Attachment PROG 05)

Dr. Mack reviewed the item.

Mr. Sullivan asked if the State Board needs to know any information concerning the downturn in registered apprenticeships following the pandemic. Companies are finding difficulty in finding apprentices and other large companies have their own apprenticeship programs that are undergoing changes, which affects the number of apprentices registered with the state.

Mrs. Whitford asked if it would be appropriate to reference the General Statute that requires this report in future reports made to the Legislature.

Mr. Irwin noted that there were questions in the past about the Programs Committee recommending these reports and the State Board approving the reports. He noted that the State Board members should have time to review these reports before submission to the Legislature. Mr. Sullivan stated that the Board should ensure Dr. Mack has enough time to review these reports with the Board members.

Curriculum Program Applications as Approved by the System President (Attachment PROG 06)

- Guilford Technical Community College
 - Cosmetology Instructor (Certificate) (C55160)

Dr. Brown reviewed the item. All documents are in order.

The committee had no questions or concerns.

Review of Programs Committee Charter (Attachment PROG 07)

Mr. Irwin reviewed the item. He noted that the Charter answers many of the questions the committee members had such as the need to meet every month and to have more than one hour due to the work and items the committee reviews.

The charters are being reviewed to ensure they reflect the work of the committees. It is encouraged that Board members email their questions prior to the Planning Meeting to facilitate discussion on aligning the charters with the strategic plan. It was noted that there is a proposed title change for the committee to “Programs and Student Services”. There was a recommendation that future State Board meetings do not have concurrent sessions so that the full State Board meeting can focus on discussing information shared rather than reviewing information presented in the committee meetings.

Mr. Nath reiterated the importance of taking time to review and discuss the Programs Charter. He expressed concerns if the committee is meeting the responsibilities as currently outlined in the charter and requested an hour in the Planning Meeting to allow for discussion.

Mr. Trapp expressed his support that every Board member have access to the same and equal information as the current structure has members who have in-depth knowledge and those who have little knowledge about the State Board’s work.

Mr. Nath asked about the section on meetings and the statement that the committee “shall meet on the same schedule as the other standing committees, as determined by the State Board”. The statutes state that the State Board of Community Colleges will meet ten times a year, but it does not state that the committees must meet ten times year or dictate if it must be on the same schedule as the other committees. He recommended deleting it if it is not outlined in the statutes.

The recommendation is to share the charter and charter questions via email and allow committee members time to review before emailing input to the committee overseeing the charters. The input will then be aggregated for the Planning Meeting.

Finance Committee Information Items

Allocation for Finish Line Grants (Attachment FC 02)

Dr. Brown reviewed the item.

The committee had no questions or concerns.

Allocation for Short-Term Workforce Development Grant Program (Attachment FC 03) [CA]

Dr. Brown reviewed the item.

The committee had no questions or concerns.

Allocation for Golden LEAF Scholars Program – Two Year Colleges (Attachment FC 04) [CA]

Dr. Brown reviewed the item.

The committee had no questions or concerns.

Allocation for Title II, Adult Education and Family Literacy Act (AEFLA), Section 231, (Attachment FC 05) [CA]

Dr. Brown reviewed the item.

The committee had no questions or concerns.

OTHER BUSINESS

ADJOURN

The meeting was adjourned at 12:08 p.m. by Chairman Irwin.

Recording Secretary
Alex Doles

STATE BOARD OF COMMUNITY COLLEGES
Programs ~~and Student Success~~ Committee Charter
(other recommendation is "Student Academic Services")

Deleted: ~~Services~~

I. Background

The State Board of Community Colleges (State Board) derives its authority from Chapter 115D of the North Carolina General Statutes and the State Board of Community Colleges Code (the Code). The structure of the SBCC committees is defined by the Bylaws of the State Board.

The Programs Committee has been part of the State Board since the creation of the Community College System within the State Board of Education in 1963.

II. Purpose

The purpose of the Programs Committee is to establish policies for the addition and revision of educational programs within the North Carolina Community College System (NCCCS) that comply with N.C. General Statutes and support the System's mission of providing high-quality, accessible educational opportunities that minimize barriers to post-secondary education, maximize student success, develop a globally and multi-culturally competent workforce and improve the lives and well-being of individuals.

The Programs Committee's purview impacts Curriculum, instruction for Captive and Co-opted groups, Student Services, Career and College Promise, Work-Based Learning, Customized Training, High School Equivalency, Tiered Funding Levels, Developmental Education, Basic Skills Plus, Curriculum Instructional Contracts, and Instructional Service Agreements to offer students a variety of learning opportunities throughout the state.

III. Organization

The Programs Committee shall be a standing committee of the State Board. Per Article II of the Bylaws of the State Board, the Chair of the State Board shall appoint the membership, designate the chair and vice-chair, and determine the size of the committee. The membership of the committee may be rotated at the discretion of the Chair of the State Board.

IV. Meetings

Per G.S. 115D 2.2(i) The State Board shall meet at stated times established by the State Board, but not less frequently than 10 times a year. The Programs Committee shall meet on the same schedule as the other standing committees or as needed, but no less than four times a year, as determined by the State Board.

V. Responsibilities

The responsibilities of the Programs Committee shall be:

Attachment PROG 01

- To ensure that the System Office continues to work with the education partners (for example, DPI, UNCGA, and Independent Colleges and Universities) to provide quality education that is accessible to all students.
- To ensure that the System Office continues to work with business, industries, local governments, government agencies, and communities, to ensure that our community colleges are meeting workforce needs.
- To review the programs and courses that are offered within the state of North Carolina to assure that the colleges are best serving their communities
- To learn about trends and needs of the student population to assure what is being requested is what is needed.

VI. Duties

The specific duties of the Committee on Programs shall include review and/or approval, as required, as outlined in G.S. 115D-4 and G.S. 115D-5, of the following:

- Curriculum Program Applications
- Curriculum Program Terminations
- Curriculum Standard Revisions
- New curriculum courses submitted through new-to-the system program applications for the *Combined Course Library*
- New continuing education courses for the Combined Course Library.
- Tier funding designations for continuing education and curriculum courses
- Programs and courses within the Captive/Co-opted groups;
- Articulation agreements between the NCCCS and the various education partners.
- System Office will collect information regarding needs of the new academic programs by NC communities and students, and annually present them to the Committee for its review.
- Criteria for the following:
 - Career and College Promise
 - Work-Based Learning
 - Customized Training
 - High School Equivalency
 - Tiered Funding Levels
 - Developmental Education
 - Basic Skills Plus
 - Curriculum Instructional Contracts
 - Instructional Service Agreements

The Committee may modify or supplement these duties and responsibilities as needed.

The Committee will have oversight of the relevant elements of the strategic plan and the annual operating plan.

The Committee should annually review and assess the adequacy of the Programs Committee Charter in accordance with the Bylaws.



NC Career Coach Program

**Annual Report to the
Joint Legislative Education Oversight Committee**

Submitted by The State Board of Community Colleges

As Required by GS 115D-21.5(d)

September 1, 2022

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SUMMARY

The North Carolina Community College System administers the Career Coach Program, which places community college Career Coaches in high schools to assist students with determining career goals and identifying educational pathways enabling students to achieve these goals. Since the Program's inception in 2015, the General Assembly has shown a commitment to the Program going from an initial \$500,000 appropriation to a total of \$5,600,000 in 2022 with an additional \$230,000 from a partnership with the University of North Carolina System Office Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP). As of July 1, 2022, there are eighty-four (84) Career Coaches across the State. During the 2021-22 academic year, eighty-four (84) Career Coaches at thirty-nine (39) Community Colleges served 19,930 students at fifty-seven (57) Local Education Agencies. While the Career Coach Program has grown and demonstrated success, barriers to on-going success continue. These barriers consist of the difficulty of consistent PowerSchool access for data collection and the ongoing mental health impact from COVID-19 restrictions.

During the 2021-22 academic year many public schools in North Carolina continued to restrict students to remote learning and coaches have struggled to reach and engage with high school students and the workforce. While the Coaches continue to implement hybrid and virtual strategies to meet the needs of students, many residual COVID-19 impacts are still faced by high school students. In Appendix 2 you will see select programs highlighted that have spoken about mental health concerns for current students.

BACKGROUND

North Carolina General Statute 115D-21.5 establishes the NC Career Coach Program. The purpose of the Program is to place Career Coaches employed by community colleges in high schools to assist students with determining career goals and identifying community college programs that align with those goals. The Career Coach Program is a partnership between local boards of education and community colleges. Career Coach funds are awarded through an application process based on the following: 1) consideration of the workforce needs of business and industry in the region; 2) targeting of resources to enhance ongoing economic activity within the community college service area and surrounding counties; and 3) geographic diversity of awards.

STATE FUNDING

State funds for Career Coaches are allocated utilizing the Department of Commerce economic county tier designation. The tier is determined by the location of the local school administrative

unit the career coach serves. Tier 1 counties require no local match, Tier 2 counties require one dollar of local funds for every two dollars of state funds, and Tier 3 counties require one dollar of local funds for every dollar of state funds. State funds may be used for salary, benefits, support for the advising process, and all other expenses related to the employment of the career coach.

Year	Total Recurring Funding
2015-16	\$500,000
2016-17	\$1,000,000
2017-18	\$2,100,000
2018-19	\$2,800,000
2019-20	\$ 2,900,000
2020-21	\$ 3,500,000
2021-2022	\$ 5,600,000

Application & Award of Funds

- **Application Process:** Since funding is not sufficient to provide Career Coaches at every college and in every LEA, funding is allocated on an RFP basis. Interested colleges must submit an application that includes the requirements of G.S. 115D-21.5(c) as well as the following additional components:
 - A deployment plan describing how NC Career Coaches will:
 - Address targeted need in community served
 - Will be sufficiently supported when serving at the LEA location
 - Effectively and appropriately serves local school administrative service area based on rationale supported by local community leaders.
 - Ensure that the number of Coach(es) requested are able to effectively serve the LEA population
 - A professional development plan that:
 - Prepares Career Coaches to work in a high school setting;
 - Ensures Career Coaches are aware of and have the tools and resources to remain current in their knowledge of career opportunities and required education and training; and,
 - Prepares Career Coaches to serve as effective advisors as college personnel in a high school setting.
 - Ensures that the Career Coaches develop and maintain a relationship with local business and industry leaders.

- A plan for communicating with stakeholders, including high school students, high school and middle school faculty and staff, parents, guardians, and area employers.
- An evaluation plan including expected outcomes.
- **Advisory Committee Review:** The Advisory Committee required by G.S. 115D-21.5(c)(1) reviews the applications. This committee is made up of representatives from the NC Community College System, the Department of Public Instruction (DPI), the NC Department of Commerce, and at least three representatives of the business community. The committee evaluates applications based upon the following:
 - Consideration of the workforce needs of business and industry in the region.
 - Targeting of resources to enhance on-going economic activity within the community college service area and surrounding counties.
 - Quality of the deployment, professional development, and communication plans.
 - Geographic diversity of awards.
- **Award & Duration of Funding:** The State Board of Community Colleges awards Career Coach funds based upon the recommendations of the Advisory Committee. Funds are awarded on a State fiscal year basis. Because of the limited amount of funds available, compared to the number of community colleges and LEAs in the State, funding is awarded in three-year cohorts. Any college, including colleges that are already receiving Career Coach funds, may apply for funding during each application period. Although not optimal, the three-year limit on funding does allow additional colleges to apply and allows the Advisory Committee to evaluate the success of the Career Coaches for colleges previously receiving funding.

PARTICIPANTS

2019-22 COHORT PARTICIPANTS

Effective July 1, 2019, the General Assembly appropriated \$ 3,100,000 to the NC Career Coach Program for FY 2019-20, FY 2020-21, and FY 2021-22. During the 2021-22 academic year, a total of fifty-five (55) Career Coaches at twenty-six (26) Community Colleges served students at thirty-five (35) LEAs. In August 2021, the State Board approved a gap year allocation to align both the 2019-2022 and 2020-2023 cohorts to end June 30, 2023, allowing a new cohort model to be implemented beginning July 1, 2023.

TABLE 2.

2019-22 COHORT APPLICANTS	
COMMUNITY COLLEGE	LOCAL EDUCATIONAL AGENCY
Alamance	Alamance-Burlington School System
Bladen	Bladen County Schools
Blue Ridge	Transylvania County & Henderson County Public Schools
Brunswick	Brunswick County Public Schools
Caldwell	Caldwell County Schools
Central Carolina	Lee County Schools, Harnett County Schools, & Chatham County Schools
Cleveland	Cleveland County Schools
Durham	Orange County Public Schools
Edgecombe	Edgecombe County Public Schools
Forsyth	Winston-Salem/Forsyth County Schools
Gaston	Gaston County Schools & Lincoln County Schools
Halifax	Halifax County Schools
Haywood	Haywood County Schools
Isothermal	Rutherford County Schools
Lenoir	Lenoir County Public Schools & Greene County Schools
McDowell	McDowell County Schools
Nash	Nash-Rocky Mount Schools
Piedmont	Person County Schools & Caswell County Schools
Pitt	Pitt County Schools
Randolph	Asheboro City Schools & Randolph County Schools
Rockingham	Rockingham County Public Schools
Rowan-Cabarrus	Rowan Salisbury School System
South Piedmont	Union County Public Schools
Southeastern	Columbus County & Whiteville City Schools
Vance-Granville	Warren County Schools & Granville county Schools
Western Piedmont	Burke County Public Schools
26 Colleges	35 LEAs

2020-23 COHORT APPLICATIONS

Effective July 1, 2020, the General Assembly appropriated \$ 1,400,000 to the NC Career Coach Program for FY 2020-21, FY 2021-22, and FY 2022-23. In partnership with the University of North Carolina (UNC) System Office, the seven-year Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) grant funded \$237,492 for three coaches from counties selected by the UNC System Office. During the 2021-22 academic year, a total of twenty-nine (29) Career Coaches for at seventeen (17) Community Colleges were approved to serve students at twenty-five (25) LEAs.

TABLE 3.

2020-23 COHORT APPLICANTS	
COMMUNITY COLLEGE	LOCAL EDUCATIONAL AGENCY
Asheville-Buncombe Tech	Madison County Schools
Beaufort County – Hyde Co.	Hyde County Schools
Beaufort County – Tyrrell Co.	Tyrrell County Schools
Cape Fear	New Hanover County Schools
Carteret	Carteret County Public Schools
Central Carolina	Lee County Schools
Central Piedmont	Mecklenburg County Schools
Davidson-Davie – Davie Co.	Davie County Schools
Davidson-Davie – Davidson Co.	Davidson County Schools
James Sprunt	Duplin County Schools
Johnston	Johnston County Public Schools
Martin – Bertie Co.	Bertie County Schools
Martin – Martin Co.	Martin County Schools
McDowell Tech	McDowell County Schools
Mitchell	Iredell-Statesville Schools
Rowan-Cabarrus	Kannapolis City Schools
Sampson	Clinton City Schools & Sampson County Schools
South Piedmont – Union Co.	Union County Schools
Wilkes	Wilkes, Ashe, and Alleghany County Schools
GEAR UP Funding:	
Beaufort County – Washington Co.	Washington County Schools

2020-23 COHORT APPLICANTS	
COMMUNITY COLLEGE	LOCAL EDUCATIONAL AGENCY
South Piedmont – Anson Co.	Anson County Schools
Southwestern	Jackson County Schools
17 Colleges	25 LEAs

TOTAL STATEWIDE CAREER COACHES AS OF JULY 1, 2021

TABLE 4.

COLLEGE (REGION)	TOTAL # OF COACHES AS OF 7/1/22	FY 21-22 AWARD **	FY 22-23 AWARD **	LEA	MATCHING FUND SOURCE
Alamance (Central)	2	\$ 105,552	\$ 105,552	Alamance-Burlington School System	Alamance-Burlington School System
Asheville-Buncombe Tech (Western)	1	\$ 52,776	\$ 52,776	Madison County Schools	Madison County Schools Funds
Beaufort County – Hyde County (Eastern)	1	\$ 79,164	\$ 79,164	Hyde County Schools	No match required
Beaufort County – Tyrrell County (Eastern)	1	\$ 79,164	\$ 79,164	Tyrrell County Schools	No match required
Beaufort County – Washington Co. (Eastern)	1	\$ 79,164	\$ 79,164	Washington County Schools	No match required
Bladen (Eastern)	1	\$ 79,164	\$ 79,164	Bladen County Schools	No match required
Blue Ridge (Western)	2	\$ 79,164	\$ 79,164	Henderson County Schools	County Funds
Blue Ridge (Western)	1	\$ 52,776	\$ 52,776	Transylvania County Schools	County Funds
Brunswick (Eastern)	2	\$ 79,164	\$ 79,164	Brunswick County Public Schools	College Institutional Funds

COLLEGE (REGION)	TOTAL # OF COACHES AS OF 7/1/22	FY 21-22 AWARD **	FY 22-23 AWARD **	LEA	MATCHING FUND SOURCE
Caldwell (Western)	4	\$ 211,104	\$ 211,104	Caldwell County Schools	County Funds
Cape Fear (Eastern)	1	\$ 39,582	\$ 39,582	New Hanover County Schools	College Institutional Funds
Carteret (Eastern)	2	\$ 105,552	\$ 105,552	Carteret County Public Schools	College Institutional Funds
Central Carolina (Central)	4	\$ 197,910	\$ 197,910	Chatham County Schools, Lee County Schools, & Harnett County Schools	Institutional Funds
Central Piedmont (West)	1	\$ 39,582	\$ 39,582	Mecklenburg County Schools	Sugar Creek Charter School Funds & College Foundation Funds
Cleveland (Western)	3	\$ 237,492	\$ 237,492	Cleveland County Schools	College Institutional Funds
Davidson-Davie – Davie Co. (Western)	1	\$ 39,582	\$ 39,582	Davie County Schools	County Funds
Davidson-Davie – Davidson Co. (Western)	1	\$ 52,776	\$ 52,776	Davidson County Schools	County Funds
Durham (Central)	1	\$ 39,582	\$ 39,582	Orange County Public Schools	Local Funds
Edgecombe (Eastern)	2	\$ 158,328	\$ 158,328	Edgecombe County Public Schools	College Institutional Funds
Forsyth (Central)	4	\$ 211,104	\$ 211,104	Winston- Salem/Forsyth County Schools	College Foundation Funds
Gaston – Lincoln Co. (Western)	1	\$ 39,582	\$ 39,582	Lincoln County Schools	Lincoln County Schools
Gaston – Gaston Co.	1	\$ 52,776	\$ 52,776	Gaston County Schools	Gaston County Schools

COLLEGE (REGION)	TOTAL # OF COACHES AS OF 7/1/22	FY 21-22 AWARD **	FY 22-23 AWARD **	LEA	MATCHING FUND SOURCE
(Western)					
Halifax (Eastern)	1	\$ 79,164	\$ 79,164	Halifax County Schools	College Institutional Funds
Haywood (Western)	2	\$ 79,164	\$ 79,164	Haywood County Schools	College Foundation Funds
Isothermal (Western)	1	\$ 79,164	\$ 79,164	Rutherford County Schools	College Institutional Funds
James Sprunt (Eastern)	1	\$79,164	\$79,164	Duplin County Schools	No match required
Johnston (Central)	2	\$79,164	\$79,164	Johnston County Schools	College Institutional Funds
Lenoir (Eastern)	2	\$ 158,328	\$ 158,328	Lenoir County Public Schools & Greene County Schools	College Institutional Funds, College Foundation Funds, Lenoir & Greene County Schools
Martin – Bertie Co. (Eastern)	1	\$ 79,164	\$ 79,164	Bertie County Schools	No match required
Martin – Martin Co. (Eastern)	1	\$ 79,164	\$ 79,164	Martin County Schools	No match required
McDowell (Western)	2	\$ 105,552	\$ 105,552	McDowell County Schools	County Funds
Mitchell (Western)	1	\$ 39,582	\$ 39,582	Iredell-Statesville Schools	College Institutional Funds
Nash (Eastern)	2	\$ 158,328 (2)	\$ 158,328	Nash-Rocky Mount Schools	College Institutional Funds
Piedmont (Central)	2.5*	\$ 131,940	\$ 131,940	Person County Schools & Caswell County Schools	County funds
Pitt (Eastern)	3	\$ 158,328	\$ 158,328	Pitt County Schools	College Institutional Funds

COLLEGE (REGION)	TOTAL # OF COACHES AS OF 7/1/22	FY 21-22 AWARD **	FY 22-23 AWARD **	LEA	MATCHING FUND SOURCE
Randolph (Central)	3.5*	\$ 158,328	\$ 158,328	Asheboro City Schools & Randolph County Schools	College Institutional Funds
Rockingham (Central)	1	\$ 79,164	\$ 79,164	Rockingham County Public Schools	College Institutional Funds
Rowan-Cabarrus (Western)	4	\$ 197,910	\$ 197,910	Rowan Salisbury School System & Kannapolis City Schools	College Institutional Funds
Sampson (Eastern)	2	\$ 158,328	\$ 158,328	Clinton City Schools & Sampson County Schools	No match required
South Piedmont (Central)	4	\$ 197,910	\$ 197,910	Anson County & Union County Public Schools	College Institutional Funds
Southeastern (Eastern)	1.5*	\$ 79,164	\$ 79,164	Columbus County Schools & Whiteville City Schools	County funds & Columbus County Industry Group Funds
Southwestern (Western)	1	\$ 79,164	\$ 79,164	Jackson County Schools	College Institutional Funds
Vance-Granville (Central)	1	\$ 63,332	\$ 63,332	Granville County Schools & Warren County Schools	Institutional & Granville County Public Schools
Western Piedmont (Western)	3	\$ 158,328	\$ 158,328	Burke County Public Schools	College Institutional Funds
Wilkes (Western)	4	\$ 211,104	\$ 211,104	Wilkes, Ashe & Alleghany County Schools	Alleghany County Funds, Private Donation

* Piedmont CC, Randolph CC, and Southeastern CC requested an additional part-time coach in 2020. The requests were granted as no additional funding was needed.

** Award amounts indicate the funding level at the time the SBCC approved the award.
(See Appendix 3 for grouping by Region.)

IMPACT DATA FOR 2021-22

STUDENT ENGAGEMENT

Student engagement is the one-on-one session with a Career Coach discussing the student's career interests, identifying opportunities for deeper exploration and immersion, and developing a guided pathway towards appropriate course selection related to the student's career interest. In addition to student engagement, Career Coaches may also hold groups sessions and activities.

TABLE 4.

COLLEGE (REGION)	NO. OF COACHES	COACHING SESSIONS	HIGH SCHOOL
Alamance (Central)	2	430	Southern Alamance HS & Cummings HS
Asheville- Buncombe Tech (Western)	1	98	Madison HS
Beaufort County (Eastern)	3	371	Mattamuskeet Early College HS, Columbia HS, Washington County HS, Washington County Early College
Bladen (Eastern)	1	72	West Bladen HS, East Bladen HS, Bladen Early College
Blue Ridge (Western)	3	440	North Henderson HS, East Henderson HS, West Henderson HS, Rosman HS, Hendersonville HS, Brevard HS & Davidson River Academy
Brunswick (Eastern)	2	426	North Brunswick HS, South Brunswick HS, West Brunswick HS, & Center for Applied Sciences and Technology
Caldwell (Western)	4	1559	Hibriten HS, Career Center Middle College, South Caldwell HS, & West Caldwell HS
Cape Fear (Eastern)	3	1389	Laney HS & New Hanover HS
Carteret (Eastern)	3	397	Croatan HS, East Carteret HS, West Carteret HS, MaST Early College HS

COLLEGE (REGION)	NO. OF COACHES	COACHING SESSIONS	HIGH SCHOOL
Central Carolina (Central)	4	821	Jordan Matthews HS, Southern Lee HS, Lee County HS, & Triton HS
Central Piedmont (Central)	1	555	Sugar Creek Charter School
Cleveland (Western)	3	901	Burns HS, Crest HS, Kings Mountain HS, Turning Point Academy, Pinnacle Classical Academy & Shelby HS
Davidson-Davie (Western)	2	125	Davie County HS & South Davidson HS
Durham (Central)	1	187	Orange HS
Edgecombe (Eastern)	2	567	North Edgecombe HS, Southwest Edgecombe HS, Edgecombe Early College, Northeast Carolina Prep School & Tarboro HS
Forsyth (Central)	4	428	Carver HS, Parkland Magnet HS, West Stokes HS & North Forsyth HS
Gaston (Western)	2	678	Bessemer City HS, Hunter Huss HS, North Gaston HS, Lincolnton HS & West Lincoln HS
Halifax (Eastern)	1	283	Southeast Halifax HS & Northwest Halifax HS
Haywood (Western)	2	175	Pisgah HS & Tuscola HS
Isothermal (Western)	1	335	R-S Central HS, Chase HS, & East Rutherford HS
James Sprunt (Eastern)	1	258	East Duplin HS, North Duplin HS, James Kenan HS & Wallace-Rose Hill HS
Johnston (Eastern)	2	501	Clayton HS, Cleveland HS, Corinth-Holders HS, Princeton HS, Smithfield-Selma HS, South Johnston HS, North Johnston HS & West Johnston HS
Lenoir (Eastern)	2	101	South Lenoir HS, North Lenoir HS, Kinston HS & Greene Central HS
Martin (Eastern)	2	214	Bertie HS
McDowell (Western)	2	328	McDowell HS

COLLEGE (REGION)	NO. OF COACHES	COACHING SESSIONS	HIGH SCHOOL
Mitchell (Western)	1	311	Statesville HS & West Iredell HS
Nash (Eastern)	2	731	Nash Central HS, Northern Nash HS, Rocky Mount HS, Center for Industry, Tech & Innovation (CITI) HS & Southern Nash HS
Piedmont (Central)	2.5	555	Person HS & Barlett-Yancey HS
Pitt (Eastern)	3	635	North Pitt HS, JH Rose HS, Farmville Central HS, South Central HS, Ayden-Grifton HS, & DH Conley HS
Randolph (Central)	3.5	808	Asheboro HS, Eastern Randolph HS, Providence Grove HS, Randleman HS, Southwestern Randolph HS, Trinity HS, Uwharrie Ridge & Wheatmore HS
Rockingham (Central)	1	350	Rockingham HS, Reidsville HS, Morehead HS & McMichael HS
Rowan-Cabarrus (Central)	3	828	A.L. Brown HS, North Rowan HS, Salisbury HS, & South Rowan HS
Sampson (Eastern)	2	265	Clinton HS, Midway HS, Union HS, Lakewood HS & Hobbton HS
South Piedmont (Central)	3	231	Anson HS, Monroe HS, Forest Hills HS, Parkwood HS, Central Academy of Technology and Arts, Sun Valley HS, Piedmont HS & Porter Ridge HS
Southeastern (Eastern)	1.5	181	East Columbus, West Columbus, South Columbus & Whiteville HS
Southwestern (Western)	1	181	Smoky Mountain HS & Jackson County School of the Alternatives
Vance-Granville (Central)	1	236	Granville Central, JF Webb HS, South Granville, Warren New Tech HS & Warren County HS
Western Piedmont (Western)	3	2244	Draughn HS, East Burke HS, Freedom HS, Patton HS, Hallyburton Academy & Burke Middle College
Wilkes (Western)	4	1503	Wilkes Central HS, East Wilkes HS, North Wilkes HS, West Wilkes HS, Ashe HS & Alleghany HS
TOTALS	84.5	19,899	57 LEAs

EMPLOYER ENGAGEMENT

Career Coaches served the community by engaging with the local workforce via meetings with local workforce leaders, chambers of commerce, and other business leaders. During the 2021-2022 academic year 460 workforce engagement activities supported the adjustment to available pathways in order to better meet the state and local workforce need.

PATHWAY ENROLLMENTS

Students enrolled in a variety of high school Career & Technical Education (CTE) pathways, community college Career and College Promise (CCP) CTE pathways, and community college CCP College Transfer Pathway (CTP) pathways. Both high school and community college CTE pathways educate students in a variety of careers such as Advance Manufacturing, Agriculture, Biotechnology, Health Sciences, Information Technology, Robotics, Welding, and many other career opportunities. The community college CTP pathway serves students in careers requiring a bachelor's degree such as Engineering.

TABLE 5.

PATHWAY	2021-22
High School – Career & Technical Education	98,350
Community College – Career & College Promise: Career & Technical Education	8,992
Community College – Career & College Promise: College Transfer Pathway	3,212
TOTALS	110,554

BARRIERS

The NC Career Coach program has received positive response from both community colleges and employers. However, there are barriers to access for colleges and LEAs.

Match Requirement. Effective July 1, 2019, Senate Bill 61 (Section 3.3) adjusted the matching formula (G.S. 115D21.5(c)(2) b.) based on county tiers. While this was a tremendous show of support from the General Assembly, the dollar-for-dollar matching requirement is still a

significant barrier from some colleges, especially small, rural colleges that have limited access to county funds or private funding sources.

Data Collection. Despite the efforts of the System Office and community colleges, PowerSchool access continues to hinder appropriate data collection for program implementation. The format of collection is labor intensive for the coaches and impacts their time and effort to engage workforce leaders in their community.

CONCLUSION

The NC Career Coach Program is successfully helping high school students to choose a viable career path. Although there are only eighty-four (84) Career Coaches statewide, there is broad deployment and strong engagement with coaching students as evidenced by student enrollment in both high school and community college pathways. Career Coaches are also engaging with the local workforce to better align workforce needs with pathways. To further understand program impact at the local level, colleges submitted narratives describing strength and improvement areas (See Appendix 1). These narratives illustrate the creative efforts to guide students on the path through excellent education into the workforce. However, difficulties persist regarding the match required for small, rural colleges, the ability to collect rigorous data as well as manage the impact of COVID-19 on employer and student engagement.

APPENDIX 1 Selected College Highlights

Alamance Community College

“Alamance Community College Emergency Management Services (EMS) department visited Biomedical Technology and Career Management students. Students were able to learn the proper techniques for saving a choking victim and create real life accident scenario for EMS students. Students learned about EMS careers and ACC EMS courses. Also, Burlington Fire Department visited Career Management students. Students learned about the steps to becoming a firefighter. In addition, the fire department showed students its equipment and told on the job stories.”

Blue Ridge Community College

“COVID challenges were notably less present at the start of the school year versus the previous year with both Henderson and Transylvania County schools opening with a normal, in-person schedule. Across both counties BRCC Career Coaches continued offering Career Coach information Q&A sessions via Zoom, this practice seems to be working well to hold open information sessions for any high school students and families interested in discussing plans for after high school or signing up for dual enrollment courses. In addition to working with teachers and students in their respective high schools doing presentations, individual meetings, FAFSA nights, and College Application Week programming, Henderson County Career Coaches Sydney Frank and Marcus Roberson helped to facilitate two High School to Healthcare meetings between Blue Ridge, Henderson County Schools, and area hospitals and medical systems. Pardee Health and Advent Health had staff at these meetings, whose purpose was to better identify channels and pipelines to recruit high school students and set them on a path to be able to serve their local community’s healthcare needs.”

Brunswick Community College

“I spoke to several senior classes about postsecondary plans, scholarship opportunities, and a timeline for preparing for college. I invited the Director of Admissions from Brunswick Community College to present with me, and we created an interactive presentation to inform students about ways to pay for college. I also met with 7th-10th grade students to create their 4-yr, 3-yr and 2-yr high school plans while also offering college transfer, CTE, and workforce continuing education courses available through the CCP program. For all of these presentations, I showed students how to navigate NCcareers.org and had them complete the Reality Check, Interest Inventory, Career Assessment, etc. These activities allowed students to explore careers related to their interests and sparked productive group discussions.”

Central Carolina Community College

“One key area of opportunity that the Career Coaches began work on during the 21-22 school year was the work with CCCC’s local myFutureNC collaborative. CCCC’S main focus for the upcoming year is to engage and utilize our Career Caches to address and work on the following problem of practice: “Central

Carolina Connections will provide the support, preparation, and resources that each student needs for accessing and succeeding in dual enrollment programs in our community. Our explicit actions will propel students, especially those from historically underserved communities, onto clear and accessible pathways that lead to credential attainment and optimal career outcomes. This will increase the economic prosperity for our entire service area and cultivate a more equitable community. These efforts will result in an increase of credential attainment for all students by 15% over the next ten years and ensure that the intentional inclusion of Black and Hispanic/Latinx students in those enrollment/completion metrics match or exceed their representation in the community.”

Central Piedmont Community College

“From Class to Career Day was an event in which the Career Coach created the opportunity for students at Sugar Creek Charter School to listen and speak with Career Professionals in fields where they have shown an interest. Through data collection, students have provided the Career Coach with detailed information based on Careers Professionals they would like to speak with. Career Day was broken down into sessions with the 27 professions and 38 professionals represented.”

Cleveland Community College

“The Career Coaches and CDCs planned a one-day career discovery day in April for over 800 high school juniors to explore a wide range of career options, such as healthcare, manufacturing, business, education, and public services. Student surveys indicated that over 88% of students made moderate or strong connections with our programs because of attending Career Day. Ninety-four percent of students indicated they believed Career Day to be beneficial to their career discovery.

In addition to advising and connecting students to career pathways, CCC continues to experience an increase in the number of high school CTE pathway completers each year. This past May, over 55 current Cleveland County students, advised by CCC Career Coaches, graduated with one of the following credentials: Air Conditioning/Heating & Refrigeration, Cosmetology, Criminal Justice, Early Childhood Certificate, Information Technology Certificate, Mechanical Drafting Certificate, Medical Office Administration, School Age Education, and Welding Technology. We also had our first graduating class of Pharmacy Tech students through Continuing Education Workforce Pathway. All these students were advised by our Career Coaches on CTE pathways and now possess a stackable credential that will help them gain employment or pursue additional education.”

Forsyth Technical Community College

“One trend of significance that I saw among students was a renewed desired to participate and interact that I believe is a result of their past isolations. With this trend it was exciting to see what I believe is more involvement and participation from the students this year. One thing that I noticed early on in the school year is that this cohort of high school students were “Career Delayed”. What I mean by this is the students

did not have the opportunities and interactions that normally students would have at this point in their education. I felt the need more than ever to catch the students up on the exposure and experiences that drive career decisions.

One of my favorite Career Development Opportunities arose for me when a teacher approached and asked that I come and talk to her junior classes because she felt like they didn't know where to start when exploring careers. She recognized my newly coined term of "Career Delayed" in her students. The CDC, a Counselor and I each spent a day with each of her classes. We covered different topics that would enlighten students to different careers through experience. Internships, CTE clusters, CFNC Career Assessments and Career & College Promise classes were all covered as these classes learned how to chart and research their own paths forward."

Haywood Community College

"To overcome the awareness gap of the Career Coach position due to remote learning in the previous semesters, the coaches secured a mini grant to create postcards outlining our role. The postcards were mailed in the fall to every sophomore and junior within Haywood County Schools. This idea was gleaned from other career coaches who presented similar actions."

James Sprunt Community College

"Through one-on-one meetings, I noted that many students were interested in the field of nursing at East Duplin High School but did not understand the education needed. Therefore, I organized a panel discussion with faculty and staff from JSCC's nursing department to speak with students about the process of getting accepted into nursing school. Students had to sign up to attend. 80 students were served.

While working with the Health Sciences Academy Coordinator, we planned a field trip for students to visit the newly renovated nursing school facility at JSCC. Students participated in hands-on activities with the state-of-the-art lab equipment as well as learn more about the nursing career pathway. As a result, 7 students signed up for Nurse Aide 1, a workforce/continuing education CCP pathway with no previous enrollees. 91 students were served."

Piedmont Community College

"It was also important to us as coaches, to bring information to the students by coordinating a CTE Day at the area high schools. This event brought our college's CTE faculty visiting the CTE high school classes. We worked with the Curriculum and Instructional Management Coordinator to pair the program visits to fit the students' interests. We also encouraged the college faculty to bring hands on activities to engage the students. Over 100 students were impacted by this event, and we received 98% positive feedback from students who completed the feedback survey.

In Caswell County, we were able to link the college's agribusiness program by coordinating over 100 agriculture high school students (9-12th grade) to the local farm on a tour. The students were divided

into small groups, and they toured the farm, experienced a live farm equipment demonstration, harvested crops, and watched the institute for Advanced Learning and Research demonstrate flying drones and discussed the connection between technology and agriculture in today's evolving environment. Students were able to ask questions and get a better understanding of how careers in agriculture are very different today than they were fifty, twenty, and even ten years ago."

Rockingham Community College

"During the month of October, Lunch and Learn sessions were offered at each of the four high schools to highlight Career Technical Education Pathways. These sessions were held during school lunches. With the support from the Counselors, College Advisors, and Career Development Coordinators, the Career Coach invited RCC faculty and staff to share information about programs and services at Rockingham Community College. Tables were displayed to present valuable program information while providing hands on learning. Sign in sheets were given to the presenters to help track student interest. When a student visited a table and asked a question about a program or service their name was placed in a drawing for a special treat. According to the sign in sheets, a total of 164 students participated in the event."

South Piedmont Community College

"This year we started a virtual "Career and Technical Education (CTE) Showcase" series to highlight CTE opportunities for area high school students in the CTE field. Each session included a partner from local industry as well as a faculty representative. Student Success staff hosted Health Sciences Academy Coordinators for Atrium Health Union to demonstrate the benefits of leveraging virtual reality in health education. As an outcome of the visit, we created a Health Science Exploration Day."

Western Piedmont Community College

"Carolina Healthcare-Blue Ridge (now UNC Healthcare-Blue Ridge) continues to sponsor the Nursing and Medical Assisting Cohorts by supporting the students financially throughout their 2-year enrollment in the program. In addition to textbook and supply costs, Blue Ridge also compensates students in the Nursing Cohort for completing the Nurse Aid I certification and offers paid employment during their final year of high school. Upon successful completion of their cohort program, Nursing and Medical Assisting Cohorts are also guaranteed employment with Blue Ridge Healthcare, as well as continued financial assistance once employed if they choose to pursue an advanced degree, such as a RN to BSN."

APPENDIX 2 Challenges

Cape Fear Community College

“This year had an unexpected rough start. At the beginning of the 2nd week of school there was a school shooting that took place at New Hanover High School on Monday, August 30, 2021. The Career Coach 3 for New Hanover High School was on the high school campus that day which affected his ability to have meetings with students due to the lockdown procedures and evacuation. The Career Coach 3 assisted with the chaos of the day and offered assistance where needed, remaining with the school staff until all students were picked up by a guardian. This event sent a shock through the community which had lasting effects.

During the first few weeks of school students and staff were acclimated to the high schools policies and procedures regarding their post COVID protocols. Within a matter of a short time frame, mask mandates for the high schools changed multiple times.

Mental Health and Student Hardships are other issues the Career Coaches faced this year. Some examples include students in the CCP program taking their life, students experiencing the death of a parent or close relative, multiple student casualties from car accidents, etc. In collaboration with the high schools, the CCP Team built a stronger bridge between the services available in the high school and at the college, as well as making sure the students were aware of both entities. Being an advocate and available for the students when dealing with such hardships and maintaining their high school and college academics, a team was often assembled to ensure student success.”

Gaston College

“As the effects of stay-at-home orders and COVID continue to linger for today’s youth, the need for working with students with mental health related issues and holistic advising continues to grow in need. As a result, we plan to explore trainings and webinars this year around learning more about the important of self-care for students [and] will continue to adopt additional emphasis on student mental health and holistic advising moving forward.”

Martin Community College

“Since the pandemic, our students have greatly struggled in all areas of their lives, including education and their future. This fact gave us career coaches new resolve to help support them in any way that we can. With more and more sanctions being lifted and life returning back to the “new normal”, we have been able to host more College and Career fairs here at both the Community College and the local High Schools. At these fairs, we have partnered with local industry to give presentations and booths that the students can visit to learn more. This past year alone, many of our students have had the opportunity to be exposed to over 30 local businesses and industry in a hands-on manner.”

Southwestern Community College

“Unfortunately, the career exploration day scheduled for November 2021 was canceled due to the rising Covid cases in the county. This event typically yields high participation from the local high school. The career coach was unable to plan any local employer facility tours for the same reasons. As Covid restrictions began to lift in early Spring 2022, the career coach was able to have students participate in more face-to-face advising sessions and career opportunities.”

APPENDIX 3
Career Coaches by Region

REGION	COLLEGE	TOTAL # OF COACHES AS OF 8/1/22	LEA	MATCHING FUND SOURCE
Central	Alamance	2	Alamance-Burlington School System	Alamance-Burlington School System
	Central Carolina	4	Chatham County Schools, Lee County Schools, & Harnett County Schools	Institutional Funds
	Durham	1	Orange County Public Schools	Local Funds
	Forsyth	4	Winston-Salem/Forsyth County Schools	College Foundation Funds
	Johnston	2	Johnston County Schools	College Institutional Funds
	Piedmont	2	Person County Schools & Caswell County Schools	County funds
	Randolph	3	Asheboro City Schools & Randolph County Schools	College Institutional Funds
	Rockingham	1	Rockingham County Public Schools	College Institutional Funds

REGION	COLLEGE	TOTAL # OF COACHES AS OF 8/1/22	LEA	MATCHING FUND SOURCE
	Rowan-Cabarrus	4	Rowan Salisbury School System	College Institutional Funds
	South Piedmont	4	Anson County & Union County Public Schools	College Institutional Funds
	Vance-Granville	1	Granville County Schools & Warren County Schools	Institutional and Granville County Public Schools Funds
Eastern	Beaufort County	3	Bertie County & Martin County Schools	No match required
	Bladen	1	Bladen County Schools	Local Funds
	Brunswick	2	Brunswick County Public Schools	College Institutional Funds
	Cape Fear	1	New Hanover County Schools	College Institutional Funds
	Carteret	2	Carteret County Public Schools	College Institutional Funds
	Edgecombe	2	Edgecombe County Public Schools	College Institutional Funds
	Halifax	1	Halifax County Schools	College Institutional Funds
	James Sprunt	1	Duplin County Schools	No match required
	Lenoir	2	Lenoir County Public Schools & Greene County Schools	College Institutional Funds, College Foundation Funds, Lenoir County Schools and Greene County Schools
	Martin	2	Bertie County & Martin County Schools	No match required
	Nash	2	Nash-Rocky Mount Schools	College Institutional Funds
	Pitt	3	Pitt County Schools	College Institutional Funds
	Sampson	2	Clinton City Schools & Sampson County Schools	No match required

REGION	COLLEGE	TOTAL # OF COACHES AS OF 8/1/22	LEA	MATCHING FUND SOURCE
	Southeastern	1	Columbus County Schools & Whiteville City Schools	County funds and Columbus County Industry Group Funds
Western	Asheville-Buncombe	1	Madison High School	Madison County Schools Funds
	Blue Ridge	3	Transylvania County Schools & Henderson County Schools	County Funds
	Caldwell	4	Caldwell County Schools	County Funds
	Central Piedmont	1	Mecklenburg County Schools	Sugar Creek Charter School Funds & College Foundation Funds
	Cleveland	3	Cleveland County Schools	College Institutional Funds
	Davidson-Davie	2	Davie County & Davidson County Schools	County Funds
	Gaston	2	Gaston County Schools & Lincoln County Schools	Gaston County and Lincoln County Schools
	Haywood	2	Haywood County Schools	College Foundation Funds
	Isothermal	1	Rutherford County Schools	College Institutional Funds
	McDowell	2	McDowell County Schools	County Funds
	Mitchell	1	Iredell-Statesville Schools	College Institutional Funds
	Southwestern	1	Jackson County Schools	College Institutional Funds
	Western Piedmont	3	Burke County Public Schools	College Institutional Funds
	Wilkes	4	Wilkes County Schools	Alleghany County Funds & Private Donation



Report to the North Carolina General Assembly

Progress on the Implementation of the Career and College Ready Graduates (CCRG) Program

S.L. 2015-241, Section 10.13, as amended by S.L. 2016-94, Section 10.5 and S.L. 2018-5, Section 9.4

Date Due: October 15, 2022

Submitted by the State Board of Education, in conjunction with the State Board of Community Colleges

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Report to the NC General Assembly:**Career and College Ready Graduates (CCRG) Program****S.L. 2015-241, Section 10.13, as amended by S.L. 2016-94 and S.L. 2018-5****BACKGROUND**

S.L. 2015-241, Section 10.13 amended by S.L. 2016-94, Section 10.5 and S.L. 2018-5, Section 9.4, Career and College Ready Graduates, requires the State Board of Community Colleges (SBCC), in consultation with the State Board of Education (SBE), to develop a program that introduces the college developmental mathematics and developmental reading and English curriculums in the high school senior year and provides opportunities for college remediation for students prior to high school graduation. Implementation of select model partnerships began in the 2016/2017 academic year. Professional development for high school faculty began in the 2018-2019 academic year and continued into the 2020-2021 and 2021-2022 academic years. The program has been phased in by cohorts developed by the Department of Public Instruction beginning with the 2019-2020 academic year with the intent for statewide implementation in January 2021. The Department of Public Instruction utilized lapsed salaries to fund the program in the 2019-2020 academic year. Lapsed salaries were not available to fund the program in the 2020-2021 academic year, thus the program was an unfunded mandate. In November 2021, the 2021-2022 budget was passed with funding for CCRG, and the Department of Public Instruction immediately began the process to contract with the vendor, The NROC Project. Despite school challenges during COVID-19, there were 102 Local Education Agencies (LEAs) who participated to some degree with the CCRG online content during the 2019-2022 academic year. All LEAs are aware and prepared to implement CCRG during the 2022-2023 academic year, once procurement is complete and the product is available through NCED Cloud CCRG Session law requires that high school students enroll in the program if they have not met readiness indicators established by the SBCC by their junior year. High schools are required to use the curriculum approved by the SBCC, in consultation with the SBE. The SBCC is also required to determine the appropriate measure of successful completion to ensure students are prepared for coursework at a North Carolina community college without further remediation in mathematics, reading or English. Professional development was prepared and delivered by the professional development sub-committee of the Career and College Ready Graduate Alignment Partnership (CCRGAP) committee during the 2021/2022 school year.. The NC Community College System (NCCCS) is providing oversight for the program. The NC Department of Public Instruction (NCDPI) partners with the NCCCS to ensure effective implementation continues to improve across the state.

Aligned with the NCCCS RISE placement and remediation program, the NCCCS selected the NROC platform to deliver the CCRG curriculum. NCDPI procured the NROC platform for all NC public high schools starting in fall 2021 and was available for school use in the spring and summer semesters 2021.

In working to design the program, the NCCCS and NCDPI are partnering to support the goal of students successfully graduating from public high schools who are career and college ready. In doing so, both the NCCCS and NCDPI are engaged in developing additional strategies to target specific academic deficiencies.

CURRENT STATUS:***CCRG Implementation***

The Department of Public Instruction has been engaged in regular, ongoing communication with LEAs, to include superintendents, chief academic officers, CCRG contacts, and other relevant staff regarding the implementation of CCRG for the 2022-2023 academic year. During the 2021-2022 academic year, CCRG was not implemented, as the state Fiscal Year 2022 budget was passed in November 2021. In preparation for contracting, the Department of Public Instruction, the Community College System Office, and The NROC Project continued monthly check-in meetings to discuss procurement progress and professional development / other support efforts during the interim period of procurement. Department of Public Instruction staff provided regular, ongoing updates via CAO quarterly meetings, newsletters, emails, and updated frequently asked questions (FAQ) documentation to ensure LEAs understanding of CCRT implementation upon finalizing the contract and making available the vendor platform to LEAs.

Of significance is that the recent budget allocated funding for 1 Full Time Equivalent (FTE) position for CCRG. That position was posted for internal and external applicants in June 2022. In July 2022, the Department of Public Instruction conducted interviews.

Professional Development

Continued professional development was held during spring 2022 and included several different types of webinars led by NROC and NCCCS with support from NCDPI. The webinars featured LEA Administrators, CCRG Math Teachers, and CCRG Enhanced English IV Teachers sharing their “lessons learned” from spring 2021 CCRG implementation. These subject matter experts shared pacing guides, lesson plans, sample grading guidelines, student activities, workbooks, and other materials they have created with the LEAs. These materials have been placed in the already existing “CCRG Resources Course” which is managed by NCCCS faculty on NCDPI’s Canvas Site. Paper copies of the workbooks were printed by NCCCS and are being distributed to math and Enhanced English IV teachers in the LEAs as a resource to assist with teaching the CCRG courses. Other webinars included an overview of and introduction to CCRG. NROC hosted several webinars for CCRG Math and Enhanced English IV Teachers showing the student experience inside the EdReady platform. All webinars were recorded and the recordings and slides can be accessed in the “CCRG Resources Course”.

Under the leadership of NCCCS, NROC created several resources to assist CCRG Enhanced English IV teachers which had been requested by teachers during spring 2021 implementation. The resources which include a handbook for supporting multi-lingual students in the EdReady platform and English Foundations materials have been shared with teachers through the “CCRG Resources Course”.

The “CCRG Resources Course” was first developed as part of the professional development during the 2020-2021 year. Training materials continue to be added to this course which can be accessed by all LEA personnel. NROC has created a CCRG resources website that is continuously updated with materials for CCRG Administrators and Teachers.

Professional development and support for CCRG is also being planned for Fall 2022 and will be made available to LEAs and high schools once the contract with NROC is established and as those plans are finalized. NCCCS will continue to provide webinars and other support materials as appropriate to help LEA Administrators and teachers navigate CCRG implementation each semester.

NCDPI will be supporting NCCCS professional development with NROC by communicating with LEAs, providing regular updates, helping to facilitate “office hours” and working with the NROC Project/EdReady platform to ensure access, data sharing, and progress continues with the vendor for CCRG program.

Program Outcomes

Session Law 2018-5, Section 9.4 requires that the SBCC and the SBE report annually to the Joint Legislative Oversight Committee on progress of implementation. This report should include the “impact on remediation rates by high school in both mathematics and reading and English for recent high school graduates entering a North Carolina community college or constituent institution of The University of North Carolina.”

Since Spring 2022 CCRG High School graduates are currently applying to colleges for Fall 2022, the enrollment data of these graduates into the community colleges is not yet available. We anticipate that data will be available in the coming year once full implementation of CCRG is delivered across the state.

Note: CCRG does not impact the individual remediation programs at UNC Institutions.

Program Outcomes, based on statewide summary from NROC to NCDPI, as of June 30, 2022:

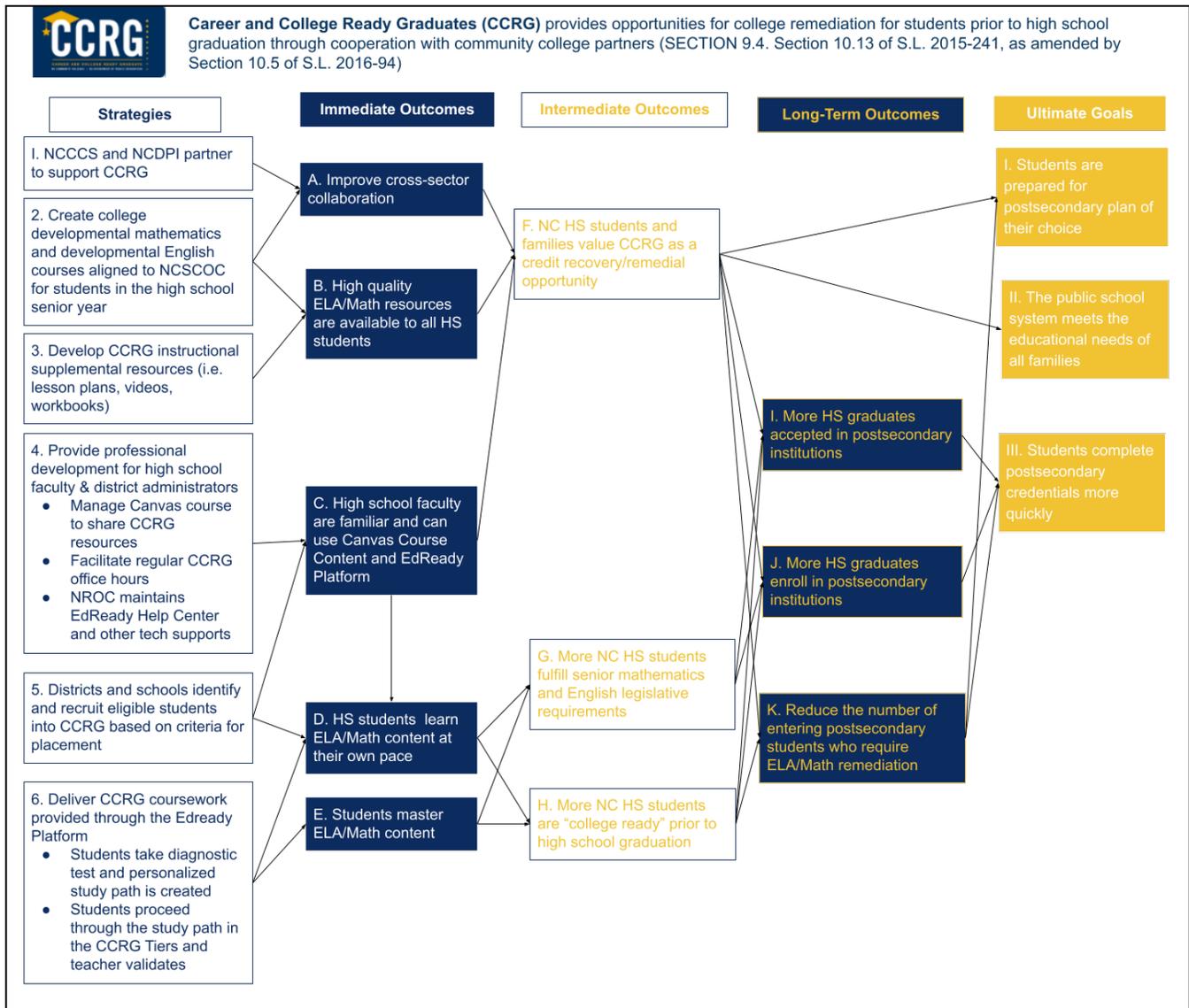
Career and College Ready Graduate (CCRG) was not implemented in the 2021-2022 academic year. The 2021-2022 budget was not approved until November 2021, and differing interpretations of the legislation resulted in a delay of full implementation including finalization of the contract with NROC.

EVALUATION PLAN:

Several major questions guide the evaluation plan for CCRG aligned to the logic model (see Figure 1).

- Implementation: How were CCRG strategies implemented?
- Impact: What were the nearer and longer-term outcomes of the CCRG strategies on students, faculty, and families?

Figure 1. CCRG Logic Model



For the purposes of the 2022-23 academic year, the NCDPI-NCCCS team will focus on the evaluation of implementation of the CCRG and immediate outcomes, as outlined in Tables 1-2. The team will look to evaluate the intermediate and longer-term outcomes in subsequent years of the project and partnership.

Table 1. Implementation Evaluation Plan

Strategy	Evaluation Question	Data Source
1. NCCCS and NCDPI partner to support CCRG	To what extent did NCCCS and NCDPI partner to support CCRG?	Interviews with sector staff
2. Create college developmental mathematics and developmental English courses aligned to NCSCOC for students in the high school senior year	<p>How many and what types of courses were developed?</p> <p>How were the math courses aligned to elementary and middle school NCSCOS?</p> <p>How were ELA courses aligned to ENG 4 NCSCOS?</p>	<p>Course catalog</p> <p>NCSCOS Crosswalk</p>
3. Develop CCRG instructional supplemental resources (i.e., lesson plans, videos, workbooks)	<p>How did high school faculty & district administrators use CCRG instructional supplemental resources?</p> <p>Did high school faculty & district administrators find them useful?</p>	<p>Canvas user data</p> <p>Surveys with high school faculty & district administrators</p>
<p>4. Provide professional development for high school faculty & district administrators</p> <ul style="list-style-type: none"> • Manage Canvas course to share CCRG resources • Facilitate regular CCRG office hours • NROC maintains EdReady Help Center and other tech supports 	<p>How many high school faculty & district administrators participated in CCRG professional development activities?</p> <p>Did high school faculty & district administrators find them useful?</p>	<p>Canvas user data</p> <p>Office hours sign-ups</p> <p>Surveys with high school faculty & district administrators</p> <p>Help center request log</p>
5. Districts and schools identify and recruit eligible students into CCRG based on criteria for placement	<p>What strategies did districts and schools use identify and recruit students for CCRG?</p> <p>How many students were identified as eligible for CCRG?</p>	<p>Surveys with high school students and faculty and district administrators</p> <p>Student recruitment lists</p>
<p>6. Deliver CCRG coursework provided through the EdReady Platform</p> <ul style="list-style-type: none"> • Students take diagnostic test and personalized study path is created • Students proceed through the study path in the CCRG Tiers and teacher validates 	<p>To what extent was coursework delivered through NROC?</p> <p>What did high school students and faculty and district administrators think about CCRG coursework and the EdReady platform?</p>	<p>EdReady user data</p> <p>Surveys with high school students and faculty and district administrators</p>

Table 2. Impact Evaluation Plan

Immediate Outcomes	Evaluation Question	Data Source
A. Improve cross-sector collaboration	To what extent has cross-sector collaboration improved between NCDPI and NCCCS staff?	Interviews with sector staff
B. High quality ELA/Math resources are available to all HS students	To what extent are students accessing and using ELA/Math resources?	Canvas user data Surveys with high school faculty & district administrators
C. High school faculty are familiar and can use Canvas Course Content and EdReady Platform	How did high school faculty & district administrators use Canvas Course Content and EdReady Platform? Did high school faculty & district administrators find them useful?	Canvas user data Surveys with high school faculty & district administrators
D. HS students learn ELA/Math content at their own pace	To what extent did HS students learn ELA/Math content at their own pace?	EdReady user data Surveys with high school students
E. Students master ELA/Math content	How many students passed the CCRG Tier Test by scoring an 80?	EdReady Assessment Scores

CONCLUSION:

The NCCCS Career and College Ready Graduate Alignment Partnership team and NCDPI believe the current plan has strong potential for success as it is designed to ensure that:

- Input and participation from the community colleges, NCDPI, LEAs and high school teachers will continue and strengthen as the program increases statewide participation. The possible need for multiple strategies to sufficiently address the statewide need was identified and supported. Permitting LEAs to adapt content implementation based on local needs will support more effective implementation.
- The program is built on policies, such as Career and College Promise and NCCCS Developmental Education policies and practices already in place as well as partnerships with work that has already occurred within the State.
- Students who successfully master the Tier Tests will enter the community college remediation-free and will be placed in credit-bearing courses.
- Students that were not able to complete the entire program will still be able to reduce their developmental education footprint when enrolling at their community college.

Some challenges remain with the sustainability of the CCRG program.

- Although the statewide pilot phase of RISE has ended and colleges have been provided flexibility in serving students based on local needs, benchmarks for remediation remain in place as developed by

the RISE program and CCRG Tier test scores will be accepted at colleges for placement into college level courses. As NCCCS continues to evaluate its developmental and supplemental education practices and policy, the System Office will continue to work collaboratively with NCDPI to ensure students receiving CCRG content and passing the assessments provided through CCRG enter college without the need for further remediation.

For CCRG content guidance, refer to the NCCCS.

For CCRG implementation guidance, refer to the NCDPI.

CCRG PROGRAM DETAILS, previously reported

CCRG Student English Eligibility and Exemptions

Any NC high school student who has an unweighted GPA (UGPA) between 2.2 and 2.799 as a high school junior after the completion of the first semester or second semester is required to take English with the CCRG content in the senior year of high school.

Students with an unweighted GPA below 2.2 may opt into CCRG English.

If students meet any one of the following criteria in English, they will be exempt from the CCRG English content.
CCRG English Exemptions

- Cumulative high school UGPA- 2.8 or higher
- PSAT 10 and PSAT/NMSQT 2015 and future - 26 or a composite score of 460 for evidenced-based reading and writing
- SAT ERW- 480 or higher
- Pre-ACT English- 18 or higher
- Pre-ACT Reading- 22 or higher
- ACT English- 18 or higher
- ACT Reading- 22 or higher
- AP Language & Composition- 3 or higher
- AP Literature & Composition- 3 or higher
- IB English A- 4 or higher
- AS Level English Language- grade C or higher
- A Level English Language- grade C or higher
- AS Level Language and Literature in English- grade C or higher
- For CCP/CIHS students*: College GPA 2.8+ and 6+ UGETC credits earned with a grade of C or higher
- For CCP/CIHS students*: Completion of ENG 111 or ENG 110 with a grade of C or higher
- RISE Placement Test English - 70 or higher on Tier 1 and Tier 2

*CIHS students are those attending early colleges, middle colleges, or other cooperative innovative high schools.

Interstate Compact on Educational Opportunity for Military Children guidelines will apply as appropriate for most beneficial placement.

CCRG Student Math Eligibility and Exemptions

Any NC high school student who has an unweighted GPA (UGPA) between 2.2 and 2.799 as a high school junior after the completion of the first semester or second semester is required to take CCRG math content in the senior year of high school.

Students with an unweighted GPA below 2.2 may opt into CCRG math.

If students meet any one of the following criteria in math, they will be exempt from the CCRG math content.
CCRG Math Exemptions

- Cumulative high school UGPA- 2.8 or higher
- PSAT 10 and PSAT/NMSQT 2015 and future - score of 24.5 or 510 in mathematics
- SAT Math- 530 or higher
- Pre-ACT Math- 22 or higher
- ACT Math- 22 or higher
- Math 3 EOC- 4 or 5
- AP Calculus AB- 3 or higher
- AP Calculus BC- 3 or higher
- IB Math (Higher Level) - 4 or higher
- IB Advanced Math (Higher Level)- 4 or higher
- IB Mathematical Studies (Standard Level)- 4 or higher
- Cambridge International Exam: AS Level Math- grade C or higher
- Cambridge International Exam: A Level Math- grade C or higher
- Cambridge International Exam: A Level Mathematics-Further- grade C or higher
- For CCP/CIHS students*: College GPA 2.8+ and 6+ UGETC credits earned with a grade of C or higher
- For CCP/CIHS students*: Completion of MAT 110, MAT 121, MAT 143, MAT 152, or MAT 171 with a grade of C or higher
- RISE Placement Test Math - 70 or higher on Tier 1 and Tier 2, and Tier 3

*CIHS students are those attending early colleges, middle colleges, or other cooperative innovative high schools.

Interstate Compact on Educational Opportunity for Military Children guidelines will apply as appropriate for most beneficial placement.

ADDITIONAL BACKGROUND INFORMATION

In addition, to clarify on the above placement criteria, the following items were considered:

- Community college faculty, high school English teachers, and NC DPI curriculum specialists reviewed the CCRG Enhanced English IV course. There is agreement that this course can satisfy the English IV high school graduation requirement. The course is listed as English IV on the transcript and will satisfy the UNC minimum admissions requirement.
- Community college faculty, high school math teachers, and NC DPI curriculum specialists reviewed the CCRG Math course. This course can count as a fourth mathematics credit for high school graduation but not as a fourth level mathematics course. Since this is not a fourth level mathematics course, it will not satisfy UNC minimum admissions requirements.
- Each course will include assessments that align to placement benchmarks at the community college. Scores on these assessments will determine placement at the community college upon completion of the CCRG English and math courses.
- The overall grades for the English and Math courses with CCRG curriculum will determine credit for high school graduation.

- Interstate Compact on Educational Opportunity for Military Children guidelines will apply as appropriate for most beneficial placement.

CCRG Content

English Language Arts

The CCRG English content has been developed to align with the ELA Standard Course of Study as well as NCCCS student outcomes.

- The CCRG content for English Language Arts will be integrated into English IV with specific program enrollment guidance to indicate students who are receiving this content.
- For CCRG content guidance, refer to the NCCCS.
- For CCRG implementation guidance, refer to the NCDPI.

Mathematics

The CCRG content for mathematics involves mastery-based modules through the chosen NROC/EdReady platform.

- The CCRG mathematics units may be integrated into another existing mathematics course or offered during an intervention time frame. The CCRG mathematics units may also be delivered through a stand-alone course during their senior year.
- The CCRG mathematics content does not satisfy a fourth level mathematics course and does not meet UNC System Minimum Course Requirements for admission because it does not build on Math 3.
- The standalone CCRG Math course will earn a fourth mathematics credit towards high school graduation requirements.

STATE BOARD OF COMMUNITY COLLEGES
Curriculum Program Application - New to the System

The State Board of Community Colleges is asked to approve the curriculum program at the listed college on the condition that equipment funds are available to the college and operating funds generated by the budget formula will permit the offering of the program without any special allocation of funds.

North Carolina Community College System
Early Child Care Workforce (Certificate) (C55820)

Contact(s):

Michelle Lair
Director of Programs

**STATE BOARD OF COMMUNITY COLLEGES
Early Child Care Workforce (Certificate) (C55820)**

Request: The State Board of Community Colleges is requested to approve the following:

1. Early Child Care Workforce Certificate (C55820)
2. Approval for the program to be included as a Special Application
3. One EDU course revision to be included in the new Early Child Care Workforce Certificate.
 - a. EDU 188 Trends and Policies in Early Childhood
4. Delegated authority to the President of the North Carolina Community College System to grant a college the approval to award the certificate based on the widespread immediate need for jobs in this area (1D SBCCC 400.6 (4)).

Background: In April 2021, the NC Senate approved Senate Bill 570. In this bill, there were items included to help increase the number of staff in NC childcare programs. Two items that directly impacted the development of the Early Child Care Workforce Certificate.

- Section 2.5 Senate Bill 570
 - New courses that award college credit towards a degree based on work experience.
 - New courses that allow college credit towards a degree for taking online health, safety, and nutrition modules.

EDU faculty from 20 community colleges participated in two retreats to complete the work to meet the requirements of the bill. The faculty identified one existing course and created two new courses to allow the opportunity for community colleges to award college credit through Credit for Prior Learning processes and procedures.

- EDU 130- Social Environments for Children
- EDU 159- Health and Safety for Early Childhood (incorporates all health and safety training requirements within Chapter 9 NC Child Care Rules.)

Rationale: According to the 2021 Pew Survey, childcare issues was cited as one of the major reasons why women are not returning to the work force post pandemic. In the NC Business Pulse Survey, 65% of employers had concerns about adequate staffing levels at their business in March 2022. The NC Division of Child Development and Early Education (NC DCDEE) reported a 10.4% decrease in number of childcare sites and a 3.4% decrease in childcare staff since January 2018.

The most recent Census Bureau Household Pulse Survey reflecting workforce data from June 29-July 11, 2022 found that 6.1 million parents are not working because they do not have child care (176,984 in North Carolina). In the past four weeks, an additional 6 million parents (237,251 in North Carolina) had challenges with childcare that kept them home temporarily. Throughout the U.S., about 63% of these parents are women, but in North Carolina, 70% are women.

Contact(s):

Dr. Mary Olvera
Program Coordinator

CURRICULUM STANDARD

Effective Term
Spring 2023
*[2023*01]*

Curriculum Program Title	Early Child Care Workforce (Certificate)	Program Code	C55820
Concentration	(Not applicable)	CIP Code	13.1209

Curriculum Description

This curriculum prepares individuals to work in early childcare settings. Students will combine best practices, competency-based knowledge, and practice in actual settings with children 0-12 years old.

Course work includes child growth and development, physical/nutritional needs of preschool children, safety issues in the care of preschool children; care and guidance; communication skills with families and children; design and implementation of appropriate curriculum; and other related topics.

Graduates should be prepared to plan and implement developmentally appropriate programs in early childcare settings. Employment opportunities include public and private childcare programs family childcare homes, and other early childcare programs.

Curriculum Requirements*

[for associate degree, diploma, and certificate programs in accordance with 1D SBCCC 400.10]

- I. **General Education.** Degree programs must contain a minimum of 15 semester hours including at least one course from each of the following areas: humanities/fine arts, social/behavioral sciences, and natural sciences/mathematics. Degree programs must contain a minimum of 6 semester hours of communications. Diploma programs must contain a minimum of 6 semester hours of general education; 3 semester hours must be in communications. General education is optional in certificate programs.
- II. **Major Hours.** AAS, diploma, and certificate programs must include courses which offer specific job knowledge and skills. Work-based learning may be included in associate in applied science degrees up to a maximum of 8 semester hours of credit; in diploma programs up to a maximum of 4 semester hours of credit; and in certificate programs up to a maximum of 2 semester hours of credit. *(See second page for additional information.)*
- III. **Other Required Hours.** A college may include courses to meet graduation or local employer requirements in a certificate, diploma, or associate in applied science program. These curriculum courses shall be selected from the Combined Course Library and must be approved by the System Office prior to implementation. Restricted, unique, or free elective courses may not be included as other required hours.

	AAS	Diploma**	Certificate**
Minimum General Education Hours	15	6	0
Minimum Major Hours	49	30	12
Other Required Hours	0-7	0-4	0-1
Total Semester Hours Credit (SHC)	64-76	36-48	12-18

Major Hours

- A. Core.** The subject/course core is comprised of subject areas and/or specific courses which are required for each curriculum program. A diploma program offered under an approved AAS program standard or a certificate which is the highest credential level awarded under an approved AAS program standard must include a minimum of 12 semester hours credit derived from the subject/course core of the AAS program.
- B. Concentration** (*if applicable*). A concentration of study must include a minimum of 12 semester hours credit from required subjects and/or courses. The majority of the course credit hours are unique to the concentration. The required subjects and/or courses that make up the concentration of study are in addition to the required subject/course core.
- C. Other Major Hours.** Other major hours must be selected from prefixes listed on the curriculum standard. A maximum of 9 semester hours of credit may be selected from any prefix listed, with the exception of prefixes listed in the core or concentration. Work-based learning may be included in associate in applied science degrees up to a maximum of 8 semester hours of credit; in diploma programs up to a maximum of 4 semester hours of credit; and in certificate programs up to a maximum of 2 semester hours of credit.

Early Child Care Workforce Certificate C55820

	AAS	Diploma	Certificate
Minimum Major Hours Required	49 SHC	30 SHC	12 SHC
A. CORE	N\A	N\A	18 SHC
Required Courses: EDU 119 Introduction to Early Childhood Education 4 SHC EDU 130 Social Environments for Children 3 SHC EDU 151 Creative Activities 3 SHC EDU 159 Health and Safety for Early Childhood 2 SHC EDU 162 Observation and Assessment in ECE 3 SHC EDU 188 Trends and Policies in Early Childhood 3 SHC			
B. CONCENTRATION (<i>Not applicable</i>)			
C. OTHER MAJOR HOURS (<i>Not applicable</i>)			

Proposed EDU Course Revision for Early Child Care Workforce Certificate
Effective Term – Spring [2023*01]

EDU 188 Trends and Policies in Early Childhood

Class 2 3 Lab 0 Clinical 0 Work 0 Credit 2 3

This course covers current topics and policies in the diverse and inclusive field of early childhood education that affect young children, families, communities, and professionals.

Emphasis is placed on but not limited to advocacy, equity, bias and social justice, emerging research, professionalism, reflective practice, and legal/ethical concerns.

Upon completion, students should be able to list, discuss, and explain current trends/policies in early childhood education as well as develop an advocacy plan based on course content.

STATE BOARD OF COMMUNITY COLLEGES
Curriculum Program Applications as Approved by the System President

The State Board of the North Carolina Community College System, through delegated authority to the System President, approved the curriculum program application listed below:

McDowell Technical Community College
Building Construction Technology (A35140)
Effective: Fall 2023

Contact(s):

Michelle Lair
Director of Academic Programs

AGENDA
State Board of Community Colleges
STATE BOARD POLICY AND GOVERNANCE COMMITTEE
Cleveland Community College, LeGrand Center, Center Ballroom
Thursday, September 15, 2022 – 4:40 p.m. – 5:10 p.m.
Mr. Jerry Vaughan, Chair

Call to Order

Roll Call

Ethics Awareness and Conflict of Interest

Approval of Agenda

Approval of Minutes – August 18, 2022

For Future Action

- Review of State Board Policy and Governance Committee Charter (Attachment SBPG 01)
- State Board Handbook (Attachment SBPG 02)
- State Board Bylaws (Attachment SBPG 03)
- Report from Governance Subcommittee on Board Engagement

New Business

Adjourn

MINUTES
State Board of Community Colleges
SBCC BOARD POLICY AND GOVERNANCE COMMITTEE
Thursday, August 18, 2022

SBCC BOARD POLICY AND GOVERNANCE COMMITTEE MEMBERS PRESENT

Mr. Jerry Vaughan, Chair*	Dr. Shirley Carraway	Ms. Julie Ryan
Mr. William Holder, Vice-Chair*	Mr. Mark Merritt	Hon. Ray Russell
Ms. LaTasha Bradford	Mr. Hari Nath	Ms. Ann Whitford

*Attended via Zoom

OTHER BOARD MEMBERS PRESENT

Dr. Grant Campbell	Mr. Tom Looney	Ms. Sarah West
Ms. Lisa Estep	Mr. Burr Sullivan	
Mr. Jonathan Harris	Hon. Terry Van Duyn	

*Attended via Zoom

OTHERS IN ATTENDANCE

Ms. Brandy Andrews	Dr. Patrick Crane	Dr. Bruce Mack
Atty. Tawanda Artis	Mr. Patrick Fleming	Ms. Hannah McClellan, EdNC
Ms. Lyn Austin, JCC Trustees	Dr. Kimberly Gold	Dr. Gregory McLeod, Edgecombe CC*
Dr. Levy Brown	Darrin Hartness, Davidson-Davie CC	Ms. Halima Sharif
Dr. Bill Carver, NCCCS	Ms. Tiffany Howell	
Mr. Jason Cobb	Ms. Sondra Jarvis	
Mr. Scott Corl	Dr. Laura Leatherwood, Blue Ridge CC	

*Attended via Zoom

CALL TO ORDER

Mr. Vaughan called the SBCC Policy and Governance Committee meeting to order at 2:21 p.m.

ROLL CALL

General Counsel Artis called the roll of the SBCC Policy and Governance Committee members.

ETHICS STATEMENT

Attorney Artis read the Ethics Awareness and Conflict of Interest Statement. No conflicts were noted.

APPROVAL OF THE AGENDA AND MINUTES

Mr. Vaughan requested a motion to approve the agenda. Mr. Sullivan motioned to approve the agenda, seconded by Dr. Carraway, and the motion was approved by voice vote. Mr. Vaughan requested a motion to approve the minutes from July 14, 2022. Dr. Carraway motioned to approve the minutes, seconded by Ms. Whitford, and the motion was approved by a voice vote.

MINUTES
State Board of Community Colleges
SBCC BOARD POLICY AND GOVERNANCE COMMITTEE
Thursday, August 18, 2022

FOR ACTION

Recommendation for Initial Proprietary School Licensure (Attachment SBPG 01)

Mr. Corl recommended initial licensing of eight (8) new proprietary schools which would run through June 30, 2023. All schools have paid their respective fees, and all had the required verified bond recorded in the county of the school's operation. Mr. Vaughan suggested adding information on the anticipated number of enrollees to the chart for initial proprietary school licensure so that it would show the capacity for the schools. Mr. Corl stated that information was not required by statute, and it would vary from business to business.

Mr. Vaughan recommended a motion to approve Attachment SBPG 01. Mr. Merritt motion to approve, seconded by Mr. Nath, and approved by voice vote.

FOR INFORMATION

Proprietary Schools of North Carolina Annual Report 2022 (Attachment SBPG 02)

Mr. Corl stated the annual report was a statutory requirement to give the Community College Board a snapshot of what the proprietary licensing looked like for the prior year. He explained that the initial licensing for the year 2021-2022 was unusually higher. The licensed schools listed were the most that had been recorded to date.

State Board Handbook (Attachment SBPG 03)

Attorney Artis presented the first draft of the State Board handbook, stating it reflected the feedback from the Self-Evaluation Committee and the Governance Subcommittee as well as feedback from the members at the previous committee meetings. This draft was not the final version of the handbook and changes would be made in the future. Attorney Artis stated the list of statutes in the handbook would be moved over to a chart to be a little more user friendly. Ms. Jarvis would work on updating the logistics section of the handbook. Mr. Vaughan inquired if the handbook would be available as a "For Action" item at the September meeting. Attorney Artis confirmed it can be.

Review of Charter for State Board Policy and Governance Committee (SBPG 04)

Attorney Artis stated she distributed a hard copy of her comments for the State Board Policy and Governance Committee charter. Attorney Artis recommended the following:

- Conform the naming convention of committee charters to align with the Bylaws.
- Under the Background section in the charter, add specific reference from the General Statutes of NCGS 115D-2.2 and 115D-5 to be more specific about the State Board statutory requirements.
- Under the Purpose section in the charter, include a note about rulemaking since most revisions to the State Board Code come through Policy and Governance Committee
- Under Background in the charter, include information of the history of the Policy and Governance Committee.

MINUTES
State Board of Community Colleges
SBCC BOARD POLICY AND GOVERNANCE COMMITTEE
Thursday, August 18, 2022

- Under the Purpose section in the charter, include language to include regulations related to the Community Colleges.
- Under the Meetings section in the charter, set a minimum number of meetings per year. The rulemaking process may require frequent meetings.
- Under the Responsibilities section in the charter, the responsibilities of the committee should include recommendations at the committee level, because that is required before the items come before the full State Board for adoption
- Under the Responsibilities section in the charter, include language detailing the process of how to modify the committee’s responsibilities.

Mr. Vaughan inquired if there would be time at the State Board Retreat to review the recommended modifications. Mr. Merritt stated that within the next couple of weeks, each committee will have the opportunity to discuss the recommendations pertaining to the specific committee charter. The subcommittee would then review the feedback from those meetings and work with the System Office Team to generate revised charters. The revised charters would be presented for discussion in September with the goal of finalizing them in October or November.

Ms. Lyn Austin commented that previously the Policy Committee addressed all changes to rules and policies, but the process was changed where some rules changes were distributed to other committees. She had concerns on how the new charter would be drafted with all the various committees. Attorney Artis stated the Policy and Governance Committee was now the “catch all” for any rules and policies that do not fit squarely into another committee. Further, she stated as General Counsel, she serves as the codifier of rules, and she helps to draft the rules to ensure they are legally sound and consistent. Ms. Austin agreed with the current process of organizing the rules with specific committees; however, she added previously the concern with the assignment of rules revisions to other committees would result with some falling through the cracks and not being noticed by college presidents and trustees. She further stated it would be easier to have a central location to address all rules and regulations. Mr. Vaughan added that the current organization structure at the committee level allowed for representation to help prevent making mistakes without creating another layer of bureaucracy.

Mr. Nath requested clarification on a listed responsibility on the Policy and Governance Committee Charter regarding the State Board being more effective and efficient. He stated that more information should be included in the listed responsibility. Mr. Vaughan added the Policy and Governance Committee would be a first start to making the State Board more efficient and effective. Mr. Sullivan added he agreed with the current committee structure and did not see the need for any changes at this time, but he was open to additional discussions. Mr. Russell also supplemented that he was pleased with the current committee structure and stated putting too much power in the hands of a few people would not be good.

MINUTES
State Board of Community Colleges
SBCC BOARD POLICY AND GOVERNANCE COMMITTEE
Thursday, August 18, 2022

Report from Governance Sub-committee on Board Engagement

Mr. Merritt provided an update on the Governance Sub-committee on Board Engagement with reference to the September Planning Meeting. He stated the Bylaws revisions were being updated after the review of feedback. The committee charters were also in progress and was in good shape. With the strategic plan, the need for some new committees may be a possibility, but the idea was a little premature at this time. Mr. Merritt stated that Mr. Sullivan had recommended the use of ad hoc committees to see how they mature and if they were necessary and useful. Mr. Merritt went on to say Attorney Artis had started on the handbook and was working towards getting it in final form after reviewing comments. They were discussions with Dr. Gold, Dr. Crane, and Dr. Carver about how to proceed for the September Retreat and no firm consensus had been reached. One topic brought up was the State Board's statutory requirements. This would entail a discussion resulting in a more well-developed understanding of what those statutory duties were as well as the State Board's fiduciary duties. Other discussion topics would include the appropriate boundary between the State Board and management as well as expectations of the Board. The best route to address these topics would be to utilize an outside facilitator who would guide the conversation to reach a positive outcome on all topics. Mr. Vaughan requested a possible finalization of the Bylaws at the September Retreat. Mr. Merritt stated it would be possible due to the Bylaws being in good shape at this time. There were a couple of errors in the Bylaws and substantive changes that would require further discussion.

NEW BUSINESS

No new business.

ADJOURNMENT

Mr. Vaughan declared the meeting adjourned at 3:11 pm.

Respectfully submitted,
Halima Sharif
Recording Secretary

**STATE BOARD OF COMMUNITY COLLEGES
Policy and Governance Committee Charter**

I. Background

The State Board of Community Colleges (State Board) derives its authority from Chapter 115D of the North Carolina General Statutes and the State Board of Community Colleges Code (the Code). The actions, policies, and rules of the State Board are codified and enforced in the Code.

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The State Board Policy and Governance Committee was established on August 15, 2019. Prior to that, the business of this committee was overseen by the Policy Committee.

Commented [TFA1]: Did we decide we are changing this committee's name to just the "Policy and Governance Committee" or keeping it as "State Board Policy and Governance Committee?"

II. Purpose

The purpose of the Policy and Governance Committee is to recommend policies for the State Board to adopt on behalf of the Community College System (NCCCS) that comply with N.C. General Statutes, to regulate certain issues related to community colleges, and to recommend improvements in the governance and operations of the State Board.

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III. Organization

The Policy and Governance Committee shall be a standing committee of the State Board. Per Article II of the Bylaws of the State Board, the Chair of the State Board shall appoint the membership, designate the chair and vice-chair, and determine the size of the committee. The membership of the committee may be rotated at the discretion of the Chair of the State Board.

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Commented [TFA2]: Should there be a statement about the duties of the committee chairman.

IV. Meetings

Per G.S. 115 D 2.2(i) The State Board of Community Colleges shall meet at stated times established by the State Board, but not less frequently than ~~ten (-10)~~ times a year. The Policy and Governance Committee shall meet on the same schedule as the other standing committees, or as needed, but no less than four times a year, as determined by the State Board.

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V. Responsibilities

The responsibilities of the Committee include:

- To review and recommend SBCC Code changes;
- To review, recommend, and evaluate the need for System-wide policy modifications;
- To review the Proprietary School Board actions and provide recommendations;
- To ensure that appropriate information to make well-informed decisions is received at the State Board and each of its committees;
- To report to the State Board on an on-going basis;
- To periodically review and recommend modifications to the Bylaws of the State Board;
- To consider measures that make the State Board operate more efficiently and effectively; and
- To study, review, and report on regulatory changes by government and accreditation bodies that impact the Community College System and make recommendations to the Board on actions to be taken.

Commented [SW3]: I believe that the Programs and Finance committees currently have this purview as well. Do we need to revise to make more clear that this committee reviews and recommends SBCC Code changes that fall outside the purview of xxx committees?

Attachment SBPG 01

The Committee may modify or supplement these responsibilities as needed.

The Committee will have oversight of the relevant elements of the strategic plan and the annual operating plan.

The Committee should annually review and assess the adequacy of the Policy and Governance Committee Charter in accordance with the Bylaws.

Commented [TFA4]: How can the committee do this? Is a vote required to do so? Can the committee do this annually or time the committee chooses?

Commented [SW5R4]: I think we addressed this in one of the other charters -- that the bylaws and/or each charter contain a provision that notes that the Board will annually review each charter -- I recommend that this review be done by each committee in August in advance of the September planning retreat and addressed as a For Action item at the September board meeting...i defer to the System Office as to the optimal way to manage this.

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North Carolina
State Board of Community Colleges
Mr. Burr Sullivan, Chair

Member Handbook
2022-2023

Dr. Bill Carver
Interim System President

Tawanda Foster Artis
General Counsel

Sondra Jarvis
Interim State Board Affairs
Liaison

October 2022

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DRAFT

FOREWORD BY THE SYSTEM PRESIDENT

NOT AVAILABLE AT TIME OF PRINTING

DRAFT

An Overview of the System

The State Board of Community Colleges (SBCC) was established during the 1979 Session of the General Assembly and assumed governance of the 58 community colleges and one technology center on January 1, 1981. Prior to that date, the Community College System was governed as a subdivision of the State Board of Education.

As provided in Chapter 115D of the General Statutes, the State Board of Community Colleges has full authority to adopt the policies, regulations, and standards it deems necessary to operate the System and its member institutions. The Board consists of 22 members: 10 appointed by the Governor (four members-at-large and one member from each of the six trustee association regions); four members-at-large elected by the North Carolina Senate; and four members-at-large elected by the North Carolina House of Representatives. The Lieutenant Governor, State Treasurer, and Commissioner of Labor are ex-officio members. One current community college student, typically the President of the North Carolina Comprehensive Community College Student Government Association (N4CSGA), is also a non-voting ex-officio member.

A Chair and a Vice Chair are elected at the first meeting held after July 1 in odd-numbered years and serve two-year terms. Mr. Burr Sullivan of Lexington was elected as Chairman of the State Board in 2021 and will serve until July 2023, with Mr. Bill McBrayer of Hickory serving as Vice Chair during this same period.

The State Board of Community Colleges uses a committee structure to facilitate its work. Seven standing committees are employed: the Accountability and Audit Committee, the Finance Committee, the Legislative Affairs Committee, the Personnel Committee, the Policy and Governance Committee, the Programs Committee, and the Strategic Planning Committee. Special, ad hoc committees, and sub-committees are appointed on an as-needed basis. The State Board Chair appoints members and chairs for each committee.

State law requires the State Board to meet at least 10 times each year and meetings are held on the third Friday of each month in the Caswell Building, located at 200 W. Jones Street in Raleigh, NC. Usually, a spring meeting and a fall meeting are held on community college campuses across the state.

Mission Statement

The mission of the North Carolina Community College System is to open the door to high-quality, accessible educational opportunities that minimize barriers to post-secondary education, maximize student success, develop a globally multi-culturally competent, workforce, and improve the lives and well-being of individuals by providing:

- Education, training and retraining for the workforce, including basic skills and literacy education, occupational and pre-baccalaureate programs.
- Support for economic development through services to and in partnership with business and industry and in collaboration with the University of North Carolina System and private colleges and universities.
- Services to communities and individuals which improve the quality of life.

The Mission Statement was adopted by the State Board in October 1993, and has been revised, reaffirmed, and readopted in subsequent years.

A Brief History of the North Carolina Community College System

The year was 1952. Harry Truman lived in the White House and American soldiers were defending the nation of South Korea. IBM opened its first research laboratory in the area known today as Silicon Valley, and Stan Musial led the Major Leagues by hitting .336 for the St. Louis Cardinals. It was also 1952 when Dr. Allan Hurlburt conducted a study on the need for a system of community colleges in North Carolina. The State Superintendent of Public Instruction had commissioned the study two years earlier and it was Hurlburt's report that led to the General Assembly's adoption of the first Community College Act in 1957 and provided the funding for the community college system, under the leadership of Governor Luther Hodges.

At the same time, a parallel effort was provided by the legislature to create an educational program in industrial education. Funds were allocated by the 1957 General Assembly to begin a system of statewide industrial education centers, whose purpose was to train adults and selected high school students in order to provide a better trained workforce for the state. The five junior community colleges that were initially created were placed under the oversight of what is now the Board of Governors of the University of North Carolina, while the industrial education centers were provided oversight by State Board of Education.

By the time Governor Terry Sanford announced his education program in 1961, the need to coordinate these two systems was becoming more critical. His goal was to have a college within commuting distance of every citizen in the state, and at a cost that the average family could afford. Sanford appointed the Governor's Commission on

Education Beyond the High School, which became known as the Carlyle Commission. In 1962, the Commission recommended that the two educational systems be brought under the State Board of Education and operated by local boards of trustees.

On May 17, 1963, the General Assembly enacted the Community Colleges Act of 1963, which provided for a Department of Community Colleges that combined the industrial education centers with the new community colleges, under the umbrella of the State Board of Education. In later years, Sanford came to view the creation of the community college system as one of the great achievements of his administration. At that time, there were twenty industrial education centers, six community colleges (three of which became four-year schools in 1963), and five extension units. Within three years, the number of institutions had grown to forty-three and reached its present number of fifty-eight in 1978.

In 1979, the General Assembly again turned its attention to the growing system and established an independent agency known as the North Carolina Community College System. Central to this organization was the creation of the State Board of Community Colleges, which was given authority to adopt and administer the policies and regulations that would govern the system. The State Board has had eleven persons to serve as Chair:

Carl Horn, Executive with Duke Power Company (1981-1983)
 John A. Forlines, President of the Bank of Granite (1983-1989)
 William F. Simpson, Owner of the Sanitary Cafe (1989-1993)
 Lt. Governor Dennis A. Wicker (1993-1999)
 Dr. G. Herman Porter, Retired Community College President (1999-2001)
 James J. Woody, Jr. of Chandler Concrete (2001-2005)
 Hilda Pinnix-Ragland of AHK Global Resources, LLC (2005- 2013)
 Dr. Linwood Powell of Fayetteville, (2013-2016)
 Scott Shook of Greenville (2016-2019)
 Breeden Blackwell of Fayetteville, (2019-2021)
 Burr Sullivan of Lexington, (2021- Present)

The North Carolina Community College System has had ten (10) presidents:

I.E. Ready (1963-1970)
 Ben E. Fountain, Jr. (1971-1978)
 Larry Blake (1978-1983)
 Former Governor Robert W. Scott (1983-1995)
 Lloyd V. Hackley (1995-1997)
 H. Martin Lancaster (1997- 2008)
 R. Scott Ralls (2008-2015)
 James C. (Jimmie) Williamson (2016-2017)
 Peter Hans (2018-2020)
 Thomas A. Stith, III (2021-2022)

Dr. W. Dallas Herring
The “Godfather” of
North Carolina’s
Community College
System



No history of the System would be complete without recognition of the man who became its driving force in those very early days. Dr. W. Dallas Herring served as chairman of the State Board of Education from 1957 to 1977, and it was Herring who championed the Open-Door philosophy which forms the cornerstone of our existence. "The only valid philosophy for North Carolina is the philosophy of total education....That is why the doors to the institutions of North Carolina's system of community colleges must never be closed to anyone of suitable age who can learn what they teach. We must take people where they are and carry them as far as they can go within the assigned functions of the system."

Herring's philosophy of the role of community colleges has been the guiding principle of the North Carolina Community College System for the past 40 years. It continues today as it began: an open door to opportunity for enhanced job skills, literacy services, and adult education in North Carolina.

System Philosophy

More than four decades ago, Dr. Dallas Herring laid the cornerstone in what has become the third largest system of community colleges in the nation (only California and Florida are larger). Herring's philosophy was embraced by the General Assembly in the creation of the System, and his remarks continue to be the foundation upon which our System is built:

The only valid philosophy for North Carolina is the philosophy of total education; a belief in the incomparable worth of all human beings, whose claims upon the state are equal before the law and equal before the bar of public opinion, whose talents (however great or however limited or however different from the traditional) the state needs and must develop to the fullest possible degree.

If they cannot read, then we will teach them to read and make them proud of their achievement. If they did not finish high school, but have a mind to do it, then we

will offer them a high school education. If their talent is technical or vocational, then we will provide them with knowledge and skill they can sell in the marketplaces of our state. If their needs are in the great tradition of liberal education, then we will provide them instruction which will enable them to go on to the university or to senior college and on into life in numbers unheard of in North Carolina. If their needs are for cultural achievement, intellectual growth or civic understanding, then we will make available to them the wisdom of the ages and the enlightenment of our times and help them to maturity.

The symbol of the North Carolina Community College System is a series of open doors, an image first envisioned by the late Dr. I.E. Ready, the System's first president, based on Herring's philosophy:

Any person who is 18 years old or older, whether a high school graduate or not, can find in one of these institutions an educational opportunity fitted to his ability and his needs. This is what the open-door admission policy means. For any applicant who seriously wants and needs more education, the door of the institution is open....Many doors within the institution opening into different vocational programs must therefore be provided, with the one door to basic elementary and secondary-level studies open to all who need a second chance in order to make up for deficiencies....Teachers must be good teachers, well-educated themselves in the subjects they teach, skilled in the art of teaching, and deeply concerned that their students succeed in their educational tasks. Universal education opportunity beyond the high school through the open-door policy will mean little unless this goal is accomplished.

The State Board of Community Colleges

Ethics and Conflicts of Interests

Members of the State Board of Community Colleges are public officers as defined by the North Carolina General Statutes and, as such, have an obligation flowing from this public trust to carry out their official actions in a moral and ethical manner. In 2001, then Governor Michael Easley issued Executive Order No. 1 (EO No. 1) which detailed the manner in which public officers and public servants were to conduct themselves in the performance of their duties and established the North Carolina Board of Ethics. This executive order was extended twice (EO No. 51 and EO No. 76). Subsequently EO No. 1 was terminated by Executive Order No. 116 in 2007 after the passage of the State Government Ethics Act. Under this Ethics Act, the Board of Ethics was replaced by the State Ethics Commission. The State Government Ethics Act is codified as Chapter 138A of the North Carolina General Statutes. Title 30 of the North Carolina Administrative Code provides the State Ethics Commission rules.

Other relevant ethics laws to consider include N.C. Gen. Stat. §14-218 and N.C. Gen. Stat. §14-234. Relevant excerpts of those statutes appear below.

§14-218. Offering Bribes

If any person shall offer a bribe, whether it be accepted or not, he shall be punished as a Class F felon.

§ 14-234. Public officers or employees benefiting from public contracts; exceptions.

- (a) (1) No public officer or employee who is involved in making or administering a contract on behalf of a public agency may derive a direct benefit from the contract except as provided in this section, or as otherwise allowed by law.
- (2) A public officer or employee who will derive a direct benefit from a contract with the public agency he or she serves, but who is not involved in making or administering the contract, shall not attempt to influence any other person who is involved in making or administering the contract.
- (3) No public officer or employee may solicit or receive any gift, reward, or promise of reward in exchange for recommending, influencing, or attempting to influence the award of a contract by the public agency he or she serves.

All State Board members are required to file a Statement of Economic Interests with the State Ethics Commission annually and complete ethics training every other year. Failure to comply with these requirements can result in fines and removal from the board.

Selection and Seating of Board Members

Eighteen members of the State Board of Community Colleges are selected by the Governor and the General Assembly, with four additional persons serving as ex officio members by virtue of position. Ten persons are selected by the Office of the Governor, four by the House of Representatives, and four by the Senate. The Lt. Governor, State Treasurer, and the Commissioner of Labor serve on an ex-officio basis with full voting rights (which they may delegate in writing to a representative of their choosing). One current community college student, typically the President of N4CSGA is the final ex-officio member of the Board, having all rights of membership except for voting privileges.

With the exception of the ex-officio members, board appointments are made in odd-numbered years for four-year terms. Members of the State Board may be appointed to serve up to two consecutive terms and in addition may fill an unexpired term of another Board member.

Duties and Responsibilities of the Individual Board Member

Service as a member of the State Board of Community Colleges is a public trust. Accordingly, members must have a genuine desire to provide service to the citizens of North Carolina and, if necessary, to forgo their own personal needs to carry out the statutory, moral, and ethical obligations incumbent on the State Board.

It is essential that members are mindful that they represent all areas of the state and that their decisions must be made according to what is fair and equitable for the System, without regard for parochial interests. Members of the State Board should always be advocates for the System, both to the people that they represent and to legislators in communicating the needs of the colleges within the System.

The conscientious Board member will participate in Board meetings with consistent and timely attendance and will review all Board materials received in advance of the meeting to participate intelligently in its deliberations. Members should periodically attend statewide meetings of presidents and trustees so that ideas and concerns may be shared and accept assignments when asked by the Chair to do so. Therefore, confidentiality is essential in some matters that come before the Board and members should conduct themselves in a way that maintains the private nature of those discussions.

Duties and Responsibilities of the State Board Chair

The Chair is the presiding officer and spokesperson for the State Board and provides leadership and direction in its activities. The Chair is responsible for ensuring that the affairs of the Board are conducted according to its bylaws, and federal and state law. The

Chair must maintain a close working relationship with the System President and consult frequently on issues as they arise. In consultation with the President, the Chair sets the Board agenda and solicits the opinion and participation of members in the conduct of the Board's affairs.

A key responsibility of the Chair involves the appointment of members to serve on standing, special, and ad hoc committees, or sub-committees. To do this effectively, the Chair must have a close relationship with each member and know their talents and abilities. As the System's most visible advocate responsible for promoting its public image, the Chair will often present the needs of the System and will establish and maintain good relationships with governmental officials, college presidents and trustees, the press, and the general public to communicate the mission of the System across the state.

The State Board Chair is elected for a two-year term at the first meeting of the Board after July 1st in odd-numbered years. In the absence of the Chair, the Vice Chair serves in a temporary capacity as Chair to facilitate the work of the Board.

State Board Meetings

N.C. Gen. Stat. 115D-2.2(i) mandates the State Board meet at least ten times per year. Meetings are held on the third Friday of each month, except in June and December. Board meetings typically begin at 9:00 am in the Dr. W. Dallas Herring State Board Room in the Caswell Building located at 200 W. Jones Street in Raleigh. Committee meetings begin the corresponding Thursday morning prior to the Friday meeting, along with an Issues Luncheon focused on relevant and pertinent issues to the System. Two off-site meetings may be held each year on the campus of a community college within the System. The April meeting is a regular Board meeting, while the annual Board Retreat takes place over a three-day period in September or October of each year.

Setting the Agenda for Board and Committee Meetings

The agenda for a regular or special called meeting of the State Board is assembled by the Office of State Board Affairs and is discussed by the senior staff during Agenda Review approximately ten working days prior to the State Board meeting. The process of setting the agenda for a special called meeting is, by necessity, shorter in terms of its proximity to the actual meeting. After the staff has reviewed and agreed upon a final draft, the proposed agenda is presented to the Board Chair for approval. Once the agenda is approved by the Chair, it may not be amended or changed until the actual meeting of the Board takes place.

Persons wishing to place an item on the agenda should make their request in writing, providing any supporting documentation to the Secretary to the Board or the Office of State Board Affairs at least ten days prior to the date of agenda review. Unless the Board

directs otherwise, items are placed on the agenda initially for future action and then for action at the next regular meeting of the Board. In some cases, however, the constraints of time require a matter to be considered expeditiously, and thus with the prior permission of the Chair, such items may be placed on the agenda initially for action at the Board's next regular meeting. Any committee or individual Board member may request the consideration of items not on the agenda and will be added following a two-thirds endorsement by those present and voting.

In order to make the Board's time as productive as possible, it will sometimes act on a list of non-controversial or routine items through use of a consent agenda. Items placed on the consent agenda must have been seen at a prior Board meeting. Should any member of the Board request that an item on the consent agenda be discussed, it will be immediately removed from consent and given individual consideration as an action item under the purview of the appropriate committee.

More information on the agenda setting process is contained in Article V of the SBCC Bylaws, which are contained in Appendix 2.

Standing and Special Committees

The State Board utilizes a committee structure to carry out its work, consisting of seven standing committees: the Accountability and Audit Committee, the Finance Committee, the Legislative Affairs Committee, the Personnel Committee, the Policy and Governance Committee, the Programs Committee, and the Strategic Planning Committee. Detailed descriptions of the roles and responsibilities of the standing committees is contained in the SBCC committee charters, included in Appendix 6.

From time to time, the Board Chair may appoint special, ad hoc committees, or sub-committees or task forces to deal with a specific subject over a limited time period, or to handle a specific assignment (such as establishing the meeting calendar) that requires a minimal number of meetings. The Board Chair makes appointments to all standing, special, ad hoc committees, and sub-committees immediately following the July meeting, with other appointments being made during the year as needed.

State Board Meeting Logistics

Directions and Parking

The North Carolina Community College System is located at 200 West Jones Street, Raleigh, NC in the Caswell Building, a six-story red brick building on the northwest corner of West Jones Street and North McDowell Street in the state government complex in downtown Raleigh. It is one full block west of the Legislative Building, adjacent to the Administration Building and is highlighted in yellow on the map in the following section.

Driving from the east on Interstate 40:

- Take I-40 West to the Person Street exit.
- Follow Person Street north into downtown.
- Turn left onto Edenton Street and drive past the historic Capitol.
- Turn right onto McDowell Street.
- The Caswell Building is on the left at the corner of McDowell Street and West Jones Street.

Driving from the east on US 64:

- Take Business 64 into town. US 64 becomes Edenton Street heading into downtown.
- Go past the historic Capitol, turn right onto McDowell Street.
- The Caswell Building is on the left at the corner of McDowell Street and West Jones Street

Driving from RDU and points west on Interstate 40:

- Take I-40 East through the Research Triangle Park.
- Take Exit 289 onto Wade Avenue. Stay on Wade Avenue six miles.
- Take the Civic Center/70 East/50 South exit to Capital Boulevard.
- Get in the far-left lane on Capital Boulevard as you head to downtown.
- Turn left at the second stop light onto West Jones Street.
- The Caswell Building is the third building on the left, at the corner of West Jones and McDowell.

Driving from the northwest on US 70/Crabtree Valley Mall/Glenwood Avenue:

- US 70 becomes Glenwood Avenue coming into Raleigh.
- Follow Glenwood Avenue into downtown Raleigh.
- Turn left onto West Jones Street.

- The Caswell Building is several blocks down on the left, at the corner of Jones and McDowell.

Driving from the south on US 1:

- Take US 1 north past Cary to Raleigh.
- Exit onto Wade Avenue going into downtown.
- Stay on Wade Avenue six miles.
- Take the Civic Center/70 East/50 South exit to Capital Boulevard.
- Get in the far-left lane on Capital Boulevard as you head to downtown.
- Turn left at the light onto West Jones Street. The Caswell Building is the third building on the left, at the corner of West Jones and McDowell.

When attending the Board meetings in Raleigh, the best place to park is in Deck #77 at the corner of Edenton and McDowell Streets. Parking is also available at the State Government Parking Deck #75 off of McDowell Street in the Visitors Parking Area. Please keep your parking receipt and submit to the State Board Affairs Office for reimbursement.

To get to Parking Deck #77 (Green Square Parking Deck, 120 W. Edenton Street, Raleigh), proceed on Edenton Street crossing over Salisbury Street. The Parking Deck will be on your left at the corner of Edenton and McDowell streets.

To get to Parking Deck #75 (333 N. Salisbury Street, Raleigh), proceed north through the intersection of Jones and McDowell and continue through the intersection at Lane and McDowell. You will see the parking deck to your immediate right. You may enter the parking deck from McDowell Street or Salisbury Street.

You may also park in the Visitors Area of the State Government Parking Lot a block and a half north of the Caswell Building near the corner of Lane and McDowell Streets or in metered spaces on the street (limited to 2 hours). The parking deck at McDowell and Lane is open from 8 a.m. until 5 p.m. Monday through Friday. There is a small hourly charge. There is additional visitors' parking across from the Archives Building at 109 East Jones Street, two blocks east of the Caswell Building.

We are within walking distance of the Longleaf Hotel, so if you are registered as a guest, you may prefer to leave your vehicle in their parking lot and walk over to the Caswell Building. There is little difference in that walk and the walk from the parking deck.

Hotel Reservations

All travel must be pre-approved through the State Board Affairs Office to receive reimbursement. All receipts for reimbursement need to be submitted within 30 days of the travel. For regularly scheduled Board meetings, at the System Office in Downtown Raleigh, the State Board Affairs Office can make hotel reservations on behalf of the Board members at The Longleaf Hotel, if requested, for members who are traveling more than 35-miles one-way. Board members can send a request to the State Board Affairs Office if they wish to be added to the list of reservation each month. Board members who routinely stay overnight for Board meeting may automatically have a hotel reservation requested for 1-night (Thursday) of the monthly meeting. In the event the member does not need reservations for a specific meeting or needs additional accommodations, the member should contact the State Board Affairs Operations Coordinator at least 10-days in advance of the meeting. Members are asked to contact The Longleaf Hotel directly to cancel reservations if the cancelation is within 48 hours of the reservation. The contact information for the Longleaf hotel is as follows:

The Longleaf Hotel
300 N Dawson St, Raleigh, NC
27603 (919) 867-5770
<https://www.thelongleafhotel.com/>

For events, conferences, and meetings requiring overnight stay, Board members are responsible for making their hotel reservations and accommodations, including reservations that require a deposit and/or credit card hold. For events and conferences, the State Board Affairs Office may provide hotel recommendations and information as a convenience for members scheduling their hotel reservations. Members reserve the right to stay at their desired hotel location, however, hotel reimbursements may be limited by available funding based on the State per diem rate. If a member opts to stay at another hotel other than The Longleaf for the regularly scheduled Board meetings, they may submit their receipt for reimbursement up to the amount of the negotiated rooms at the Longleaf Hotel. Approved travel authorization is required in advance of all travel and overnight stay. Please see Travel Reimbursements for information about travel authorizations.

Travel Reimbursements

The State Board Affairs Office may handle the process of reimbursement requests for Board member travel. Members should email, mail, or hand deliver receipts and details of travel to the State Board Affairs Office for assistance. Details of travel must include date of travel, leave and return time, destination(s), purpose of travel, miles traveled, and all expenses incurred. Mileage and meal reimbursements are calculated based on State per diem rates. Reimbursable expenses include, but are not limited to, mileage, hotel, food, parking, tips, transportation, registration fees, vehicle rentals, tolls, valets, and internet fees.

All Board member travel, not including regularly scheduled and noticed committee and State Board meetings, must have a pre-approved travel authorization. Board members are asked to notify the State Board Affairs Office, in writing, 10-days in advance of travel. Notice of travel to the State Board Affairs Office should include date and time of travel, all destinations,

purpose of travel, anticipated mileage, and any other anticipated travel expenses. An approved travel authorization is required for all travel and/or conference registrations before travel begins. General travel authorization forms are submitted and approved annually for the sole purpose of traveling to and from regularly scheduled committee and Board meetings. The State Board Affairs Office will submit a travel authorization on behalf of the member and provide notice to the member when the authorization is approved.

Expenses incurred while traveling for purpose(s) within the duties and responsibilities of the member are reimbursable through the System Office (as allowed by State per diem rate). Board members traveling over 35 miles one-way, for State Board business requiring overnight stay, are eligible for reimbursement of hotel cost. Board members are responsible for paying fees, costs, and expenses related to travel at the time of travel. Travel expenses are reimbursable after travel is completed through submission of a reimbursement request. Some reimbursable expenses require proof of original receipt to receive reimbursement, including but not limited to hotel payments and parking receipts. If you have questions about travel authorizations, reimbursements, policies, please contact the State Board Affairs Office.

The System Office will not provide reimbursement for penalties, fees, and/or charges resulting from cancellations, unless the cancellation is made at the direction of the System Office or otherwise determined justified by the System Office.

Access to System Office/Badges

The North Carolina Department of Administration requires that all persons entering the Caswell Building wear an identification card if they are affiliated with the System Office. These ID cards allow entry into the building through the card access system and may be used to open doors at both the Jones Street and McDowell Street entrances. The Office of State Board Affairs will schedule appointments for new members to have their identification cards made.

ID cards are to be always worn while in the building, above the waist of the bearer, with the photograph clearly visible. The cards should always be scanned by the electronic reader when entering the building. ID cards are the property of the System Office and must be returned to the Office of State Board Affairs on the last date of use by the member. If a card is lost or stolen, it should be reported to the System Office immediately so that it may be cancelled and building security maintained.

System Office Website

A wealth of information on North Carolina's community colleges can be found at the System website: www.nccommunitycolleges.edu

Public Records Law Overview

Chapter 132 of the North Carolina General Statutes defines public records as all documents, papers, letters, maps, books, photographs, films, sound recordings, magnetic or other tapes, electronic data-processing records, artifacts, or other documentary material, regardless of physical form or characteristics, made or received pursuant to law or ordinance in connection with the transaction of public business by any agency of North Carolina government or its subdivisions. It is well established that public records and public information are the property of the people of the State. Therefore, state law provides that the people may obtain copies of their public records and public information free or at minimal cost.

Upon request, every custodian of public records must permit any record in the custodian's custody to be inspected and examined at reasonable times and under reasonable supervision by any person, and shall, as promptly as possible, furnish copies. The use of personal email addresses or cellphones makes the user who is transacting state business the custodian of public records and the requested records must be produced as promptly as possible.

There are specific rules in N.C. Gen. Stat. §132-1.2 that govern what public records may be deemed confidential. No request to inspect, examine, or obtain copies of public records may be denied on the grounds that confidential information is commingled with the requested non-confidential information. If there is commingled confidential information, the public agency or custodian must redact the confidential information.

Public officials may not destroy, sell, loan, or otherwise dispose of any public record in violation of the law. Unlawfully removing a public record from the office where it is usually kept, or altering, defacing, mutilating, or destroying it is a Class 3 misdemeanor.

Open Meetings Law Overview

As a duly constituted public body established by the General Statutes of North Carolina, the State Board of Community Colleges and its committees exist solely to conduct the people's business and it is the public policy of the State of North Carolina that the hearings, deliberations, and actions of this board be conducted openly in accordance with Article 33C of Chapter 143 of the North Carolina General Statutes. A public meeting is defined as any meeting, assembly, or gathering together at any time or place or simultaneous communication by electronic means with the majority of the public body's members present for the purpose of either conducting hearings, participating in deliberations, voting on public business, or otherwise transacting public business. Full

and accurate minutes of all official meetings including any closed sessions must be maintained.

Closed sessions of public bodies may only be held when required to allow a public body to act in the public interest for a permissible reason as stated in N.C. Gen. Stat. §143B-318.11. Public notice of meetings is posted on the System website, in the media, and by electronic mail to interested parties. Minutes of the meetings of the Board are available for public inspection in the Office of State Board Affairs and are also published on the System Office website following their approval by the Board.

Injunctive relief may be ordered if there are threatened violations of open meetings law, the recurrence of past violations of open meetings law, or continuing violations of the law. Any person may bring an action seeking such an injunction and the plaintiff does not need to allege or prove any special damages different from that suffered by the public at large.

Declaratory judgment may be entered if any action of a public body was taken, considered, discussed, or deliberated in violation of open meetings law. Upon such a finding, the court may declare any such action null and void. Any person may seek such a declaratory judgment, and the plaintiff need not allege or prove any special damages different from that suffered by the public at large. The public body whose action the suit seeks to set aside will be made a party and board members may be held responsible in their personal capacity.

Except as required in the State Board Bylaws or as modified by the State Board in special circumstances, the most recent edition of Robert's Rules of Order governs the conduct of all meetings of the State Board and its committees. See Appendix 8 for a parliamentary procedure quick reference guide.

Ethics Law Overview

The State Ethics Act ensures that State officials and public servants exercise their authority honestly and fairly, free from impropriety, threats, favoritism, and undue influence. The General Assembly's intent with this law was to ensure that standards of ethical conduct and standards regarding conflicts of interest are clearly established for State officials and that the State continually educates these officials on matters of ethical conduct and conflicts of interest.

N.C. Gen. Stat. §138A-3(70)(k) makes members of the State Board of Community Colleges public servants. This Act requires certain State officials and public servants to file Statements of Economic Interests (SEI) and attend ethics education. N.C. Gen. Stat. §138A-22 requires State Board members to file a statement of economic interests with the Commission prior to their initial appointment and annually by April 15th each year thereafter. As part of the SEI, board members will be asked to certify that they have read the statement and to the best of their knowledge and belief, the statement is true, correct, and complete. Failure to file a SEI can result in fines and disciplinary action including

removal from the board. A person who knowingly conceals or knowingly fails to disclose information that is required on a SEI will be guilty of a Class 1 misdemeanor. A person who provides false information on a SEI will be guilty of a Class H felony.

The Ethics Commission develops and implements an ethics education and awareness program designed to instill in all covered persons "a keen and continuing awareness of their ethical obligations and a sensitivity to situations that might result in real or potential conflicts of interest." State Board members must attend an ethics presentation approved by the Commission within six months of notification of their new appointment and at least every two years thereafter.

The Ethics Act also establishes conflict of interest standards, a ban against the acceptance of certain gifts by covered officials and restricts the use of official positions for private gain. State Board members must continually monitor, evaluate, and manage their personal, financial, and professional affairs to ensure the absence of conflicts of interests.

The gift ban prohibits the acceptance of gifts from lobbyist, lobbyist, principals or other interested persons. A gift is defined as anything of monetary value given or received without valuable consideration by or from a lobbyist, lobbyist principal, liaison personnel, or interested person. There are some exceptions to the gift ban, including if a public servant pays fair market value for an item, or the gift is food for immediate consumption at a public event.

If you have questions about the application of the gift ban or the interpretation of or compliance with the State Ethics Act, you should contact the General Counsel's Office. In addition, N. C. Gen. Stat. §138A-13 permits any public servant to request advice on

specific questions involving the meaning and application of the State Ethics Act and the public servant's compliance therewith from the N.C. Ethics Commission. On occasion the Ethics Commission may issue formal advisory opinions that may be informative. Public servants who rely on the advice in a formal advisory opinion are immune from investigation by the Commission and the Secretary of State, and from any adverse action by the employing entity or board.

The Role of the System President and a Biography

The System President is the chief executive officer of the System and is responsible for organizing and managing the System by carrying out the policies, directives, instructions, and philosophies of the State Board. Hired by and reporting directly to the Board, the System President also serves as member of the Education Cabinet and conducts planning for the System jointly with officials of the North Carolina University System and the public schools.

William S. Carver II, Ed.D is currently serving as Interim President for the North Carolina Community College System. He has spent over 34 years working at the college level and is passionate about providing the best educational experience for students. Before serving in his current interim position, Dr. Carver retired from Nash Community College in 2019 after 14 years as President.

Dr. Carver earned a BS in Agriculture Economics from North Carolina State University, a Master of Business Administration, and a Doctorate of Higher Education Leadership. Dr. Carver has been active in his community serving on various boards and committees. He was the recipient of the 2019 I.E. Ready Distinguished Leader Award, presented by NC State University's College of Education. In 2019, he was honored as a recipient of the Order of the Long Leaf Pine. He has also been honored with a SkillsUSA Lifetime Membership.

During his career, innovation has been at the forefront of what was important for students. Whether it was implementing new programs, collaborations, or initiating college projects, innovation was a key factor of his leadership. This said, Dr. Carver knows that it takes a team of professionals to ensure that these endeavors are successful.

Dr. Carver has always said that leadership is not really complicated when it is the right thing for students.

Political Activities

It has been said that there are two things that no person should ever have to watch as they are made – sausage and laws. Certainly, there are times when the political process is indeed painful to watch. The dictionary defines the word “politics” as being “the science or art of political government”, and members of the State Board are, by that definition, practitioners of politics.

It is incumbent upon you to take on the role of an advocate for the North Carolina Community College System. Oftentimes legislators appreciate when constituents share their ideas, and you will find them very receptive to your thoughts and opinions on the important issues impacting community colleges. Make yours a voice that is recognized and respected in the halls of the General Assembly and on Capitol Hill, because you have been entrusted with the duty of being the spokesperson to elected representatives and executive branch agencies. The best means of contact is always a personal visit, and with a little advance notice, you will discover that legislators will go out of their way to listen to what you have to say. Sometimes it is best to make your visits alone or with one other person, while other occasions require the presence of a group. The Board Chair and System President are available to serve as your guides and accompany you as you make the community colleges message known to those in positions of influence.

It is always best to schedule an appointment with a legislator, rather than simply walk the halls and intrude on time that they may have budgeted for other affairs. To make an appointment with a member of the General Assembly, consult the online office directory for individual members at <http://www.ncleg.gov> or call 919-733-7928 and ask to be connected to your representative’s or senator’s office.

When writing a legislator, use your personal stationery or your System Office email account. Be sure to include your return address so that the legislator will be able to contact you. Keep your correspondence focused and brief, so that you quickly get to the heart of the issue and make your salient points in a courteous and respectful manner. Know which committees your legislator serves on, since in depth discussion of issues occurs most often in the committees. Most importantly, express your appreciation for the work your legislator is doing, a vote that is cast, or their leadership exerted in bringing our issues to the floor. A little bit of courtesy goes a long way.

Financing the Community College System

Three different funding sources support North Carolina's community colleges: state general fund appropriation from the General Assembly, county appropriations, and local institutional funds (which include financial aid and grants awarded directly to colleges). State funds are appropriated each year based on community college budget FTE, which is the number of fulltime equivalent students for which a college is budgeted to serve. Budget FTE is calculated based on the higher of the prior year's enrollment or the average of the prior two years. When a college's FTE is declining, the average of the prior two years allows for smoothing of budget changes and assists in local budget management.

An FTE is defined as 512 membership/contact hours, which is equivalent to one student who takes 16 credit hours of class work for a semester (16 weeks) for both the fall and spring semesters (16 credit hours x 16 weeks x 2 semesters). For funding to align with the state fiscal year of July 1 – June 30, the reporting year for FTE reflects Summer, Fall, and Spring. FTE is described in more detail in the State Board of Community College Code, Chapter G. Full-time Equivalent (FTE). Each year, the dollar amount allocated per curriculum (credit-bearing) and workforce continuing education (skills-based) FTE changes based on the amount of funding available.

State appropriations to each college may be used for current operating expenses such as instructional, administrative, and support salaries, supplies and materials, and travel expenses. State funds are also allocated for educational equipment and instructional resources (library materials). Colleges are also awarded categorical funds, restricted to expenditures in a particular category or program purpose.

State Board of Community Colleges Roster

Name	Appointment	Term Expires	Email	Phone
Ms. LaTasha Bradford	Ex-Officio N4CSGA President	6/20/23		
Dr. Grant Campbell	House	6/30/27	campbellg@nccommunitycolleges.edu	
Dr. Shirley Carraway	Governor Region 6	6/30/27	carraways@nccommunitycolleges.edu	
Ms. Lisa Estep	Senate	6/30/27	estep1@nccommunitycolleges.edu	
Treas. Dale Folwell	Ex-Officio State Treasurer	12/31/24	dale@nctreasurer.com	
Mr. William Holder	Governor At- Large	6/30/23	holderw@nccommunitycolleges.edu	
Mr. Bobby Irwin	Senate	6/30/23	irwinb@nccommunitycolleges.edu	
Mr. Tom Looney	Senate	6/30/27	looneyt@nccommunitycolleges.edu	
Mr. Bill McBrayer	House	6/30/27	mcbayerb@nccommunitycolleges.edu	

Mr. Mark Merritt	Governor Region 4	6/30/25	merrittm@nccommunitycolleges.edu	
Mr. Hari Nath	House	6/30/25	nathh@nccommunitycolleges.edu	
Mr. Andy Penry	Governor At- Large	6/30/27	penrya@nccommunitycolleges.edu	
Lt. Gov. Mark Robinson	Ex – Officio Lieutenant Governor	12/31/24	mark.robinson@nc.gov	
Hon. Ray Russell	Governor Region 2	6/30/23	russellr@nccommunitycolleges.edu	
Ms. Julie Ryan. (Delegate)	Ex – Officio Labor Commissioner	12/31/24		
Hon. Sam Searcy	Governor At- Large	6/30/27	searcys@nccommunitycollege.edu	
Mr. Burr Sullivan	House	6/30/23	sullivanb@nccommunitycolleges.edu	
Mr. Ray Trapp	Governor At- Large	6/30/27	trappr@nccommunitycolleges.edu	
Hon. Terry Van Duyn	Governor Region 1	6/30/25	vanduynt@nccommunitycolleges.edu	

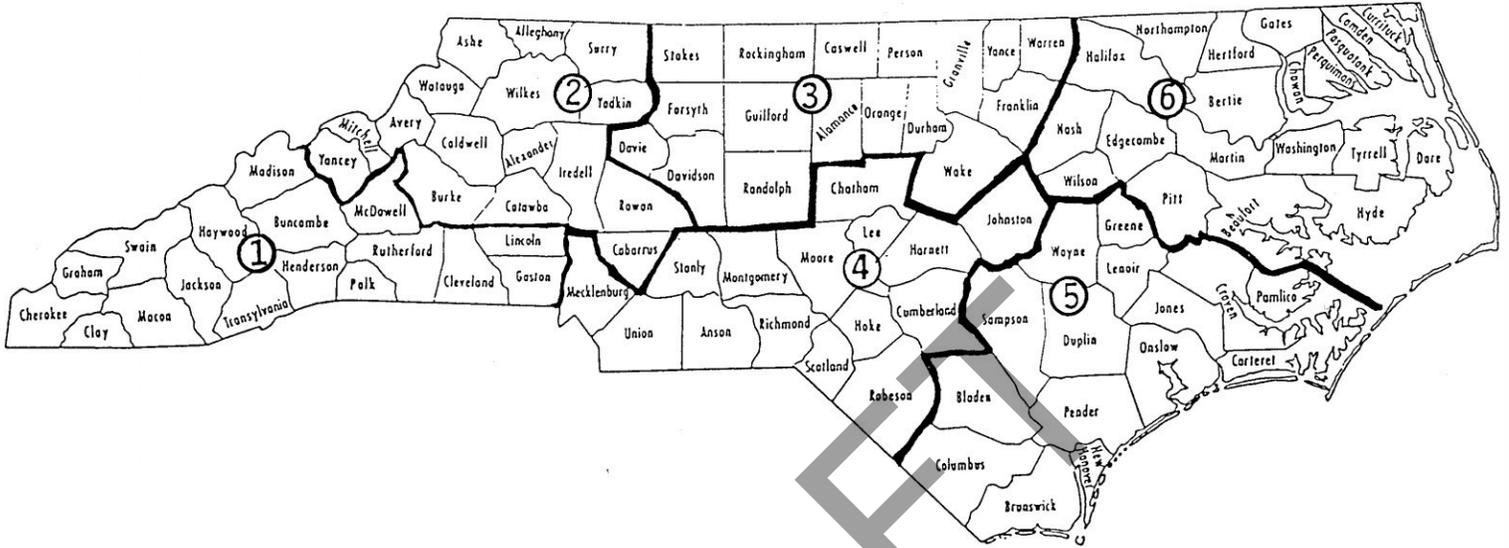
Mr. Jerry Vaughan	Senate	6/30/25	vaughanj@nccommunitycolleges.edu	
Ms. Sarah West	Governor Region 3	6/30/27	wests@nccommunitycolleges.edu	
Ms. Ann Whitford	Governor Region 5	6/30/23	whitforda@nccommunitycolleges.edu	

It is the policy of the Office of State Board Affairs that personal contact information for State Board members is not provided outside the office so that the personal privacy of Board members may be maintained. Persons who wish to contact members are advised to send their requests or information to this office for forwarding to the individual member:

Office of State Board Affairs
 North Carolina Community College System
 5001 Mail Service Center
 Raleigh, NC 27699-5001
 Phone: 919.807.6969

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State Board of Community Colleges Regional Map



ALL AT-LARGE AND REGIONAL APPOINTMENTS ARE MADE BY THE GOVERNOR

Region 1

Ms. Terry Van Duyn 6/30/2025 Regional

Region 2

Mr. Bobby Irwin 6/30/2023 Senate
 Mr. Bill McBrayer 6/30/2027 House
 Mr. Ray Russell 6/30/2023 Regional

Region 3

Dr. Grant Campbell 6/30/2027 House
 Mr. William Holder 6/30/2023 At-large

 Mr. Tom Looney 6/30/2027 Senate

 Mr. Hari Nath 6/30/2025 House

 Mr. Andy Penry 6/30/2027 At-large
 Mr. Sam Searcy 6/20/2027 At-large
 Mr. Burr Sullivan 6/30/2023 House
 Mr. Ray Trapp 6/30/2027 At-large
 Ms. Sarah West 6/30/2027 Regional

Region 4

Mr. Mark Merritt 6/30/2025 Regional
 Mr. Jerry Vaughan 6/30/2025 Senate

Region 5

Ms. Lisa Estep 6/30/2027 Senate
 Ms. Ann Whitford 6/30/2023 Regional

Region 6

Dr. Shirley Carraway 6/30/2025 Regional

Ex Officio

The Honorable Mark Robinson Lt. Governor
 The Honorable Dale Folwell State Treasurer
 The Honorable Josh Dobson Comm. of Labor
 Ms. Latasha Bradford N4CSGA President

State Board Affairs Office
 Revised: July 31, 2022

SBCC Annual Calendar

The State Board of Community Colleges' full board meetings are scheduled for every 3rd Friday of the month (June and December are scheduled as tentative holds). Committee meetings are held the Thursday before the full board meets, or as otherwise scheduled.

January

- Full Board meeting 3rd Friday
- Full Board votes on SBCC award committees' recommended nominees

February

- Full Board meeting 3rd Friday

March

- Full Board meeting 3rd Friday

April

- Full Board meeting 3rd Friday
- Annual Statement of Economic Interest due to Ethics Commission (by April 15th)
- Annual SBCC awards dinner

May

- Full Board meeting 3rd Friday
- Community College Day (May or June)

June

- Tentative - State Board and committee meeting(s) as requested
- Community College Day (May or June)
- Community college presidential evaluations due to State Board Office (by June 31st)
- Expiring terms

July

- Full Board meeting 3rd Friday
- New members appointments
- State Board election of officers (bi- annual)

August

- Full Board meeting 3rd Friday
- SBCC award nomination period opens
- New member orientation

September

- Full Board meeting 3rd Friday (offsite at community college)
- Annual Planning Meeting Wednesday and Thursday morning before full Board meeting (offsite at community college)

October

- Full Board meeting 3rd Friday
- SBCC award nomination period closes

November

- Full Board meeting 3rd Friday
- SBCC award committees review nominations and interview candidates

December

- Tentative - State Board and committee meeting(s) as requested
- Award committees complete nomination reviews and selects recipient to recommend for award

Listing of Colleges, Presidents, and Contact Information

NORTH CAROLINA COMMUNITY COLLEGE SYSTEM 200 West Jones Street, Raleigh, NC 27603-1379 Mailing Address: 5001 MSC, Raleigh, NC 27699-5001 Telephone (919) 807-7100 Main Fax: (919) 807-7164 William S. Carver, Interim System President COMMUNITY COLLEGE PRESIDENTS August 1, 2022		
Algie Gatewood Alamance Community College PO Box 8000 Courier 17-49-01 Graham, NC 27253-8000 Phone: (336) 506-4150 Fax: (336) 578-8090	Dr. Lisa Chapman Central Carolina Community College 1105 Kelly Dr. Courier 14-43-14 Sanford, NC 27330 Phone: (919) 718-7246 Fax: (919) 718-7456	Dr. Janet Spriggs Forsyth Technical Community College 2100 Silas Creek Parkway Courier 13-05-01 Winston-Salem, NC 27103-5197 Phone: (336) 734-7201 Fax: (336) 734-7161
Dr. John D. Gossett Asheville-Buncombe Tech. Com. Coll. 340 Victoria Road Courier 12-64-01 Asheville, NC 28801 Phone: (828) 398-7110 Fax: (828) 281-9696	Dr. Kandi Deitemeyer Central Piedmont Community College PO Box 35009 Courier 05-18-40 Charlotte, NC 28235 Phone: (704) 330-6566 Fax: (704) 330-5045	Dr. John Hauser Gaston College Courier 06-33-01 201 Highway 321 South Dallas, NC 28034-1499 Phone: (704) 922-6475 Fax: (704) 922-2329
Dr. David Loope Beaufort County Community College 5337 US Highway 264 E. Washington, NC 27889 Phone: (252) 940-6201 Fax: (252) 940-6234	Dr. Jason Hurst Cleveland Community College 137 S. Post Road Courier 06-52-04 Shelby, NC 28152 Phone: (704) 669-4444 Fax: (704) 669-4202	Dr. Anthony Clarke Guilford Technical Community College PO Box 309 Courier 13-29-01 Jamestown, NC 27282 Phone: (336) 334-4822 Ext. 50360 Fax: (336) 454-2745
Dr. Amanda Lee Bladen Community College PO Box 266 Dublin, NC 28332 Phone: (910) 879-5502 Fax: (910) 879-5523	Mr. David Heatherly Coastal Carolina Community College 444 Western Blvd. Courier 11-07-26 Jacksonville, NC 28546 Phone: (910) 938-6210 Fax: (910) 938-6833	Dr. David Forester (Interim) Halifax Community College PO Drawer 809 Courier 07-47-01 Weldon, NC 27890 Phone: (252) 536-7213 Fax: (252) 536-6383
Dr. Laura Leatherwood Blue Ridge Community College 180 West Campus Drive Courier 06-76-01 Flat Rock, NC 28731 Phone: (828) 694-1706 Fax: (828) 694-1696	Dr. Jack Bagwell College of The Albemarle PO Box 2327 Courier 10-39-32 Elizabeth City, NC 27906-2327 Phone: (252) 335-0821 Ext. 2234 Fax: (252) 337-6638	Dr. Shelley White Haywood Community College 185 Freedlander Drive Courier 08-10-01 Clyde, NC 28721 Phone: (828) 627-4515 Fax: (828) 627-1218
Dr. Gene Smith Brunswick Community College PO Box 30 Courier 04-24-01 Supply, NC 28462 Phone: (910) 755-7302 Fax: (910) 754-8229	Dr. Raymond Staats Craven Community College 800 College Court Courier 16-62-01 New Bern, NC 28562 Phone: (252) 638-7202 Fax: (252) 638-4232	Dr. Margaret Annunziata Isothermal Community College PO Box 804 Courier 06-63-04 Spindale, NC 28160 Phone: (828) 395-1300 Fax: (828) 286-1120
Dr. Mark Poarch Caldwell Community Coll. & Tech. Inst. 2855 Hickory Blvd. Courier 15-26-22 Hudson, NC 28638 Phone: (828) 726-2210 Fax: (828) 726-2300	Dr. Darrin Hartness Davidson-Davie Community College PO Box 1287 Courier 13-53-20 Lexington, NC 27293-1287 Phone: (336) 224-4700 Fax: (336) 249-1933	Dr. Jay Carraway James Sprunt Community College PO Box 398 Courier 11-20-10 Kenansville, NC 28349-0398 Phone: (910) 275-6112 Fax: (910) 296-1636
Mr. Jim Morton Cape Fear Community College 411 N. Front Street Courier 04-12-06 Wilmington, NC 28401 Phone: (910) 264-1538 Fax: (910) 362-7046	Mr. John Buxton Durham Technical Community College 1637 Lawson St. Courier 17-21-01 Durham, NC 27703 Phone: (919) 536-7250 Fax: (919) 536-7296	Dr. Ken Boham (Interim) Johnston Community College PO Box 2350 Courier 01-65-35 Smithfield, NC 27577 Phone: (919) 209-2050 Fax: (919) 209-2519
Dr. Tracy Mancini Carteret Community College 3505 Arendell Street Courier 11-12-08 Morehead City, NC 28557 Phone: (252) 222-6140 Fax: (252) 222-6274	Dr. Gregory McLeod. Edgecombe Community College 2009 W. Wilson St. Courier 07-51-11 Tarboro, NC 27886 Phone: (252) 618-6516 Fax: (252) 823-6817	Dr. Russell Hunt Lenoir Community College PO Box 188 Courier 01-23-27 Kinston, NC 28502-0188 Phone: (252) 233-6801 Fax: (252) 233-6879
Dr. Garrett Hinshaw Catawba Valley Community College 2550 Highway 70 SE Courier 09-72-01 Hickory, NC 28602 Phone: (828) 327-7000 Ext. 4210 Fax: (828) 327-7276	Dr. J. Larry Keen Fayetteville Tech. Community College PO Box 35236 Courier 14-51-41 Fayetteville, NC 28303-0236 Phone: (910) 678-8321 Fax: (910) 678-8269	Mr. Wesley Beddard Martin Community College 1161 Kehukee Park Road Courier 10-81-09 Williamston, NC 27892 Phone: (252) 789-0222 Fax: (252) 799-0585

<p>Dr. John C. Boyd Mayland Community College PO Box 547 Courier 12-70-01 Spruce Pine, NC 28777 Phone: (828) 766-1270 Fax: (828) 765-0728</p>	<p>Ms. Melissa Singler Robeson Community College PO Box 1420 Courier 14-93-02 Lumberton, NC 28359 Phone: (910) 272-3230 Fax: (910) 272-3232</p>	<p>Dr. Rachel Desmarais Vance-Granville Community College PO Box 917 Courier 07-20-01 Henderson, NC 27536 Phone: (252) 492-2061 Ext. 3247 Fax: (252) 431-0197</p>
<p>Dr. Brian Merritt McDowell Technical Community College 54 College Drive Courier 12-91-03 Marion, NC 28752-8728 Phone: (828) 652-0635 Fax: (828) 652-1603</p>	<p>Dr. Mark Kinlaw Rockingham Community College PO Box 38 Courier 02-23-05 Wentworth, NC 27375-0038 Phone: (336) 342-4261 Fax: (336) 349-2214</p>	<p>Dr. Scott Ralls Wake Technical Community College 9101 Fayetteville Road Courier 14-79-01 Raleigh, NC 27603 Phone: (919) 866-5141 Fax: (919) 662-3123</p>
<p>Dr. Tim Brewer Mitchell Community College 500 West Broad Street Courier 09-32-08 Statesville, NC 28677 Phone: (704) 878-3205 Fax: (704) 878-3209</p>	<p>Dr. Carol S. Spalding Rowan-Cabarrus Community College PO Box 1595 Courier 05-32-03 Salisbury, NC 28145-1595 Phone: (704) 216-3450 Fax: (704) 637-3692</p>	<p>Dr. Patty Pfeiffer Wayne Community College PO Box 8002 Courier 01-13-20 Goldsboro, NC 27533-8002 Phone: (919) 739-7000 Fax: (919) 739-7137</p>
<p>Dr. Chad Bledsoe Montgomery Community College 1011 Page Street Courier 03-97-20 Troy, NC 27371 Phone: (910) 898-9601 Fax: (910) 576-2176</p>	<p>Dr. Bill Starling Sampson Community College PO Box 318 Courier 11-34-32 Clinton, NC 28329 Phone: (910) 592-8081 Ext. 2000 Fax: (910) 592-8048</p>	<p>Dr. Joel Welch Western Piedmont Community College 1001 Burkemont Avenue Courier 15-06-01 Morganton, NC 28655 Phone: (828) 448-3100 Fax: (828) 438-6015</p>
<p>Dr. Lew Hunnicutt Nash Community College PO Box 7488 Courier 07-70-01 Rocky Mount, NC 27804-0488 Phone: (252) 451-8328 Fax: (252) 451-8201</p>	<p>Dr. John R. Dempsey Sandhills Community College 3395 Airport Road. Courier 03-43-01 Pinehurst, NC 28374 Phone: (910) 692-3700 Fax: (910) 695-1823</p>	<p>Dr. Jeffrey A. Cox Wilkes Community College PO Box 120 Courier 15-11-04 Wilkesboro, NC 28697 Phone: (336) 838-6112 Fax: (336) 903-3219</p>
<p>Dr. James Ross Pamlico Community College P.O. Box 185 Grantsboro, NC 28529 Phone: (252) 249-1851 Fax: (252) 249-2984</p>	<p>Dr. Maria Pharr South Piedmont Community College PO Box 5041 Monroe, NC 28111 Phone: (704) 290-5252 Fax: (704) 290-5250</p>	<p>Dr. Robert Timothy Wright Wilson Technical Community College PO Box 4305 Courier 01-51-04 Wilson, NC 27893-0305 Phone: (252) 461-1401 Fax: (252) 246-1909</p>
<p>Dr. Pamela Senegal Piedmont Community College PO Box 1197 Courier 02-32-10 Roxboro, NC 27573 Phone: (336) 599-1181 Ext. 2100 Fax: (336) 597-3817</p>	<p>Dr. Chris English Southeastern Community College PO Box 151 Courier 04-22-24 Whiteville, NC 28472 Phone: (910) 788-6270 Fax: (910) 640-2035</p>	
<p>Dr. Lawrence Rouse Pitt Community College PO Drawer 7007 Courier 01-45-28 Greenville, NC 27835-7007 Phone: (252) 493-7220 Fax: (252) 321-4558</p>	<p>Dr. Don Tomas Southwestern Community College 447 College Drive Courier 08-23-14 Sylva, NC 28779 Phone: (828) 339-4242 Fax: (828) 339-4652</p>	
<p>Dr. Elbert Lassiter (Acting) Randolph Community College PO Box 1009, Courier 13-65-20 Asheboro, NC 27204-1009 Phone: (336) 633-0286 Fax: (336) 633-0104</p>	<p>Dr. John Enamait Stanly Community College 141 College Dr. Courier 03-20-03 Albemarle, NC 28001 Phone: (704) 991-0220 Fax: (704) 982-0819</p>	
<p>Dr. W. Dale McInnis Richmond Community College PO Box 1189 Courier 03-80-03 Hamlet, NC 28345 Phone: (910) 410-1806 Fax: (910) 910-582-7028</p>	<p>Dr. David R. Shockley Surry Community College 630 South Main Street Courier 09-91-01 Dobson, NC 27017 Phone: (336) 386-3213 Fax: (336) 386-3693</p>	

<p>Dr. Murray J. Williams Roanoke-Chowan Community College 109 Community College Road Ahoskie, NC 27910 Phone: (252) 862-1308 Fax: (252) 862-1359</p>	<p>Dr. Donna Tipton-Rogers Tri-County Community College 4600 Hwy 64 East Courier 08-53-06 Murphy, NC 28906 Phone: (828) 835-4204 Fax: (828) 837-0028</p>	
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North Carolina Association of Community College Presidents (NCACCP)

The North Carolina Association of Community College Presidents was organized for the purpose of providing a forum for open discussion of issues common to all institutions within the System, and to create a support network among its chief executive officers. The current president of the Association is Dr. Jeffrey Cox, President of Wilkes Community College. Membership dues to the Association are paid by the presidents themselves from their own personal funds. The Association's website is located at www.ncaccp.org.

North Carolina Association of Community College Trustees (NCACCT)

Following the creation of the North Carolina Community College, work began in 1965 on a support organization for the many trustees scattered across the state that served on local boards of trustees. On October 26, 1967, the North Carolina Association of Community College Trustees (NCACCT) was established to provide trustees with an organization for the furtherance of the aims, goals, and development of North Carolina's community colleges. With almost 900 active members, it comprises the largest and most effective lobbying group on behalf of the System. NCACCT holds training sessions for new and reappointed trustees and conducts continuing education seminars for all trustees on a regular basis. NCACCT may also contract with individual institutions to provide them with services during presidential searches, and individualized leadership services for local board retreats. The website for the Trustees Association is located at www.ncacct.com

North Carolina Community College Faculty Association (NCCCFA)

On October 11, 1988, during the NCCC Instructors' Conference in Greensboro, the North Carolina Community College Faculty Association was founded. Approximately 120 faculty members agreed to form a statewide association to address issues of importance to the thousands of instructors, full and part-time, within the System. The mission of the Faculty Association includes fostering professionalism among community college faculty; serving as a voice for faculty concerns to the System Office, presidents, trustees, the General Assembly, and the general public; and advocating for policies and legislation that allow colleges to attract, employ, retain, and reward highly qualified faculty. The Faculty Association holds spring and fall meetings at various locations across the state, as well as sessions on specific topics of interest to instructional staff. The current president of NCCCFA is Mr. John Etheridge, an instructor at Wake Technical Community College in Raleigh. The website for the Faculty Association is www.ncccfa.org.

APPENDICESAppendix 1 – 2023 SBCC Meeting Schedule

SBCC COMMITTEE MEETING	SBCC BOARD MEETING
Thursday, January 19, 2023	Friday, January 20, 2023
Thursday, February 16, 2023	Friday, February 17, 2023
Thursday, March 16, 2023	Friday, March 17, 2023
Thursday, April 20, 2023	Friday, April 21, 2023
Thursday, May 18, 2023	Friday, May 19, 2023
Thursday, June 15, 2023*	Friday, June 16, 2023*
Thursday, July 20, 2023	Friday, July 21, 2023
Thursday, August 17, 2023	Friday, August 18, 2023
<p style="text-align: center;">Planning Meeting <i>TBD</i></p> <p>Wednesday, September 13, 2023 through Thursday September 14, 2023 (morning)</p> <p style="text-align: center;">Committee Meetings</p> <p>Thursday, September 14, 2023 (afternoon)</p>	Friday, September 15, 2023
Thursday, October 19, 2023	Friday, October 20, 2023
Thursday, November 16, 2023	Friday, November 17, 2023
Thursday, December 14, 2023*	Friday, December 15, 2023*

*The State Board of Community Colleges does not typically meet during the months of June and December. In the event a meeting is required during these months, potential meeting dates have been established and are highlighted in gray. Members are requested to hold these dates on their calendars until notified that they are no longer necessary.

Appendix 2 – State Board of Community Colleges Bylaws

Article I. Bylaws Governing the State Board of Community Colleges.

The following bylaws shall govern and control all actions and procedures of the State Board of Community Colleges, hereinafter, referred to as the "State Board." The State Board shall conduct its business in a committee of the whole or under such other forms as it by majority vote may elect.

Article II. Officers.

At the first meeting after July 1, 1981, and every two years thereafter, the State Board shall elect from its membership for two-year terms or until their respective successors have been appointed and qualified, a Chair, a Vice Chair, and such other officers as it may deem necessary (G.S. 115D-2.1).

The Chair of the State Board shall appoint a nominating committee of no less than three and no more than five qualified members of the State Board at a meeting prior to the July meeting at which officers are to be elected. The nominating committee shall present the name of at least one individual for each office. Each nominee must submit to the nominating committee a letter accepting the nomination and indicating a commitment of the time necessary to perform the duties of that office. Nominations will be accepted from the floor, but each such nominee must indicate a commitment of time to serve in that office.

In the event a vacancy occurs prior to the end of the term, the State Board shall elect one of its qualified members to fill the office for the unexpired portion of the term. The President of the N. C. System of Community Colleges shall be Secretary of the State Board.

The President of the N. C. System of Community Colleges may appoint an Assistant Secretary of the State Board, who shall be a member of the staff of the Community College System Office. Copies of all minutes, papers, and documents of the State Board may be certified by the Assistant Secretary with the same force and effect as though such certification were made by the Secretary of the State Board.

Article III. Regular Meetings.

Regular meetings of the State Board shall be held at least ten times a year on dates to be determined by the State Board. Each regular meeting shall be held at a time and place designated by the Chair. Notice concerning the time and place shall be given to each member of the State Board by the Secretary at least seven days in advance of the meeting date. Either by action of the State Board or upon fifteen days' written notice by the Chair, the date specified herein for a regular meeting may be changed to another date

within the designated month. Any matter of business relating to the community college system may be considered at any regular meeting of the State Board.

Article IV. Special Meetings.

Special meetings of the State Board may be called by the Chair at his discretion and shall be called by the Secretary upon the written request of no fewer than a majority of the qualified members of the State Board. A special meeting called by the Secretary shall be held within twenty days of receipt by the Secretary of an individual written request from a majority of the qualified members for such special meeting. A notice specifying the time and place of a special meeting of the State Board shall be given by the Secretary to each member of the State Board at least five days in advance of the meeting date; but notice of three days may be given when, in the judgment of the Chair, an emergency exists. Any matter of business relating to the community college system may be considered at a special meeting.

Article V. Agenda.

The agenda for a regular or special meeting of the State Board shall be prepared by the Secretary with approval of the Chair. A copy of the agenda for each regular meeting of the State Board, including notice of all expiring terms on or vacancies in membership of the State Board and its committees, and insofar as is practicable, copies of all reports and other materials to be presented to the regular meeting as a part of the agenda, shall be sent by the Secretary to each member at least seven days in advance of the regular meeting. If practicable, a copy of the agenda for each special meeting of the State Board with reports and other materials to be presented, shall be sent to each member at least five days in advance of the special meeting. When matters are to be considered by a committee between the time the agenda is sent and the time of any regular or special meeting of the State Board, and these matters are expected to be presented to the State Board for action at the meeting, all members of the State Board shall be sent such materials as a committee may prescribe by standing rule or as the chair of a committee may designate, in order to inform the State Board, insofar as may be feasible, of the nature of the action that might be asked of it.

All requests for inclusion of a given item on the agenda of a particular meeting shall be filed, with supporting documents, if any, with the Secretary. Unless specifically authorized by the State Board, items placed on the agenda for action shall be placed on the agenda initially for future action and then for action at a subsequent meeting. In some circumstances, the constraints of time require the expeditious consideration of certain agenda items, particularly in regard to agreements, contracts, grants, personnel issues, and certain curriculum applications. With the prior consent of the Chair, such items may be placed on the agenda initially for action at the next regularly scheduled meeting of the Board.

In order to promote efficient meetings, the Board may act upon more than one item by a single vote through the use of a consent agenda. Consent agenda items shall be those of a non-controversial or routine nature, and which the Board has seen in a previous meeting. Any member of the Board has the right to comment on any consent

agenda item. At the request of any member of the Board, any item on the consent agenda shall be removed and given individual consideration for action as a regular agenda item. The request to remove the item from the consent agenda shall be non-debatable and will be honored without discussion. Removal of an item from the consent agenda returns it to the appropriate committee's report for full Board discussion.

Any committee or member of the State Board may request consideration by the State Board of any items not on the agenda of a regular or special meeting. However, such an item shall not be so considered without the approval of two-thirds of the qualified members of the State Board present at such meeting.

Article VI. Quorum - Attendance.

A quorum for the conducting of business by the State Board shall consist of a majority of the qualified members of the State Board (G.S. 115D-2.1).

The Secretary shall maintain an attendance record for State Board meetings on each member. A State Board meeting includes the meeting of the full board and any scheduled standing committee meetings. Members are encouraged and expected to attend all State Board meetings. However, if a member attends either the full board meeting or the assigned standing committee meeting, or both, the member shall be considered in attendance for the month.

The State Board may remove an appointed or elected member from the State Board who, without justifiable excuse, has not attended three consecutive scheduled meetings. Examples of justifiable excuses include canceled travel arrangements; military service; illness or injury of member, spouse, child or parent; and death of a member's spouse, child or parent. If a member should miss four scheduled meetings during a fiscal year without justifiable excuse, the State Board may notify the respective appointing or electing authority so that an appropriate action can be taken.

To be eligible to be considered for an excused absence, a member must inform the Secretary of the State Board of the reason for his or her absence prior to the day of the meeting if the absence is foreseeable. If the absence is not foreseeable, the member must inform the Secretary of the State Board of the reason as soon as reasonably possible after the meeting missed by the member. In either circumstance, the Secretary of the State Board will complete the excused absence form and submit it to the Chair for approval prior to or at the next regularly scheduled meeting of the State Board.

If the State Board should remove a member from office, the Chair shall notify the appropriate appointing or electing authority of the vacancy.

Article VII. Presiding Officer.

The Chair shall preside at all regular and special meetings of the State Board. In the absence of the Chair, the Vice Chair shall preside. In the absence of the Vice Chair, a presiding officer shall be elected by and from the qualified membership of the State Board.

Article VIII. Power to Vote.

All qualified members of the State Board, except the Student Government Association representative, may vote on all matters coming before the State Board for consideration, but no member may vote by proxy. No vote concerning any matter under consideration by the State Board, or by a committee of the State Board may be cast by mail. [G.S. 115D-2.1(b)(5)]

Article IX. Rules of Order.

Except as modified by specific rules and regulations enacted by the State Board, Robert's Rules of Order (latest edition) shall constitute the rules of parliamentary procedure applicable to all meetings of the State Board and its several committees.

Article X. Reference to Committees.

All matters presented to the State Board, except matters of routine business, which come within the sphere of interest or activity of any standing committee of the State Board, shall be submitted by the State Board to the appropriate standing committee for investigation and report. All matters, of other than routine business, which do not come within the sphere of interest or activity of any standing committee of the State Board may be submitted by the State Board to a special committee for investigation and report in advance of action thereon by the State Board. The Board may proceed to consider any matter without referring it to a standing or special committee, if by a two-thirds vote of the qualified members present, immediate consideration by the State Board is ordered. The reports and recommendations of standing and special committees shall be submitted to the State Board in writing consistent with the instructions of the State Board.

Article XI. Minutes.

The Secretary shall keep minutes of all meetings of the State Board, shall file, index, and preserve all minutes, papers and documents pertaining to the business and proceedings of the State Board; shall be custodian of the State Board of Community Colleges' Seal and of all records and instruments of the State Board and Community Colleges System Office.

The Secretary shall be responsible for transcribing the minutes of each meeting within a reasonable time and for sending a copy to each member.

Article XII. Standing Committees: Membership and Jurisdiction.

The standing committees of the State Board shall be: the Committee on Financial and Capital Needs, the Committee on Personnel, the Committee on Policy, and the Committee on Program Services. The Chair of the State Board shall appoint the membership of each standing committee, designate the chair and vice-chair, prescribe

the duties, and determine the size of each standing committee. The Chair of the State Board shall be a member of each standing committee. In addition, the Chair shall appoint a non-voting representative of the North Carolina Association of Community College Presidents and a non-voting representative of the North Carolina Association of Community College Trustees to each standing committee upon the recommendation of the presiding officer of each association. The membership of each standing committee may be rotated biennially at the discretion of the State Board Chair.

Each standing committee shall meet at either the call of the committee chair or the State Board Chair. The meetings shall be held at a time convenient to the membership.

Article XIII. Establishment of Special Committees.

Special committees may be established, and their duties may be prescribed by the Chair of the State Board.

Article XIV. Closed Sessions.

All meetings of the State Board shall be open to the public unless, consistent with the requirements of State Law, a meeting is closed to the public by majority vote of a quorum of the qualified membership of the State Board.

Article XV. Amendments and Suspensions of Bylaw Provisions.

Any provision of these bylaws (except those required or governed by statutory provision) may be amended by a vote of two-thirds of the qualified membership of the State Board; provided, that no amendment may be adopted unless its substance first has been introduced at a preceding regular or special meeting of the State Board.

Any provision of these bylaws (except those required or governed by statutory provision) may be suspended at any regular or special meeting of the State Board for that meeting by affirmative vote of two-thirds of the qualified membership of the State Board.

NOTE: The Bylaws of the State Board of Community Colleges were adopted on January 1, 1981, and most recently amended on August 19, 2005.

Appendix 3 - Glossary of Relevant Terms

Academic Semester—A sixteen-week period during which credit classes are offered.

Academic Year—The academic year includes fall and spring semesters as well as an eleven week summer term.

Accreditation—A formal means of recognizing an institution for maintaining standards that qualify the graduates for admission to higher institutions or for professional practice. Accrediting agencies are responsible for establishing the standards and evaluating the schools' compliance with them (e.g. Southern Association of Colleges and Schools, American Dental Association, Engineering).

Accountability—The acceptance of personal responsibility for the achievement of predetermined measurable objectives.

Adult Basic Education (ABE)—A program of basic skills for adults, 16 years of age or older and out of school, who function at less than a high school level.

Adult Education—Programs that provide opportunities for adults and out-of-school youth to further their education.

Affirmative Action—The planned, aggressive, coherent, management program to provide for equal employment opportunity. It is a results-oriented program designed to achieve equal employment opportunity rather than simply a policy to assure nondiscrimination. As an ongoing management program, it requires periodic evaluation. It is not a quota system.

Appropriation—The act by which the legislature provides the state dollars for the operation of an institution. Funds are appropriated to the State Board of Community Colleges to be distributed to the institutions.

Associate in Applied Science Programs (AAS)—These programs range from 64 to 76 semester hour credits. A full-time student can typically complete one of these programs within two years. In addition to major course work, associate in applied science degree programs require a minimum of 15 semester hour credits of general education. General education requirements include course work in communications, humanities/fine arts, social/behavioral sciences and natural sciences/mathematics. Certain courses in associate degree programs may be accepted by a four-year college or university for transfer credit in an associated field.

Association of Community College Trustees (ACCT)—A nonprofit international association with headquarters in Washington, DC, that seeks to unify, promote, encourage, and develop two-year institutions through the expertise and insight of trustee leadership.

Association of Governing Boards of Universities and Colleges (AGB)—A nonprofit educational organization of governing, coordinating, and advisory boards of post-secondary education. AGB exists to help its members fulfill their roles and meet their responsibilities. Headquarters are in Washington, DC.

Base Budget—Appropriations made by the Legislature to fund the current level of operation.

Biennium—A two-year period for which an agency builds a budget.

Capital Outlay—Capital outlay expenditures are those that result in the acquisition of fixed assets or additions to fixed assets (i.e. expenditures for land, buildings, or equipment).

Career and College Promise (CCP) – The dual enrollment program providing tuition free courses in structured pathways leading to certificates, diplomas, degrees, and industry recognized credentials to eligible NC high school students.

Career Cluster – Similar career technical education program majors grouped together under a program curriculum standard that utilize a common technical core of foundational courses.

Categorical Funds (restricted)—Funds from a federal, state, local, or private source that are restricted to expenditures in a particular category or program.

Certificate Programs—These programs range from 12 to 18 semester hour credits and can usually be completed within one semester by a full-time student. Associate degree level courses within a certificate program may also be applied toward a diploma or an associate in applied science degree.

Certification—A voluntary form of recognition for knowledge and skill in a particular profession.

Clock Hour—One hour of instruction given one student. Class periods from 50–60 minutes may be counted as one clock hour depending on the type of instruction delivered.

College Transfer Programs—These programs are offered through the Associate in Arts, Associate in Engineering, Associate in Fine Arts – Music, Associate in Fine Arts – Theater, Associate in Fine Arts – Visual Arts, Associate in Science, and Associate in Arts Teacher Prep/Associate in Science Teacher Prep degrees. The Associate in Arts and the Associate in Science programs are part of the Comprehensive Articulation Agreement (CAA) and the Independent Comprehensive Articulation Agreement (ICAA). The agreements address the transfer of students between institutions in the North Carolina Community College System and the constituent institutions of the University of North Carolina and the signatory Independent Colleges and Universities.

Competency-Based Instruction—Instruction based on measurable student performance outcomes consistent with the skills and knowledge needed by entry-level employees in a particular field.

Cooperative Innovative High Schools (CIHS) – A limited student-body high school in partnership with and located on a college/university enabling students to obtain a high school diploma and earn college credit toward an associate degree or other post-secondary credential within five years. They are commonly referred to Early College/Middle Colleges.

Credit Hour—An instructional unit used for recognition of the amount of credit a student earns for a given course. Example: Semester Credit Hour—A student who spends one classroom hour per week in a class for sixteen weeks earns one semester hour credit.

Current Expense—Funds used for the general operation of the institution to include salaries, benefits, and other instructional costs.

Curriculum Programs—A term used to describe a wide variety of planned educational programs with college credit courses which range in length from one semester to two years. These programs lead to certificates, diplomas, or associate degrees, depending on the nature of the curriculum.

Curriculum Standard – A set of criteria approved by the State Board of Community Colleges for each curriculum. The criteria establish the program description, minimum and maximum number of hours and required courses.

Developmental Education—Specialized courses for students who need to improve their basic skill in order to perform at the level required for admission to degree and diploma programs but do not earn credit toward for graduation in the diploma or degree. Usually these courses are in reading, writing, and mathematics.

Diploma Programs—These programs range from 36 to 48 semester hour credits and can usually be completed by a full-time student within two semesters and one summer term. Associate degree level courses within a diploma program may also be applied toward an Associate in Applied Science degree.

English as a Second Language (ESL)—A program of instruction to help adults with limited or no English language proficiency.

Expansion Budget—Additional funds from the legislature to increase the quantity or quality of services rendered.

Fiscal Year—The twelve-month period upon which the institution's budget is based that runs July 1 – June 30.

Full-Time Equivalent (FTE)—One full-time equivalent (FTE) student represents 16 student membership hours per week for 16 weeks or 256 student membership hours for each semester enrolled.

- **Annual Curriculum FTE**—The total of fall and spring FTE.
- **Annual Extension FTE**—The total of spring, summer and fall sequenced periods FTE.
- **Budget Full-Time Equivalent (B/FTE)**—Used to prepare the operating budget and to provide for an equitable distribution of the operating funds allocated by the State Board to the institutions.
- **Equipment Full-Time Equivalent (E/FTE)**—Used to prepare the equipment budget and to provide for an equitable distribution of the equipment funds allocated by the State Board to the institutions.

- **Library Full-Time Equivalent (L/FTE)**—Used to prepare the library budget to provide for an equitable distribution of library funds allocated for the purchase of library books and audiovisual materials.
- **Credit Hour Full-Time Equivalent (H/FTE)**—Used in furnishing data to the North Carolina Commission on Higher Education Facilities and the University of North Carolina.
- **Construction Full-Time Equivalent (C/FTE)**—Used to determine priorities and institutional eligibility for federal and state construction funds for the institutions.

Full-Time Students—A student is considered full time if he/she carries 12 or more semester credit hours of classes.

General Educational Development (GED)—A high school equivalency program enabling adults to take the General Education Development Tests to determine if they are at the 12th grade completion level of English, social studies, science, reading, and math. Individuals achieving the required scores on the GED are awarded the High School Equivalency Diploma. The program is open to individuals 18 years or older.

General Education Programs—These programs are designed for individuals wishing to broaden their education, with emphasis on personal interest, growth, and development. The two-year General Education program provides students opportunities to study English, literature, fine arts, philosophy, social science, science and mathematics at the college level. All courses in the program are college-level courses and many of the courses are equivalent to college transfer courses; however, the program is not principally designed for college transfer. Successful completion of 64-65 semester hour credits leads to an associate in general education degree (AGE).

Human Resource Development (HRD)—A program with prevocational training and counseling for chronically unemployed adults.

Non-Credit (Extension) Courses—Courses for professional training, upgrading or general interest.

Occupational Education—Any type of instruction or training (credit or non-credit) that prepares one to enter an occupation.

Other Costs—A term used to describe current instructional and operating instructional support costs excluding personnel and the associated fringe benefits. The term is used for supplies, travel, postage, etc.

Pell Grants—Need-based federally funded grants.

Supplemental Courses – Courses that provide supplemental skills to a specific corequisite course or customized developmental course delivery. These courses do not earn credit toward a certificate, diploma or degree.

Unduplicated Headcount – The total number of students (both full-time and part-time) enrolled in all courses during a year. Each student is counted only once during the year regardless of the number of classes he/she takes or the number of semesters for which he/she registers.

Work-Based Learning (WBL) – The development of job skills and an opportunity for career exploration by providing the student with employment that is coordinated with the educational program.

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Often Used Terms and Acronyms

[A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [J](#) [K](#) [L](#) [M](#)
[N](#) [O](#) [P](#) [Q](#) [R](#) [S](#) [T](#) [U](#) [V](#) [W](#) [X](#) [Y](#) [Z](#)

Term/Acronym	Meaning
A	Back to top
A4NCW	Align4NCWorks (Strategic Plan)
AA	Associate in Arts – A degree granted for planned programs of study consisting of a minimum of 60 semester hours and a maximum of 61 semester hours of college transfer courses.
AAS	Associate in Applied Science – A degree granted for planned programs 64-76 semester hours course work to provide entry-level employment education. An AAS program must include a minimum of 15 hours of general education and a minimum of 49 hours of major courses with numbers 110-199 or 210-299.
ACA	Affordable Care Act
ABE	Adult Basic Education (ABE) is a program of instruction below the high school level designed for adults who need to improve their reading, writing, speaking, problem solving, or computation skills to function more effectively in society, on a job, or in the family.
ACCBO	Association of Community College Budget Officers
ADA	Americans with Disabilities Act
AD&D	Accidental Death and Dismemberment insurance
AE	Associate in Engineering – A degree granted for planned programs of study consisting of a minimum of 60 semester hours and a maximum of 61 semester hours of college transfer courses, with an emphasis on engineering.
AEFLA	Adult Education and Family Literacy Act

AFA	Associate in Fine Arts – A degree granted for planned programs of study consisting of a minimum of 60 semester hours and a maximum of 61 semester hours of college transfer courses, with an emphasis on the arts.
AGE	Associate in General Education – A degree that is designed for the academic enrichment of students who wish to broaden their education, with emphasis on personal interest, growth and development. The program may include both university transfer and non-transfer courses.
AGI	Adjusted Gross Income
AHS	Adult High School (AHS) instruction is offered cooperatively with local public school systems to help adults earn an Adult High School Diploma.
AS	Associate in Science – A degree granted for planned programs of study consisting of a minimum of 60 semester hours and a maximum of 61 semester hours of college transfer courses, with emphasis on the natural sciences.
AUD	Accountability and Audit Committee
AWS	American Welding Society
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Basic Skills (Currently referred to as College and Career Readiness)	Basic Skills - Programs designed for adults who need to improve their reading, writing, speaking, problem solving, listening or computational skills to function more effectively in society, on a job, or in the family.
Basic Skills Plus	Basic Skills Plus. Basic Skills Plus is a program developed to provide employability skills, job-specific occupational and technical skills, and developmental education instruction to students concurrently enrolled in an Adult High School or a high school equivalency program.
BEACON	The former name of the HR/Payroll system for State agencies
Best Literacy/Best Plus 2.0	Basic English Skills Test – NRS assessment used in College and Career Readiness to place and post-test students.
BEST NC	Business for Educational Success and Transformation
BEST Shared Services	Beacon Enterprise Support Team – support organization for employees and agency human resources and payroll personnel designed to provide human resources, benefits and payroll administration services and answers to human resources, benefits and payroll questions.
BFTE	Budget FTE

BioNetwork	Statewide resource that supports the training, education, and outreach needs of North Carolina's biotechnology and life sciences sector. Five community colleges host BioNetwork staff. They include: Asheville-Buncombe (A-B) Technical Community College, Forsyth Technical Community College, Gaston College, Pitt Community College, and Wake Technical Community College.
BLET	Basic Law Enforcement Training
BRITE	Biotechnology Research Institute and Technology Enterprise, NC Central University, BioNetwork partner.

BTEC	Biomanufacturing Training and Education Center, NC State - partner of BioNetwork
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CAA	Comprehensive Articulation Agreement – An agreement between the North Carolina Community College System and public and private universities to facilitate transfer between community colleges and 4-year universities.
CAL	Calendar Committee
CAO	Chief Academic Officer – The person at the local college level who bears the primary responsibility for all areas of curriculum programming.
Career Clusters Guide	Developed by the North Carolina Department of Public Instruction and the North Carolina Community College system to link the academic and Career and Technical Education programs at the secondary and postsecondary levels to increase student achievement.
CASAS	Comprehensive Adult Student Assessment Systems – An assessment used in College and Career Readiness to place and post-test students
CBE	Competency-based Education
CC	Community College
CCL	Combined Course Library – The set of statewide uniform courses from which North Carolina community colleges must choose their curriculum course offerings.
CCP	Career and College Promise program
CCP	Career and College Promise - Success in today's global economy may require a two-or four-year degree, a certificate or diploma. Through Career and College Promise, qualified high school-age students in North Carolina have the opportunity to pursue these options, tuition free, while they are in high school, allowing them to get a jumpstart on their workplace and college preparation.

CCR	College and Career Readiness - Programs designed for adults who need to improve their reading, writing, speaking, problem solving, listening or computational skills to function more effectively in society, on a job, or in the family.
CCRG	Career and College-Ready Graduate Program
CE	Continuing Education programs provide education and training opportunities for targeted audiences. Courses are non-credit, short-term, and are offered in a variety of instructional delivery modes and locations.
CEC	Continuing Education Credit

Certificate	A program comprised of 12-18 semester hours of courses designed to provide entry-level employment training.
CEU	Continuing Education Unit – A unit of credit toward specific certification awarded for continuing education courses in collaboration with the certifying agency.
CI	Capital Improvement project
CIHS	Cooperative Innovative High Schools (CIHS) – A limited student-body high school in partnership with and located on a college/university enabling students to obtain a high school diploma and earn college credit toward an associate degree or other post-secondary credential within five years. They are commonly referred to Early College/Middle Colleges.
CIP Codes	Classification of Instructional Programs Codes – Nationally recognized codes to classify instructional programs for educational research and funding purposes.
CIP Project	Curriculum Improvement Project – A two-year project with state-wide representation to assess the current employer needs for a particular program area and revise courses and curriculum standards, as required, to meet the employer needs.
CIS	College Information System – A two-part system to interconnect all facets of NCCCS records – commonly differentiated as Colleague and Data Warehouse.
Clinical Practice	A structured, faculty-directed learning experience in a health sciences program which develops job proficiency. Clinical practice requires significant preparation, coordination, and scheduling by the faculty and is under the supervision of an instructor or preceptor who is qualified for the particular program. Credit of one semester hour is awarded for each 48 hours of clinical practice. (ratio of 3:1 credit hours).
COABE	Coalition on Adult Basic Education
COBRA	The Consolidated Omnibus Budget Reconciliation Act of 1985 (or COBRA) - the ability to continue health insurance coverage after leaving employment

Colleague	A software package with enhancements and ancillary thirdparty products designed to interconnect the functions at the college level and to manage processes that are shared by the colleges and the System Office.
Concurrent Enrollment	Enrollment of high school students in regular college courses, usually located on the community college campus.
Corequisite Course	A course taken at the same time as another course or prior to the course to be taken.
CR	Continuing Resolution – Legislation that is enacted that provides continuing budget authority, absent the enactment of a final budget.
CRC	Career Readiness Certification – Entry-level worker third party certification that measures a worker’s abilities in three key workplace skills: <ul style="list-style-type: none"> • Reading for Information • Applied Mathematics • Locating Information
CCRC	Curriculum Course Review Committee – A committee of chief academic officers and presidents that serves as an arm of the State Board of Community Colleges, with the specific purpose of maintaining the curriculum courses in the Combined Course Library. This committee is charged with the responsibility of keeping the curriculum courses in the Combined Course Library current while guarding against proliferation of course duplications.
CPRM	Curriculum Procedures Reference Manual is a resource for colleges providing procedures for performing curriculum management functions (e.g., program applications, program terminations, etc.).
CTE	Career Technical Education Pathway – A certificate or diploma level program offered under Career and College Promise.
CTP	A pathway of curriculum courses offered under Career and College Promise which is aligned with transfer degree programs
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Data Warehouse	A massive database that stores five years of raw data. Standard reports with a fixed “snapshot” of data at a given date are available through menu/standard command options. Ad hoc reports are based on data in the warehouse on the day extracted; consequently, Ad hoc results vary as colleges update records.

Developmental Education	Programs that consist of courses and support services which include diagnostic assessment and placement, tutoring, advising, and writing assistance. These programs are designed to address academic preparedness, workforce retraining, development of general and discipline-specific learning strategies, and affective barriers to learning. Developmental courses do not earn credit toward a degree, diploma, or certificate. The numbers 010-099 shall be assigned to developmental courses.
Diploma	A program comprised of 36-48 semester hours, including a minimum of 6 hours general education, which provide entrylevel employment training.
DEI	Diversity, Equity, and Inclusion
DL	Distance Learning – Organized delivery by means other than face- to-face classroom contact, such as via The Internet, video recordings, paper-based correspondence, or telecourse.
DPI	NC Department of Public Instruction, often referred to as K12.

DWS	Division of Workforce Solutions, NC Department of Commerce
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EAP	Employee Assistance Program
EDPNC	Economic Development Partnership of North Carolina, the partnership formed by the General Assembly in 2014 to handle business recruitment, retention, international trade, tourism and film development. These functions were moved from Commerce.
EFC	Expected Family Contribution
EFL	Educational Functioning Level – Way to identify measurable skill gains in adult education
EOB	Explanation of Benefits (as found on Beacon)
EOI	Evidence of Insurability – often required for benefit enrollment
EPA or EHRA	Employee/Position is Exempt from the State Personnel (now Human Resources Act)
ESL/ELA/ELL	English as a Second Language, English Language Acquisition, English Language Learner
ETA	Employment and Training Administration
Experiential Lab	Instruction given to a student by an instructor to increase the student’s knowledge and skills without immediate student application. Credit of one semester hour is awarded for each 32 hours of experiential laboratory work. (ratio of 2:1 credit hours.)

F	
Faculty Directed Lab	Structured and coordinated demonstration by an instructor with immediate student application. Credit of one semester hour is awarded for each 48 hours of faculty directed laboratory work. (ration of 3:1 credit hours).
FAFSA	Free Application for Federal Student Aid
FC	Finance Committee
FERPA	The Family Educational Rights and Privacy Act of 1974 (FERPA or the Buckley Amendment) is a United States federal law
FIL	Family Illness Leave
FLSA	Fair Labor Standards Act – determines if position is subject to or exempt from overtime provisions
FMLA	Family and Medical Leave Act
FTE	Full-Time Equivalency – The number of hours equivalent to the hours one student is enrolled for the normal academic year of spring and fall terms and enables colleges to recognize the impact of part-time students as an aggregate.
FTFA	Fast Track For Action is an abbreviated program applications process that meet specified criteria making them eligible to be placed on State Board of Community Colleges consent agenda.
FRD	Fiscal Research Division – A division of the General Assembly’s non-partisan central staff that provides legislators information and advice on fiscal matters.
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G	
GED (Currently referred to as HSE)	General Education Development – A program which provides instruction and testing for adults to complete their high school equivalency.
GOT	General Occupational Technology – A curriculum which is unique to an individual student’s particular needs for employability skills.
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HECAC	Higher Education Collaborative Advisory Committee – Advisory committee composed of residency stakeholders who review residency policy and procedures in order to advice the State Education Assistance Authority in the governance of NC Residency.

HIPAA	Health Insurance Portability and Accountability Act, a 1996 Federal law that restricts access to individuals' private medical information
HiSET	High School Equivalency Test - A program which provides instruction and testing for adults to complete their high school equivalency.
HRD	Human Resources Development Program
HSE	North Carolina's High School Equivalency (HSE) Diploma program offers instruction to assist learners in preparing to successfully pass a designated high school equivalency test. A high school equivalency diploma is issued from the North Carolina State Board of Community Colleges upon successful completion of the complete battery of tests.
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ICAA	Independent Comprehensive Articulation Agreement – An agreement between the North Carolina Community College System and endorsing members of the North Carolina Independent Colleges and Universities to facilitate transfer between community colleges and private, North Carolina 4-year universities that endorse the agreement.
IELCE	Integrated English Literacy and Civics Education - Program is provided in combination with integrated education and training activities and designed to: (1) prepare adult English language learners for, and place in, unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency; and (2) integrate with the local workforce development system and its functions to carry out the activities of the program.
ISA	Instructional Service Agreements establish a relationship between colleges to share courses, programs within multiple service areas and to set the conditions for sharing resources and funding.

IET	Integrated Education and Training - A service approach that provides adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster for the purpose of educational and career advancement.
IIPS	Institutional Information Processing System – Legacy-based software that will continue to be used for some colleges until 2013.

ITAC	Independent Transfer Advisory Committee - A committee comprised of community college and representatives from the NC Independent Colleges and Universities who administer the Independent Comprehensive Articulation Agreement.
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LEAD	Labor & Economic and Analysis Division
LEAs	Law Enforcement Agencies
LEIS	Literacy Education Information System
LEG	Legislative Affairs Committee
LEOs	Law Enforcement Officers
LINCS	Literacy Information and Communication System – A national leadership initiative to deliver high-quality, evidencebased resources, on-demand educational opportunities to practitioners of adult education.
LTD	Long Term Disability benefits
LOA	Leave of Absence
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MCC	Multi-campus center. A convenience location at which students can complete at least one associate degree. Typically, these locations serve at least 300 FTE students.
MPHSE	Multiple Pathways to High School Equivalency - An alternative diploma program designed for CCR students to attain a high school equivalency diploma.
MSG	Multiple Skills Gain – A WIOA-required indicator used in the Federal National Reporting System to demonstrate participants’ progress toward achieving a credential or employment.

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N4CSGA	North Carolina Comprehensive Community College Student Government Association
N3C2A	NC Community College Advising Association
N3SDPA	NC Community College Student Development Personnel Association (manager level personnel in student development/services)

NCASFAA	NC Association of Student Financial Aid Administrators
NAM	National Association of Manufacturing
NCACCP	NC Association of Community College Presidents
NCACCT	NC Association of Community College Trustees
NC BIO	State affiliate of the Biotechnology International Organization, lobbies for NC Biotech industry.
NCBC	NC Biotechnology Center, economic development organization located in RTP.
NCBCE	NC business committee for education
NCC	NC Chamber
NCCCAEA	NC Community College Adult Educators Association
NCCCS	North Carolina Community College System
NCCCSO	North Carolina Community College System Office
NCCORD	NC Council of Resource Development – members include college foundation officers and grant writers.
NCEDA	NC Economic Developers Association, a statewide association of economic developers and allies.
NC Flex	State of North Carolina Flexible Benefits program
NCIH	North Carolina Information Highway – A network of interconnected sites to provide simultaneous interaction among those sites for classes, meetings, forums, etc.
NCREN	North Carolina Research and Education Network – High speed broadband network for 58 Community Colleges, UNC 16 Institutions, K-12 schools, and some Private Universities
NCTAP	NC Triangle Apprenticeship Program, group of businesses in Triangle area collaborating and promoting apprenticeship.
NC VIP	Valuing Individual Performance – the State’s on-line performance management system
NCW	NC Works Commission
NCWorks	Effort announced by Governor McCrory in April 2014 to bring the state’s workforce development programs, including some community colleges programs, into better alignment.
NGA	National Governors Association
NIMS	National Institute for Metalworking Skills
NRS	National Reporting System – The accountability system for the Federally funded adult education program.

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OCC	Off Campus Center – A convenience location that provides appropriate population and geographic access. Typically students may complete courses, certificates, or diplomas at these centers, but not full associate degrees at these locations.
OCTAE	Office of career, technical, and adult education
ORBIT	On-line Retirement Information through Integrated Technology – online tool for individual retirement information through the State’s Retirement Office.
OSA	Office of State Auditor
OSBM	Office of State Budget and Management – The Governor’s budget staff.
OSHR	Office of State Human Resources
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P & C	Purchase and Contract
PER	Personnel Committee
PLAN	Strategic Planning Committee
POP	Period of Participation – WIOA performance indicators are required to be calculated for adult ed participants based on the participants’ periods of attendance.
POS	Program of Study – A listing of the exact courses that a college plans to offer to fulfill the requirements of a curriculum program. The initial and revised program of study must be approved by System Office staff prior to implementation.
Prerequisite Course	A course taken prior to another course.
PROG	Programs Committee
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R & R	Repairs and renovations
RDS	Residency Determination Services governed by the NC State Education Assistance Authority to decide students’ residency status for tuition purposes and state student aid.
R-TAC	Reverse Transfer Advisory Committee – Joint committee with UNC governing policy and procedures to award community college associate degrees to students who transfer to UNC institutions without an associate degree.
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SBCC	State Board of Community Colleges – The governing body of the North Carolina Community College System.

SBCC Code	State Board of Community Colleges Code – The administrative regulations that ensure compliance with North Carolina laws. (Previously NC Administrative Code.)
SBCN	Small Business Center Network. The network of small business centers located at each of the 58 community colleges. It is coordinated by a State Director here in the System Office (a position that is currently being filled on an interim basis by Anne Shaw, the Small Business Center Director at Coastal Carolina); however, Small Business Center Directors are employees of the colleges, not the System Office.
SBPG	State Board Policy and Governance Committee
SDAA	Student Development Administrators Association – An association serving the vice presidents and deans in college student services divisions.
SEAA	State Education Assistance Authority – State Agency governing state financial aid and residency.
SEANC	State Employees’ Association of NC
SECU	State Employees Credit Union
SEM	Strategic Enrollment Management – The alignment of college resources and efforts to strategically measure, improve, and evaluate the colleges relationship with all students from prospective students through alumni.
SHC	Semester Hour Credit – Credit assigned to a course that represents the contact in a normal 16-week semester, based on formulas for class, lab, work, and clinical methods of instruction.
SLO	Student Learning Outcomes – List of outcomes describing what students are able to demonstrate in terms of knowledge, skills, and values upon successful completion of a course. These have been developed on a system-wide basis and are available in the Combined Course Library for specific courses.
SO	System Office
SPA or SHRA	Employee/Position is Subject to the State Personnel (now Human Resources) Act
STD	Short Term Disability
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T & Cs	Terms and Conditions for a contract.
TABE	Tests of Adult Basic Education – An assessment used in College and Career Readiness to place and post-test students

TAC	Transfer Advisory Committee formed of NCCCS and UNC personnel who administer the CAA.
TC	Transfer Advisory Committee – A committee comprised of community college and university representatives who administer the Comprehensive Articulation Agreement.
TESOL International Association	Teaching English to Speakers of Other Languages – International professional association of ESL/ELL/ELA instructors.
Three Year Accountability Report	Submitted three year4s after curriculum program implementation. The report includes information on enrollment, completers, employment, licensure/accreditation, and other pertinent information.
Title IX	Federal Law regulating student sexual harassment policy, procedures, and reporting of allegations, investigations, and results.
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UNC – GA	University of North Carolina General Administration. This is basically the System Office’s counterparts within the UNC System.
US DOE	United States Department of Education
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VLC	Virtual Learning Community – A service of the North Carolina Community College System that p provides courses for the colleges in the system to use for distance education.
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WCC	Workforce Credentials Coalition – A group started by the North Carolina Community College System and California Community College System advocating for third-party certification data access.
WCE	Workforce Continuing Education
WDB	Workforce Development Board
WDLC	Workforce Development Leadership Council
WIOA	Workforce Investment and Opportunity Act, the federal law that governs the distribution and use of federal workforce dollars. This program is mostly contained within the Division of Workforce Solutions in the North Carolina Department of Commerce.
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Appendix 5 – Statutory Obligations of the State Board

The North Carolina General Statutes provide the following:

Reference	Authority
G.S. 115D-2.2. State Board of Community Colleges.	<ul style="list-style-type: none"> • SBCC must fix the time of regular monthly State Board meetings. • SBCC must elect a Chairman and other necessary officers of the State Board at the first meeting after July 1 in odd-numbered years. • SBCC must meet a least ten (10) times a year and a least once a year with the State Board of Education and the Board of Governors of The University of North Carolina. • SBCC must inform appropriate appointing authority of vacancies in membership on the State Board. • SBCC may declare vacant the office of an appointed or elected member who does not attend three consecutive scheduled meetings without a justifiable excuse.
G.S. 115D-3. Community College System Office; Staff; Reorganization Authority.	<ul style="list-style-type: none"> • SBCC must elect a State System Office President to serve as chief administrative officer. • System Office acts as principal administrative department of state government under the direction of the SBCC. • SBCC has authority to adopt and administer, all policies, regulations, and standards which it deems necessary for the operation of the System Office.

	<ul style="list-style-type: none"> • System Office president selects the professional members necessary to carry out the staff complement of the Department on the recommendation of the State President. • May adopt and administer all policies, regulations and standards necessary for the
	<p>operation of the Department of Community Colleges.</p> <ul style="list-style-type: none"> • Exercise all other powers, duties and responsibilities delegated to the State Board of Education affecting the Department of Community Colleges not otherwise stated in Chapter 115D.
G.S. 115D-4. Establishment of Institutions	<ul style="list-style-type: none"> • Recommend to the General Assembly the establishment of new institutions. • Approve expenditure of state funds for capital improvements at existing institutions jointly with the Governor who is required to consult with the Advisory Budget Commission.
G.S. 115D-5. Administration of institutions by State Board of Community Colleges; personnel exempt from North Carolina Human Resources Act; extension courses; tuition waiver; inplant training; contracting, etc., for establishment and operation of extension units of the community college system; use of existing public school facilities.	<ul style="list-style-type: none"> • SBCC establishes standards and scales for salaries and allotments of institutional employees paid from funds administered by the State Board. • SBCC requires all community colleges to meet the faculty credential requirements of the Southern Association of Colleges and Schools for all community college programs. • SBCC establishes a uniform registration fee or a schedule of uniform registration fees to charge students enrolled in extension courses financed primarily from state funds in lieu of tuition. • SBCC approves state funded courses offered to captive or co-opted students as defined by the State Board.

	<ul style="list-style-type: none"> • A Community College may not offer a new program without the approval of the State Board of Community Colleges except that approval shall not be required if the tuition for the program will fully cover the cost of the program. • SBCC may adopt and execute such policies, regulations, and standards concerning administration and operation of institutions as it may deem necessary to ensure the quality of educational programs, to promote the systematic meeting of education needs of the State, and to provide for the educational needs of the State, and to provide for the equitable distribution of State and Federal funds to institutions.
	<ul style="list-style-type: none"> • Approve sites, building plans, budgets, and chief administrative officers of institutions. • Establish and administer standards for professional personnel, curricula, admissions, and graduation. • Regulate the awarding of degrees, diplomas, and certificates. • Establish and regulate student tuition and fees and financial accounting procedures. • Establish general and uniform regulations for waiver of tuition and registration fees for training courses for certain courses and groups.

G.S. 115D-6. Withdrawal of State support.	<p>The State Board of Community Colleges may withdraw or withhold State financial and administrative support of any institutions if:</p> <ul style="list-style-type: none"> • Required local financial support is not provided; • Sufficient state funds are not provided; • Prescribed standards of administration or instruction are not maintained; or • The institution is not needed
G.S. 115D-15. Sale, exchange, and lease of property; use proceeds from donated property.	<ul style="list-style-type: none"> • SBCC must approve the sale, exchange, or lease of unnecessary institutional property.
G.S. 115D-15.1. Disposition, acquisition, and construction of property by community colleges.	<ul style="list-style-type: none"> • Local boards of trustees of a community college may, in connection with additions, improvements, renovations, or repairs to all or part of its property, lease, sell, or otherwise dispose of any of its property to the county in which the property is located for any price and on any terms negotiated between the board of trustees of the community college and the board of county commissioners.
G.S. 115D-19. Removal of Trustees.	<ul style="list-style-type: none"> • SBCCC must notify local boards of trustees of the failure of members to perform their duties as trustees as required by law or lawful regulations or of members who are guilty of immoral or disreputable conduct.
G.S. 115D-20. Powers and Duties of Trustees.	<ul style="list-style-type: none"> • Trustees must approve the election of presidents of institutions. • Approve the purchase of land, easements, or rights-of-way by institutions.

	<ul style="list-style-type: none"> • Regulate the use of donations, gifts, devises and the like from private donors by institutions. • Adopt standards and requirements for admission and graduation of students.
G.S. 115D-23. Workers Compensation Act applicable to institutional employees.	<ul style="list-style-type: none"> • Develop standards for application of the Workers' Compensation Act for institutional employees paid in whole or in part from State funds.
G.S. 115D-25. Purchase of annuity or retirement income contracts for employees by local boards of trustees.	<ul style="list-style-type: none"> • Adopt necessary regulations and procedures for purchase of annuity or retirement income contracts by institutions; prescribe the form.
G.S. 115D-31. State Financial Support of Institutions.	<ul style="list-style-type: none"> • Provide from sources made available to the State Board funds to meet the financial needs of institutions as determined by policies and regulations of the State Board for capital outlay, current operating expenses, and additional support for regional institutions.
G.S. 115D-33. Providing local public funds for institutions established under this chapter.	<ul style="list-style-type: none"> • Ascertain whether authority to provide adequate funds has been given by the voters of a proposed administrative area prior to making a favorable recommendation to the General Assembly for approval of establishment and operation of an institution.
G.S. 115D-39. Student tuition and fees.	<ul style="list-style-type: none"> • The State Board shall fix and regulate all tuition and fees charged to students for applying to or attending any institution pursuant to Chapter 115D.
G.S. 115D-40.1. Financial Assistance for community college students.	<ul style="list-style-type: none"> • SBCC must adopt rules to administer the disbursement of financial assistance for Community College students.

G.S. 115D-54. Preparation and submission of institutional budget.	<ul style="list-style-type: none"> • Develop forms for submission of institutional budgets.
G.S. 115D-55. Budget Management.	<ul style="list-style-type: none"> • SBCC must approve institutional budgets in such amounts as it deems necessary and available for the operation of each institution. • Develop procedures for allocations of funds (by purpose, function, or project) by local tax levying authorities. • SBCC may Request all financial records of institutions except private records of individuals protected by federal or state law.
G.S. 115D-58. Amendments to the budget; budget transfers.	<ul style="list-style-type: none"> • Adopt rules and regulations governing amendment of institutional budgets.
G.S. 115D-58.1. Federal contracts and grants.	<ul style="list-style-type: none"> • SBCC must adopt rules to govern the application for the acceptance of federal grants by institutions.
G.S. 115D-58.8. Facsimile signatures.	<ul style="list-style-type: none"> • SBCC must adopt rules and regulations on the use and control of facsimile signatures by institutions.
G.S. 115D-59. Multiplecounty administrative areas.	<ul style="list-style-type: none"> • Approve contracts for establishment of institutions in a multiple county area.
G.S. 115D-59.10. Surety bonds and related insurance.	<ul style="list-style-type: none"> • Determine which departmental employees and institutional employees must be bonded for the protection of state funds and property.



APPENDIX 6 – STATE BOARD OF COMMUNITY COLLEGES

COMMITTEE CHARTERS

DRAFT

STATE BOARD OF COMMUNITY COLLEGES
Accountability and Audit Committee Charter

I. Background

The State Board of Community Colleges derives its authority from the State Board Code. The Accountability and Audit Committee was established on March 16, 2007 in response to recommendations for improving the operations of the Community College System outlined in a State Auditor's letter of December 29, 2005 to President Martin Lancaster and the statewide Performance Audit entitled "Internal Auditing in North Carolina Agencies and Institutions" dated September 2006.

II. Purpose

The purpose of the Accountability and Audit Committee is to ensure strong and effective systems of internal controls within the North Carolina Community College System and to clearly indicate responsibilities related to that system of internal controls, and to strengthen internal audit activities within the North Carolina Community College System.

III. Organization

The Accountability and Audit Committee shall be a standing committee of the State Board of Community Colleges. The Chair of the State Board of Community Colleges shall appoint the membership, designate the chair and vice-chair, prescribe the duties, and determine the size of the committee. The membership of the committee may be rotated at the discretion of the Chair of the State Board of Community Colleges.

IV. Meetings

Regular meetings of the State Board shall be held at least ten times a year on dates determined by the State Board of Community Colleges. The Accountability and Audit Committee shall meet on the same schedule as the other standing committees, as determined by the State Board of Community Colleges.

V. Responsibilities

The responsibilities of the Accountability and Audit Committee shall be:

1. To ensure that each division of the System Office and community colleges have in place processes and procedures that assess the following areas:
 - a. Effectiveness and efficiency of operations
 - b. Reliability and integrity of financial and operational information
 - c. Safeguarding of assets, and
 - d. Compliance with laws, regulations, and contracts;
2. To determine if appropriate controls are in place to mitigate risk, and to develop details on how identified areas of risk will be minimized;
3. To ensure that appropriate information to make well-informed decisions is received; and
4. To report to the full Board on an on-going basis.

VI. Duties

The specific duties of the Accountability and Audit Committee shall include:

1. Review the work performed at the System Office and community colleges by the Office of the State Auditor, CPA firms, and other advisors and report to the State Board of Community Colleges on these activities. The report to the State Board of Community Colleges should include, but not be limited to, audit reports, reviews, investigations, special assignments, findings, responses and resolutions;
2. Participate, when necessary, in training sessions related to system-wide internal controls and internal/external audit issues;
3. Study, review, and report on regulatory changes by government agencies, regulatory authorities, and accreditation bodies that impact the System Office and college procedures and make recommendations to the Board on actions to be taken;
4. Review findings of annual compliance reviews, conducted by the System Office Compliance Services unit, of each college; and
5. Review and resolve any inconsistencies found with internal control procedures and conflicts of interest situations.

The Committee may modify or supplement these duties and responsibilities as needed.

The Committee should periodically review and assess the adequacy of the Accountability and Audit Committee Charter.

Contact(s)

Bryan Jenkins

Executive Director of Accountability and State Board Affairs

STATE BOARD OF COMMUNITY COLLEGES
Strategic Planning Committee Charter

I. Background

The State Board of Community Colleges derives its authority from North Carolina General Statutes Chapter 115D and the State Board of Community Colleges Code. The Strategic Planning Committee was established on July 9, 2009.

II. Purpose

The purpose of the Strategic Planning Committee is to provide oversight of the North Carolina Community College System's mission, vision, and strategic direction.

III. Organization

The Strategic Planning Committee shall be a standing committee of the State Board of Community Colleges. The Chair of the State Board shall appoint the membership, designate the chair and vice-chair, prescribe the duties, and determine the size of the committee. The membership of the committee may be rotated biennially at the discretion of the State Board Chair. Given the cross-functional nature of the Committee's work, full board involvement is encouraged. Only committee members may vote on committee matters requiring action.

IV. Meetings

The Strategic Planning Committee shall meet on dates determined by the State Board. The time of the Strategic Planning Committee meetings shall be set so there is no conflict with other State Board committee meetings.

V. Responsibilities

The responsibilities of the Strategic Planning Committee include:

1. Oversight of System strategic planning and plan implementation
2. Reviewing research and monitoring external forces and System competencies
3. Providing general guidance to the System regarding its strategic direction and initiatives

VI. Duties

The specific duties of the Strategic Planning Committee shall include:

1. Ensuring that the President maintains an effective strategic planning process, including the development and updating of a three- to five-year System strategic plan with measurable goals and metrics.
2. Monitoring the System's progress with strategic plan implementation, including quarterly reviews of strategic plan tactic progress and periodic review of progress on key performance indicators.
3. Recommending modifications to the strategic plan to the full board as needed based on changes in the educational environment, community needs, legislative developments, and other factors.
4. Reviewing research, trends, and workforce needs to understand the Community College System's industry, market, community, and core competencies.

5. Discussing policy issues and other opportunities to improve the scope, costeffectiveness, quality, and impact of services provided by the System and making recommendations to the full Board.
6. Reviewing and approving the Statewide Performance Measures Report and any substantive changes that may be made to strategic plan goals or objectives, Statewide Performance Measures, or other strategic plan Key Performance Indicators (KPIs).

Contact(s):

Jennifer Haygood
Chief of Staff

DRAFT

STATE BOARD OF COMMUNITY COLLEGES Policy and Governance Committee Charter

I. Background

The State Board of Community Colleges derives its authority from Chapter 115D of the North Carolina General Statutes and the State Board of Community Colleges Code (SBCC Code).

II. Purpose

The purpose of the Policy and Governance Committee is to recommend policies for the State Board to adopt on behalf of the Community College System and to recommend improvements in the governance and operations of the State Board.

III. Organization

The Policy and Governance Committee shall be a standing committee of the State Board of Community Colleges. The Chair of the State Board shall appoint the membership, designate the chair and vice-chair, prescribe the duties, and determine the size of the committee. The membership of the committee may be rotated at the discretion of the State Board Chair.

IV. Meetings

The Policy and Governance Committee shall meet on the same schedule as the other standing committees, as determined by the State Board.

V. Responsibilities

The responsibilities of the Committee shall be:

- To review SBCC Code changes;
- To review and evaluate the need for System-wide policy modifications;
- To review the Proprietary School Board actions and provide recommendations;
- To ensure that appropriate information to make well-informed decisions is received;
- To report to the full Board on an on-going basis;
- To periodically review and recommend modifications to the Bylaws of the State Board;
- To consider measures that make the State Board operate more efficiently and effectively; and
- To study, review and report on regulatory changes by government and accreditation bodies that impact the Community College System and make recommendations to the Board on actions to be taken.

The Committee may modify or supplement these responsibilities as needed.

The Committee should periodically review and assess the adequacy of the Policy and Governance Committee Charter.

**STATE BOARD OF COMMUNITY COLLEGES
PERSONNEL COMMITTEE CHARTER**

I. Background

The State Board of Community Colleges derives its authority from North Carolina G.S. 115D and State Board Code.

II. Purpose

The purpose of the Personnel Committee is to provide oversight of human resource matters within the North Carolina Community College System as provided by G.S. 115D-3 and G.S. 115D-5.

III. Organization

The Personnel Committee shall be a standing committee of the State Board of Community Colleges. The Chair of the State Board shall appoint the membership, designate the chair and vice-chair, prescribe the duties, and determine the size of the committee. The membership of the committee may be rotated biennially at the discretion of the State Board Chair.

IV. Meetings

Regular meetings of the State Board shall be held at least ten times a year on dates determined by the State Board. The Personnel Committee shall meet on the same schedule as the other standing committees, as determined by the State Board.

V. Responsibilities

The responsibilities of the Personnel Committee shall be:

- To ensure the State Board has adopted college personnel policies, regulations, and standards it deems necessary to uphold the duties outlined in G.S. 115D-5.
- To ensure candidates recommended to serve as the chief administrative officer (i.e. president) of a community college are well-qualified to represent and serve the college and our System.
- To ensure the State Board has adopted personnel policies, regulations, and standards needed for the operation of the System Office.
- To ensure the System Office is staffed with persons of high competence and strong professional experience consistent with G.S. 115D-3.

VI. Duties

The specific duties of the Personnel Committee shall include:

1. To recommend State Board action on proposed changes to the State Board of Community Colleges Code (SBCCC) related to personnel matters;
2. To recommend State Board action on requests from college boards of trustees regarding the election of the college chief administrative officer (president);
3. To recommend State Board action on any recommended changes to the System Office Exempt from State Personnel Act (EPA) Personnel Policy.
4. To recommend State Board action on the appointment and compensation for System Office EPA positions consistent with the EPA Personnel Policy.

The Committee may modify or supplement these duties and responsibilities as needed.

The Committee should periodically review and assess the adequacy of the Personnel Committee Charter.

DRAFT

STATE BOARD OF COMMUNITY COLLEGES
Programs Committee Charter

I. Background

The State Board of Community Colleges derives its authority from North Carolina G.S. 115D and the State Board Code.

II. Purpose

The Programs Committee establishes policies for the addition and revision of educational programs within the North Carolina Community College System that support the System's mission of providing high-quality, accessible educational opportunities that minimize barriers to post-secondary education, maximize student success, develop a globally and multiculturally competent workforce and improve the lives and well-being of individuals.

The Programs Committee's purview impacts Curriculum, instruction for Captive and Co-opted groups, Student Services, Career and College Promise, Work-Based Learning, Customized Training, High School Equivalency, Tiered Funding Levels, Developmental Education, Basic Skills Plus, Curriculum Instructional Contracts, and Instructional Service Agreements to offer students a variety of learning opportunities throughout the state.

III. Organization

The Programs Committee shall be a standing committee of the State Board of Community Colleges. The Chair of the State Board shall appoint the membership, designate the chair and vice-chair, prescribe the duties, and determine the size of the committee.

IV. Meetings

Regular meetings of the State Board shall be held at least ten times a year on dates determined by the State Board. The Programs Committee shall meet on the same schedule as the other standing committees, as determined by the State Board.

V. Responsibilities

The responsibilities of the Programs Committee shall be:

- To ensure that the System Office continues to work with the education partners to provide quality education that is accessible to all students.
- To review the programs and courses that are offered within the state of North Carolina to assure that the colleges are best serving their communities
- To learn about trends and needs of the student population to assure what is being requested is what is needed.

VI. Duties

The specific duties of the Committee on Programs shall include review and approval, as required, of the following:

- Curriculum Program Applications
- Curriculum Program Terminations
- Curriculum Standard Revisions
- New curriculum courses submitted through new-to-the system program applications for the *Combined Course Library*
- New continuing education courses for the Combined Course Library.
- Tier funding designations for continuing education and curriculum courses
- Programs and courses within the Captive/Co-opted groups;
- Articulation agreements between the NC Community College System and the various education partners.
- Criteria for the following:
 - Career and College Promise
 - Work-Based Learning Customized Training
 - High School Equivalency
 - Tiered Funding Levels
 - Developmental Education
 - Basic Skills Plus
 - Curriculum Instructional Contracts
 - Instructional Service Agreements

The Committee may modify or supplement these duties and responsibilities as needed.

The Committee should periodically review and assess the adequacy of the Programs Committee Charter.

History Note: Effective 05/17/2019

STATE BOARD OF COMMUNITY COLLEGES
Finance Committee Charter

I. Background

The State Board of Community Colleges derives its authority from North Carolina General Statutes Chapter 115D and the State Board of Community Colleges Code (SBCCC). The Finance Committee has been part of the State Board of Community Colleges since the creation of the Community College System within the State Board of Education in 1963.

II. Purpose

The purpose of the Finance Committee is to oversee fiscal policies and the distribution of State and federal funds that support the administration and operation of institutions within the North Carolina Community College System.

III. Organization

The Finance Committee shall be a standing committee of the State Board of Community Colleges. The Chair of the State Board shall appoint the membership, designate the chair and vice-chair, prescribe the duties, and determine the size of the committee.

IV. Meetings

Regular meetings of the State Board shall be held at least ten times a year on dates determined by the State Board. The Finance Committee shall meet on the same schedule as the other standing committees, as determined by the State Board.

V. Responsibilities

The responsibilities of the Finance Committee shall be:

- To ensure that the System Office and the Community Colleges have in place processes and procedures that assess the following areas:
 - Budgeting – general administration, instructional services, and support services;
 - Collection of established tuition and fees within the policies established by the General Assembly;
 - Fiscal Policy and Management;
 - Capital Improvements and management of the State capital funds
- To understand the allocation process utilized by the System Office to distribute funding to the Community Colleges.
- To ensure that appropriate fiscal information to make well-informed decisions is received; and
- To report to the full State Board on fiscal matters an on-going basis.

VI. Duties

The specific duties of the Finance Committee shall include:

- Budgeting
 - Per G.S. 115D-31, the State Board of Community Colleges is responsible for providing funds to support current operating expenses for general administration, instructional services, and support services. The State Board is also responsible for providing funds for equipment for administrative and instructional purposes and library books;
 - Approve the System's expansion budget request and supports its adoption by the General Assembly;
 - Approve budget allocations to colleges, either via formula basis, competitive Request for Proposal (RFP), or other rationale, except as delegated by 1H SBCCC 200.1(b);
- Tuition and Fees
 - Establish curriculum tuition and continuing education registration fee rates;
 - Establish policies regarding student tuition and fees;
 - Monitor receipt collections;
 - Adopt financial aid award schedules and policies;
- Fiscal Policy and Management
 - Adopt budget and fiscal policies consistent with legislation;
 - Approve System Office contracts in excess of the amounts delegated 1A SBCCC 200.6;
 - Per G.S. 115D-58.14, the State Board may increase or decrease a college's purchasing delegation, in consultation with the Department of Administration. The maximum delegation amount is \$100,000.
- Capital Improvements
 - Approve sites and capital improvement projects under G.S. 115D-5, except as delegated by 1H SBCCC 400.4;
 - Approve the sale, exchange, or lease of property under G.S. 115D-15;
 - Approve the acquisition of property under G.S. 115D-20
 - Approve special construction delegation to colleges under G.S. 115D-9.

The Committee may modify or supplement these duties and responsibilities as needed.

The Committee should periodically review and assess the adequacy of the Finance Committee Charter.

STATE BOARD OF COMMUNITY COLLEGES Legislative Affairs Committee Charter

I. Background

The State Board of Community Colleges derives its authority from North Carolina G.S. 115D and State Board Code. The Legislative Affairs Committee was established in August of 2015.

II. Purpose

The purpose of the Legislative Affairs Committee is to recommend legislative priorities, and provide support for and overview of legislation and activities that impact the North Carolina Community College System.

III. Organization

The Legislative Affairs Committee shall be a standing committee of the State Board of Community Colleges. The Chair of the State Board shall appoint the membership, designate the chair and vice-chair, prescribe the duties, and determine the size of the committee. The membership of the committee may be rotated biennially at the discretion of the State Board Chair.

IV. Meetings

Regular meetings of the State Board shall be held at least ten times a year on dates determined by the State Board. The Legislative Affairs Committee shall meet on the same schedule as the other standing committees, as determined by the State Board or as needed by the Committee.

V. Responsibilities

The responsibilities of the Legislative Affairs Committee shall be:

- To build strong relationships with members of the North Carolina General Assembly with the goal of building legislative support for the North Carolina Community College System.
- To encourage other State Board members to develop relationships with legislators.
- To educate members of the General Assembly on the System's goals and priorities, including the Strategic Plan.
- To proactively advocate for the North Carolina Community College System with members of the General Assembly.
- To recommend legislative priorities that benefit the North Carolina Community College System.
- To report to the full Board on an on-going basis on legislation or legislative activities that impact the North Carolina Community College System or the State Board.

VI. Duties

The specific duties of the Legislative Affairs Committee shall include:

- Meet with or contact legislators regarding legislation impacting the Community College System.
- Review and approve the legislative priorities
- Determine and make recommendations for legislative strategies to the State Board.

- Review and make recommendations to the State Board on legislation impacting the North Carolina Community College System or the State Board.

The Committee may modify or supplement these duties and responsibilities as needed.

The Committee should periodically review and assess the adequacy of the Legislative Affairs Committee Charter.

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Appendix 7 – Contact Listing for System Office Senior Staff

<i>SENIOR STAFF MEMBER</i>	<i>ADMINISTRATIVE STAFF</i>
<p>Dr. Bill Carver <i>Interim President</i> (919) 807-6950 bcarver@nccommunitycolleges.edu</p>	<p>Ms. Kelly Barretto Executive Assistant to the President (919) 807-7069 barrettok@nccommunitycolleges.edu</p>
<p>Dr. Kimberly Gold <i>Chief of Staff</i> (919) 807-7096 goldk@nccommunitycolleges.edu</p>	
<p>Atty. Tawanda Foster Artis <i>General Counsel, Legal Affairs</i> (919) 807-6961 artist@nccommunitycolleges.edu</p>	<p>Ms. Halima Sharif Paralegal/Office Manager, Legal Affairs (919) 807-7234 sharifh@nccommunitycolleges.edu</p>
<p>Ms. Brandy Andrews <i>Senior VP & CFO of Business and Finance</i> (919) 807-7156 andrewsb@nccommunitycolleges.edu</p>	<p>Ms. Petrina Lyons Executive Assistant to VP and CFO of Business & Finance (919) 807-7146 lyonsp@nccommunitycolleges.edu</p>
<p>Mr. Patrick Fleming <i>Senior VP and CIO of Technology Solutions & Distance Learning</i> (919) 807-7049 flemingp@nccommunitycolleges.edu</p>	<p>Ms. Latanya Davis Executive Assistant I of Technology Solutions & Distance Learning (919) 807-6977 davisl@nccommunitycolleges.edu</p>
<p>Dr. Levy Brown <i>Senior Vice President of Programs and Student Services</i> (919) 807-6982 brownl@nccommunitycolleges.edu</p>	<p>Ms. Alex Doles Executive Assistant of Programs and Student Services (919) 807-7097 dolesa@nccommunitycolleges.edu</p>
<p>Dr. Bruce Mack <i>Vice President of Economic Development</i> (919) 807-7150 mackb@nccommunitycolleges.edu</p>	<p>Ms. Jerrie Farmer Program Assistant of Economic Development (919) 807-7183 farmerj@nccommunitycolleges.edu</p>
<p>Dr. Patrick Crane <i>Vice President of Strategic Initiatives</i> (919) 807-7077 cranep@nccommunitycolleges.edu</p>	
<p>Mr. Alexander Fagg <i>Director of Government Relations</i> (919) 807-6957 fagga@nccommunitycolleges.edu</p>	
<p>Ms. Sondra Jarvis <i>Interim State Board Affairs Liaison</i> (919) 807-7147 jarviss@nccommunitycolleges.edu</p>	<p>Ms. Tiffany Howell State Board Affairs Operations Coordinator (919) 807-6970 howellt@nccommunitycolleges.edu</p>

Appendix 8 - Parliamentary Procedure Quick Reference Chart

Parliamentary Procedure Quick Reference Chart							
Rank	Motion	Interrupt Speaker	Second Required	Debatable	Amendable	May be Reconsidered	Vote Required
1.	Fix time to adjourn		✓		✓	✓	1/2
2.	Adjourn		✓				1/2
3.	Recess		✓		✓		1/2
4.	Question of privilege	✓	✓ ¹	✓	✓	✓	1/2
5.	Orders of the day	✓					2/3 ²
6.	Table		✓				1/2
7.	Previous Question		✓			✓ ³	2/3
8.	Limit/extend debate		✓		✓	✓	2/3
9.	Postpone to a set time		✓	✓ ⁴		✓	1/2 ⁵
10.	Refer		✓	✓ ⁶	✓	✓ ⁷	1/2
11.	Amend		✓	✓	✓ ⁸	✓	1/2 ⁹
12.	Postpone indefinitely		✓	✓		✓ ¹⁰	1/2
13.	Main motion		✓	✓	✓	✓	1/2

¹If a formal motion is made.

²Must be enforced by demand of any member unless agenda is set aside by two-thirds vote, majority if chair's ruling challenged.

³Can be reconsidered but only before the previous question has been put.

⁴Only as to propriety or advisability of postponing and of postponing to a certain time.

⁵Needs two-thirds majority if postponed to a later time in the same meeting, simple majority if postponed to a later meeting.

⁶Only as to propriety or advisability of referral.

⁷Can be reconsidered if the group to which the matter has been referred has not started work on the matter.

⁸An amendment to an amendment is not itself amendable.

⁹A motion to amend the agenda requires a two-thirds majority.

¹⁰Can be reconsidered only if the motion is passed.

APPENDIX 9 - DOWNTOWN RALEIGH RESTAURANTS DOWNTOWN**RALEIGH RESTAURANTS**

(ish) delicatessen 702 N Person St	Bean Sprouts 201 E Hargett St	Boba Brew in Morgan St Food Hall 411 W Morgan St
10th & Terrace 616 S Salisbury St	Beasley's Chicken + Honey 237 S Wilmington St	Botanical Lounge 419 Glenwood Ave
42 & Lawrence 134 E Martin St	Bella's Wood Fired Pizza & Tapas in Morgan St Fd Hall 411 W Morgan St	Boulted Bread 614 W South St
42nd Street Oyster Bar 508 W Jones St	Benchwarmers Bagels and Coffee in Transfer Co. Fd Hall 500 E Davie St	The Bowls in Morgan St Food Hall 411 W Morgan St
A Place at the Table 300 W Hargett St	Benny Capitale's Pizza 121 Fayetteville St	Brewery Bhavana 218 S Blount St
Aero Cafe 11 W Jones St	The Berkeley Cafe 217 W Martin St	The Bridge DTR 110 E Hargett St
Alimentari at Left Bank in Transfer Co. Food Hall 500 E Davie St	Bida Manda Laotian Restaurant and Bar 222 S Blount St	Budacai 120 E Martin St
Amorino Raleigh: Excellence in Italian Gelato 137 E Davie St	The Big Easy NC 222 Fayetteville St	Buena Papa Fry Bar at Morgan St Food Hall 411 W Morgan St
Anise Pho 222 Glenwood Ave	Big Ed's City Market Restaurant 220 Wolfe St	Bui Box in Transfer Co. Food Hall 500 E Davie St
Armadillo Grill 439 Glenwood Ave	Big League Waffles + Scoops in Morgan St Food Hall 411 W Morgan St	Caffe Luna 136 E Hargett St
Aunty Betty's Gin & Absinthe Bar in Morgan St Food Hall 411 W Morgan St	Bigfoot Taphouse 222 Glenwood Ave.	Capital Club 16 16 W Martin St
Bad Cat Coffee, Crepes & Bagels in Morgan St Food Hall 411 W Morgan St	Bittersweet 16 E Martin St	Captain Cookie and the Milkman in Transfer Co. Fd Hall 500 E Davie St
Bad Daddy's Burger Bar 111 Seaboard Ave	Black and White Coffee at Videri 327 W Davie Street	The Cardinal 713 N West St
Barcelona Wine Bar 430 W Martin St	Blowfish 510 Glenwood Ave	

Carolina Ale House 500 Glenwood Ave	Cow Bar in Morgan St Food Hall 411 W Morgan St	El Rodeo Mexican Restaurant 329 S Blount St
Carroll's Kitchen 19 E Martin St	Crawford and Son 618 N Person St	Element Plant-Based Gastropub 421 Fayetteville St
Centro Mexican Restaurant 106 S Wilmington St	Crema at City Plaza 421 Fayetteville St	Escazu Chocolates 936 N Blount St
Char-Grill 618 Hillsborough St	The Cupcake Shoppe Bakery 104 Glenwood Ave	The Fiction Kitchen 428 S Dawson St
Che Empanadas in Transfer Co. Food Hall 500 E Davie St	Curry in a Hurry in Morgan St Food Hall 411 W Morgan St	Fire Wok 442 Fayetteville St
Chhote's Indian Street Food in Transfer Co. Fd Hall 500 E Davie St	The Daily Planet Cafe 121 W Jones St	Five Star 301 N West St
City Market Sushi 315 Blake St	Dank Burrito in Transfer Co. Food Hall 500 E Davie St	Flying Saucer Draught Emporium 328 W Morgan St
Clockwork 519 W North St	The Darby 170 E Davie St	Garland 14 W Martin St
Clouds Brewing 126 N West St	Death & Taxes 105 W Hargett St	Glenwood Social Club 510 Glenwood Ave
Clyde Cooper's Barbecue 327 S Wilmington St	DeMo's Pizzeria & Deli 222 Glenwood Ave	Good Day Good Night 603 W Morgan St
Cold Off The Press 416 W South St	Dogwood Bar & Eatery 610 Glenwood Ave	Goodnights Comedy Club 861 W Morgan St
The Cortez 413 Glenwood Ave	Domino's Pizza 135 E Davie St	Gravy 135 S Wilmington St
Cousins Maine Lobster in Morgan St Food Hall 411 W Morgan St	Dose Yoga & Smoothie Bar 415 N Harrington St	Gringo A Go Go 100 N Person St
		Happy and Hale 443 Fayetteville St

Heirloom Brewshop 219 S West St	549 N Person St	MOFU Shoppe 321 S Blount St
Hibernian Irish Pub & Restaurant 311 Glenwood Ave	La Santa Modern Mexican Food 222 Glenwood Ave	MoJoe's Burger Joint 620 Glenwood Ave
Highgarden Rooftop 419 Glenwood Ave	Layered Croissanterie 911 N West St	Mon Macaron 111 Seaboard Ave
Humble Pie 317 S Harrington St	Libations 317 317 W Morgan St	Morgan St Food Hall 411 W Morgan St
Iris Coffee Lab 725 Tucker St	Linus & Pepper's 126 S Salisbury St	The Morning Times Cafe 10 E Hargett St
Irregardless Cafe 901 W Morgan St	Longleaf Swine BBQ (Coming Soon) 300 E Edenton St	Mulino Italian Kitchen & Bar 309 N Dawson St
Iyla's Southern Kitchen in Morgan St Food Hall 411 W Morgan St	lucettegrace 235 S Salisbury St	My Way Tavern 522 St Mary's St
Jade Garden Restaurant 1207 Hillsborough St	Makus Empanadas in Morgan St Food Hall 411 W Morgan St	0-Ku 411 W Hargett St
Jersey Mike's Subs 200 W Peace St	Mama Crow's in Transfer Co. Food Hall 500 E Davie St	Oak City Fish and Chips in Morgan St Food Hall 411 W Morgan St
Jimmy John's 437 Fayetteville St	Manhattan Cafe 320 S Wilmington St McDonald's (105 E South St) 105 E South St	Oak City Meatball Shoppe 180 E Davie St
Jimmy V's Osteria + Bar 420 Fayetteville St	McDonald's (703 W Peace St) 703 W Peace St	Oak Steakhouse Raleigh 417 W Hargett St
Jolie 620 N Person St	The Mecca Restaurant 13 E Martin St	Oakwood Pizza Box 610 N Person St
The Katsu in Morgan St Food Hall 411 W Morgan St	Mellow Mushroom 601 W Peace St	ORO Restaurant & Lounge 18 E Martin St
Krispy Kreme		The Overlook 616 S Salisbury St

Parkside 301 W Martin St	The Roast Grill-Hot Weiners 7 S West St	927 W Morgan St
Peace China 802 Semart Dr	The Rockford 320 1/2 Glenwood Ave	Square Burger 200 S Blount St
The Pit 328 W Davie St	Rye Bar & Southern Kitchen 500 Fayetteville St	St. Roch Fine Oysters + Bar 223 S Wilmington St
The Pizza Times 210 S Wilmington St	Sam Jones BBQ 502 W Lenoir St	Stanbury 938 N Blount St
Plates Neighborhood Kitchen 301 Glenwood Ave	San Marcos Wings & Grill 805 W Peace St	Starbucks 500 Fayetteville St
Plaza Cafe and Deli 411 Fayetteville St	Seaboard Cafe 707 Semart Dr	Starbucks 609 W Peace St
Poole's Diner 426 S McDowell St	Second Empire Restaurant and Tavern 330 Hillsborough St	State of Beer Bottle + Sandwich Shop 401 Hillsborough St
Poole'side Pies 428 S McDowell St	Shish Kabob 438 Fayetteville St	The Station at Person Street 701 N Person St
Primal Cuts in Morgan St Food Hall 411 W Morgan St Raleigh Beer Garden 614 Glenwood Ave	Side Quest Game Lounge and Bar 317 W Morgan St	Subway (150 Fayetteville St) 150 Fayetteville St
Raleigh Raw Juice Bar and Cafe 7 W Hargett St	Sir Walter Coffee 145 E Davie St	Subway (234 Fayetteville St) 234 Fayetteville St
Raleigh Rolls in Morgan St Food Hall 411 W Morgan St	Sitti Authentic Lebanese 137 S Wilmington St	Sullivan's Steakhouse 410 Glenwood Ave
The Raleigh Times Bar 14 E Hargett St	Sono 319 Fayetteville St	Sushi Blues Cafe 301 Glenwood Ave
The Raleigh Wine Shop 317 S Bloodworth St	Sosta Cafe 130 E Davie St	Sushi 0 Bistro & Sushi Bar 222 Glenwood Ave
	Soul Taco	Tacos El Patron 323 111 Seaboard Ave

Taverna Agora 326 Hillsborough St	Virgil's Cocktails & Cocina 126 S Salisbury St
Thaiphon Bistro 301 Glenwood Ave	Whiskey Kitchen 201 W Martin St
Tin Roof 300 Glenwood Ave	Wicked Taco in Morgan St Food Hall 411 W Morgan St
Tobacco Road Sports Cafe & Brewery 505 W Jones St	The Willard Rooftop Lounge 9 Glenwood Ave
Tonbo Ramen 211 S Wilmington St	Wonderland Tapas & Cocktails 222 Glenwood Ave
Transfer Co. Food Hall 500 E Davie St	Woody's at City Market 205 Wolfe St
Trophy Brewing & Pizza 827 W Morgan St	Wye Hill Kitchen & Brewing 201 S Boylan Ave
Tuscan Blu 327 W Davie St	Yellow Dog Bread Company 219 E Franklin St
Two Roosters Ice Cream 215 E Franklin St	YoHo Hibachi & Sushi Burrito in Morgan St Food Hall 411 W Morgan St
Union Special 401 Fayetteville St	Young Hearts Distilling 225 S Wilmington St
Vic's Italian Cafe & Pizzeria 331 Blake St	
Videri Chocolate Factory 327 W Davie St	
Vidrio 500 Glenwood Ave	

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Bylaws of the State Board of Community Colleges

Adopted
January 1, 1982

Most Recently Amended
~~August 16, 2019~~

Commented [TFA1]: Insert new date here.

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Article I. Bylaws Governing the State Board of Community Colleges.

The following bylaws shall govern ~~and control all actions~~ the conduct and procedures of the State Board of Community Colleges, hereinafter, referred to as the "State Board." The State Board shall conduct its business in a committee of the whole, through such committees as it may establish pursuant to these bylaws or under such other forms as it by majority vote may elect.

Article II. Officers.

At the first meeting after July 1, 1981, and every two years thereafter, the State Board shall elect from its membership for no more than two consecutive terms of two years or until their respective successors have been appointed and qualified, a Chair, a Vice Chair, and such other officers as it may deem necessary (G.S. ~~§115D-2-115D-2.2~~).

The Chair of the State Board shall appoint a nominating committee of no less than three and no more than five qualified members of the State Board at a meeting prior to the July meeting at which officers are to be elected. The nominating committee shall present the name of at least one individual for each office. Each nominee must submit to the nominating committee a letter accepting the nomination and indicating a commitment of the time necessary to perform the duties of that office. Nominations will be accepted from the floor, but each such nominee must indicate a commitment of time to serve in that office.

In the event a vacancy occurs prior to the end of a term, the State Board shall elect one of its qualified members to fill the office for the unexpired portion of the term. The President of the N. C. System of Community Colleges shall be Secretary of the State Board.

The President of the N. C. System of Community Colleges may appoint an Assistant Secretary of the State Board, who shall be a member of the staff of the Community College System Office. Copies of all minutes, papers, and documents of the State Board may be certified by the Assistant Secretary with the same force and effect as though such certification were made by the Secretary of the State Board.

Article III. Regular Meetings.

Regular meetings of the State Board shall be held at least ten times a year on dates to be determined by the State Board. (G.S. ~~§115D-2-1~~ (§115D-2.2(i))). Each regular meeting shall be held at a time and place designated by the Chair. Notice concerning the time and place shall be given to each member of the State Board by the Secretary at least seven days in advance of the meeting date. Either by action of the State Board or upon fifteen days' written notice by the Chair, the date specified herein for a regular meeting may be changed to another date within the designated month. Any matter of business relating to the community college system may be considered at any regular meeting of the State Board. In addition to face-to face meetings, subject to the Chair's discretion, State Board regular meetings may be held via telephone, videoconferencing, or any other electronic means.

Article IV. Special Meetings.

Special meetings of the State Board may be called by the Chair at the Chair's discretion and shall be called by the Secretary upon the written request of no fewer than a majority of the ~~qualified~~ members of the State Board. A special meeting called by the Secretary shall be held within twenty days of receipt by the Secretary of an individual written request from a majority of the ~~qualified~~ members for such special meeting. A notice specifying the time and place of a special meeting of the State Board shall be given by the Secretary to each member of the State Board at least forty-eight hours in advance of the meeting date. Any matter of business relating to the community college system may be considered at a special meeting.

Article V. Emergency Meetings

Emergency meetings may only be called to address generally unexpected circumstances that require immediate consideration by the State Board. Emergency meetings of the State Board may be called by the Chair at the Chair's discretion. A notice specifying the time and place of an emergency meeting of the State Board shall be given by the Secretary to each member of the State Board as soon as practicable in advance of the meeting date. The ~~Chair in collaboration with the Secretary, with the approval of the Chair,~~ shall prepare the agenda for the meeting, but only business connected with the emergency or emergencies may be considered at an emergency meeting.

Article VI. Agenda.

The ~~Chair in collaboration with the Secretary and in consultation with committee chairs shall prepare the agenda for a regular or special meeting of the State Board. shall be prepared by the Secretary with approval of the Chair.~~ A copy of the agenda for each regular meeting of the State Board, including notice of all expiring terms on or vacancies in membership of the State Board and its committees, and insofar as is practicable, copies of all reports and other materials to be presented to the regular meeting as a part of the agenda, shall be sent by the Secretary to each member at least seven days in advance of the regular meeting. If practicable, a copy of the agenda for each special meeting of the State Board with reports and other materials to be presented, shall be sent to each member at least forty-eight hours in advance of the special meeting. When matters are to be considered by a committee between the time the agenda is sent and the time of any regular or special meeting of the State Board, and these matters are expected to be presented to the State Board for action at the meeting, all members of the State Board shall be sent such materials as a committee may prescribe by standing rule or as the chair of a committee may designate, in order to inform the State Board, insofar as may be feasible, of the nature of the action that might be asked of it.

Any person requesting an item to be placed on the State Board agenda for a regular or special meeting shall submit a written request with all supporting documents to the Secretary ~~and the Chair~~. In consultation with the ~~Board Chair~~Secretary, the ~~Secretary~~Chair shall make the determination about what items are placed on the State Board agenda. The Chair of each State Board committee shall confer with the committee staff to determine the placement of items on the agenda. If so decided by the Committee Chair in consultation with committee staff, items coming to the State Board for the first time may be placed on the agenda "For Action". At the request of any member of the committee or Board, any item listed "For Action" may be removed and given consideration as a "For Future Action" item upon the approval of the committee or Board. Unless the State Board votes to suspend its rules, any agenda item related to amending the State Board of Community Colleges Code (SBCC Code) coming before the State Board for the first time shall be placed on the agenda

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“For Future Action.” Any item that has been on the State Board agenda “For Future Action” may be placed on the agenda “For Action” at any subsequent meeting.

In order to promote efficient meetings, the Board may act upon more than one item by a single vote through the use of a consent agenda. Consent agenda items shall have been approved by a committee, recommended by that committee to be placed on a consent agenda, and be matters~~those~~ of a ministerial, non-controversial or routine nature. Any member of the Board has the right to comment on any consent agenda item. At the request of any member of the Board, any item on the consent agenda shall be removed and given individual consideration for action as a regular agenda item. The request to remove the item from the consent agenda shall be non-debatable and will be honored without discussion. Removal of an item from the consent agenda returns it to the appropriate committee’s report for full Board discussion.

Any committee or member of the State Board may request consideration by the State Board of any items not on the agenda of a regular or special meeting. However, such an item shall not be so considered without the approval of two-thirds of the qualified members of the State Board present at such meeting.

Article VII. Quorum - Attendance.

A quorum for the conducting of business by the State Board shall consist of a majority of the qualified members of the State Board (G.S. ~~§115D-2.1(e)~~115D-2.2(i)). Subject to the Chair’s discretion and prior authorization or the Vice Chair’s discretion and prior authorization in the Chair’s absence, if a Board member cannot attend a board meeting in person for a justifiable reason, the Board member may attend via telephone, videoconferencing, or other electronic means.

The Secretary shall maintain an attendance record for State Board meetings on each member. A State Board meeting includes the meeting of the full board. Members are encouraged and expected to attend all State Board meetings, unless excused according to the State Board Bylaws.

A. Consecutive absences

The State Board may declare vacant the office of~~remove~~ an appointed or elected member from the State Board who, without justifiable excuse, as determined by the Chair or Vice Chair in the Chair’s absence, has not attended three consecutive scheduled meetings. Examples of justifiable excuses include military service; illness or injury of an immediate family member. The Chair shall notify the appropriate appointing or electing authority of any such vacancy. (G.S. ~~§115D-2.1(i)~~115D-2.2(k)).

To be eligible to be considered for an excused absence, a member must inform the Secretary of the State Board of the reason for his or her absence prior to the day of the meeting if the absence is foreseeable. If the absence is not foreseeable, the member must inform the Secretary of the State Board of the reason as soon as reasonably possible after the meeting missed by the member. In either circumstance, the Secretary of the State Board will complete the excused absence form and submit it to the Chair for approval prior to or at the next regularly scheduled meeting of the State Board.

If any Board member is absent from two consecutive scheduled meetings without justifiable excuse, the Chair or the Vice Chair in the Chair’s absence, shall meet with the Board member at issue prior to the next

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scheduled meeting to notify the Board member of the potential for removal and to encourage attendance at scheduled meetings.

B. Non-consecutive absences

If a member should miss four scheduled meetings during a fiscal year without justifiable excuse, the State Board may notify the respective appointing or electing authority so that an appropriate action can be taken. If any Board member is absent from three scheduled meetings during a fiscal year without justifiable excuse, the Chair or the Vice Chair in the Chair's absence, shall meet with the Board member at issue prior to the next scheduled meeting to notify the Board member of the potential for removal and to encourage attendance at scheduled meetings.

~~If the State Board should remove a member from office, the Chair shall notify the appropriate appointing or electing authority of the vacancy.~~

Article VIII. Presiding Officer.

The Chair shall preside at all regular and special meetings of the State Board. In the absence of the Chair, the Vice Chair shall preside. In the absence of the Vice Chair, a presiding officer shall be elected by and from the ~~qualified~~ membership of the State Board.

Article IX. Power to Vote.

All ~~qualified~~ members of the State Board in attendance at a meeting, except the Student Government Association representative, may vote on all matters coming before the State Board for consideration, but no member may vote by proxy. No vote concerning any matter under consideration by the State Board, or by a committee of the State Board may be cast by postal mail. ~~[G.S. §115D-2.2(b)(6)]~~ Only board members in attendance at a meeting via telephone, videoconferencing, or any other electronic means are permitted to vote using electronic means that are authorized by the Chair. ~~[G.S. §115D-2.1(b)(5)]~~

Article X. Rules of Order.

Except as modified by specific rules and regulations enacted by the State Board, Robert's Rules of Order (latest edition) shall constitute the rules of parliamentary procedure applicable to all meetings of the State Board and its several committees.

Article XI. Reference to Committees.

All matters presented to the State Board, except matters of routine business, which come within the sphere of interest or activity of any standing committee of the State Board, shall be submitted by the State Board to the appropriate standing committee for investigation and report. All matters, of other than routine business, which do not come within the sphere of interest or activity of any standing committee of the State Board may be submitted by the State Board to a special committee for investigation and report in advance of action thereon by the State Board. The Board may proceed to consider any matter without referring it to a

standing or special committee, if by a two-thirds vote of the ~~qualified~~ members present, immediate consideration by the State Board is ordered. The reports and recommendations of standing and special committees shall be submitted to the State Board in writing consistent with the instructions of the State Board.

Article XII. Minutes.

The Secretary shall keep minutes of all meetings of the State Board, shall file, index, and preserve all minutes, papers and documents pertaining to the business and proceedings of the State Board; shall be custodian of the State Board of Community Colleges' Seal and of all records and instruments of the State Board and Community Colleges System Office.

The Secretary shall be responsible for transcribing the minutes of each meeting within a reasonable time and for sending a copy to each member.

For closed sessions in which the presence of the Secretary or Assistant Secretary would not be appropriate due to the nature of the subject matter being discussed, the Chair may designate a member of the State Board to keep the minutes for that closed session.

Article XIII. Standing Committees: Membership and Jurisdiction.

The standing committees of the State Board shall be: the ~~Committee on~~ Accountability and Audit ~~Committee~~, the ~~Committee on~~ Finance ~~Committee~~, the ~~Committee on~~ Legislative Affairs ~~Committee~~, the ~~Committee on~~ Personnel ~~Committee~~, the ~~Committee on~~ Policy and Governance ~~Committee~~, the ~~Committee on~~ Programs ~~Committee~~, and the ~~Committee on~~ Strategic Planning ~~Committee~~. The Chair of the State Board shall appoint the membership of each standing committee, designate the chair and vice-chair, ~~prescribe the duties,~~ and determine the size of each standing committee. The duties of each standing committee and shall be set forth in its committee charter as approved by the entire Board. The Chair of the State Board shall be a member of each standing committee. In addition, the Chair shall appoint a non-voting representative of the North Carolina Association of Community College Presidents and a non-voting representative of the North Carolina Association of Community College Trustees to each standing committee upon the recommendation of the presiding officer of each association.

Standing committees are not required to meet in connection with the regular Board meeting, but shall meet a sufficient number of times to conduct their business in a timely manner and shall meet at either the call of either the committee chair or the State Board Chair. The meetings shall be held at a time convenient to the membership.

Chairs of standing committees are responsible to work with the Chair, Secretary, staff liaison for the committee and their committee members to schedule committee meetings, prepare committee agendas, ensure the provision of information to committee members in a timely and informative manner and to report the activities of their committees to the entire State Board.

In addition to face-to face meetings, subject to the committee Chair's discretion, meetings of standing committees may be held via telephone, videoconferencing, or any other electronic means.

Each committee should review its charter on an annual basis to ensure that the charter appropriately reflects the scope of oversight on the committee in light of changes and developments in the System Office or Community College System.

Article XIV. Establishment of Special Committees.

Special committees may be ~~established~~established, and their duties may be prescribed by the Chair of the State Board. The Chair of the State Board shall advise the entire Board of those duties, and the role to be played by the special committee appointed and the duration of the committee if its role is time limited. ~~limited.~~ Chairs of special committees shall have the same responsibilities as Chairs of standing committees as set forth in Article XIII.

Article XV. Closed Sessions.

All meetings of the State Board shall be open to the public unless, consistent with the requirements of State Law, a meeting is closed to the public by majority vote of a quorum of the ~~qualified~~ membership of the State Board.

Article XVI. Ethics and Conflicts of Interest

It is critical that members of the State Board make all decisions in the best interests of the Community College System and not be influenced by any potential financial gain or personal benefit in making decisions. Board members should endeavor to avoid even the appearance of a conflict of interest and not appear to be influenced by their personal financial interests or prospect of personal benefit in making decisions. Board members are expected to timely disclose any conflict of interest and to recuse themselves from any decision that may affect them personally.

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Article XVII. Board Members Access to Information

In connection with its oversight and policy-making role, the State Board shall have full access to all books, records, facilities and personnel of the System as necessary to fulfill its statutory and fiduciary duties. In exercising this access, Board members are expected to use good judgment so as not to interfere with the operations of the System Office or intercede in matters that fall within the prerogatives of management.

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When information is obtained by a Board member, the Board member shall maintain the confidentiality of that information as required by statute, ~~regulation~~regulation, or other Board-adopted policy. Board members are expected to know the confidentiality protections that apply to the information that may come to them in their role as Board members. Any Board member who knowingly releases confidential information

protected by statute, regulation or Board-adopted policy shall be subject to reprimand or censure, up to and including being asked to resign from the Board.

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Article XVIII. Amendments and Suspensions of Bylaw Provisions.

Any provision of these bylaws (except those required or governed by statutory provision) may be amended by a vote of two-thirds of the ~~qualified~~ membership of the State Board; provided, that no amendment may be adopted unless its substance first has been introduced at a preceding regular or special meeting of the State Board.

Any provision of these bylaws (except those required or governed by statutory provision) may be suspended at any regular or special meeting of the State Board for that meeting by affirmative vote of two-thirds of the ~~qualified~~ membership of the State Board.

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History Note:

Effective: 01/01/1981

Amended: Insert New Date here. 08/16/2019; 05/17/2019; 05/17/2013; 03/16/2007; 08/19/2005; 8/17/2001.