

Fayetteville Technical Community College BOARD OF TRUSTEES ORIENTATION MANUAL

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Director of Institutional Effectiveness and Assessment

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Fayetteville Technical Community College
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(910) 678-8400

Fayetteville Technical Community College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate degrees, diplomas and certificates. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Fayetteville Technical Community College. The Commission is to be contacted only if there is evidence that appears to support an institution's significant non-compliance with a requirement or standard.

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Section 1:

FTCC Organizational Charts

BOARD OF TRUSTEES

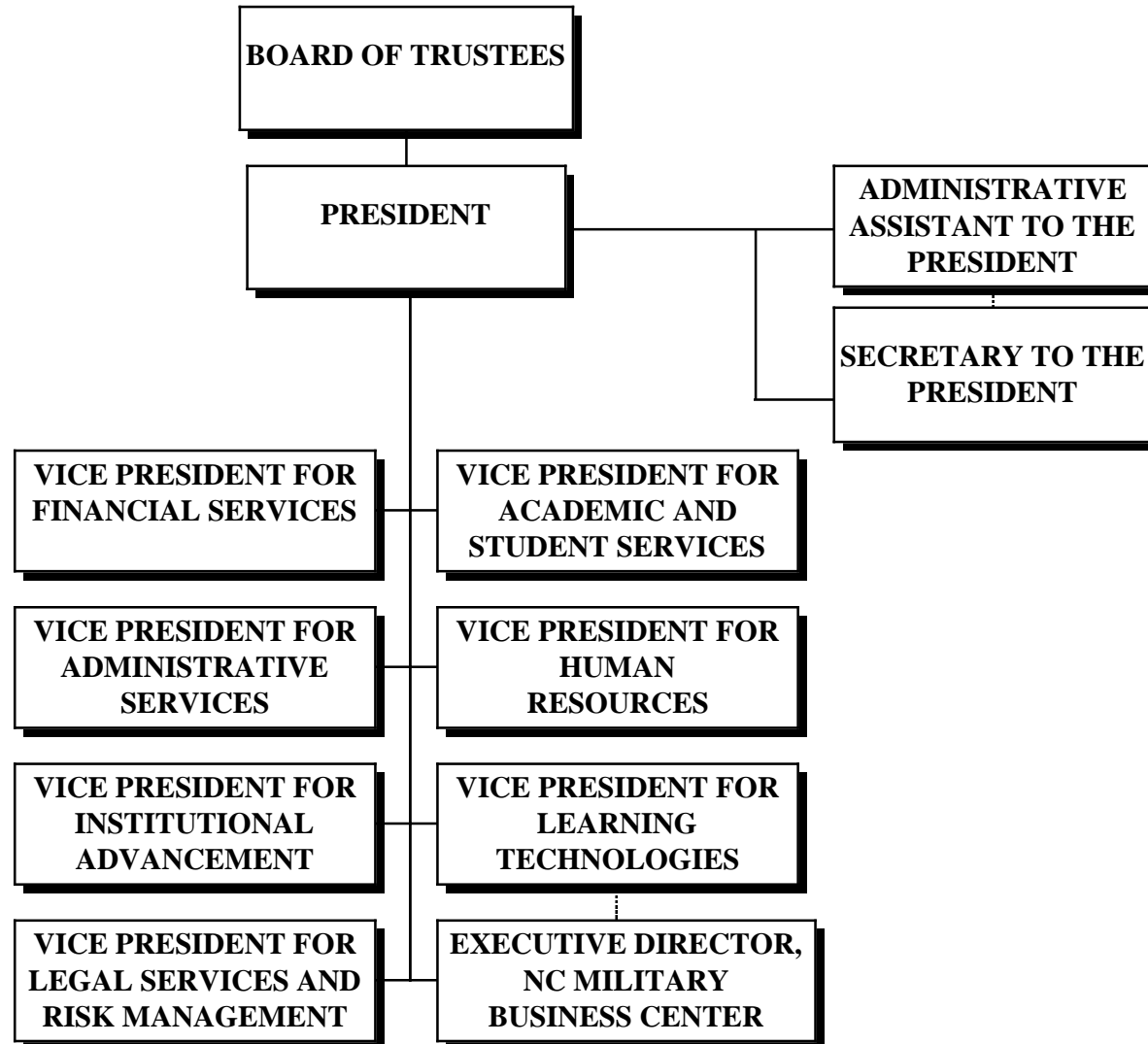
BOARD OF TRUSTEES

**12 Appointed Members
1 Ex Officio Member - SGA President**

Board Committees

**Building and Grounds
Curriculum
Finance
Human Resources
Planning**

PRESIDENT





Section 2:

College Assembly Standing Committees

**2009-11 STANDING COMMITTEES
November 16, 2009**

College Assembly (2-Year Rotation)		Curriculum Review (3-Year Rotation)
<p>(2) John Edwards, Chairperson (1) Janan Warren, Vice Chairperson (2) Daisy Foxx, Secretary (1) Lynda Davis, Assist. Secretary</p> <p>(2) Jay Boyles (2) Bobby Fox (2) Heather Gardner (2) Judy Horne (2) Denise Kinnison (2) Lynne Kreiser (2) Claretha Lacy (2) Joey Taylor (2) Elizabeth Willet (1) Judy Barner (1) Deborah Bloom (1) Melinda Britt (1) Chris Diorietes (1) Kristin Jones (1) Monika Morris (1) William Powers (1) Steve Scott (1) Holly Silvey (1) Jack Smith (1) Roseann Thomas</p>	<p>Faculty Council John Edwards, Chairperson Roseann Thomas, Vice Chairperson Daisy Foxx, Secretary Elizabeth Cutler, Assist. Secretary</p> <p>Jay Boyles Melinda Britt Chris Diorietes Heather Gardner Lynne Kreiser William Powers Steve Scott Jack Smith</p> <p>Staff Council Kristin Jones, Chairperson Janan Warren, Vice Chairperson Deborah Bloom, Secretary Lynda Davis, Assist. Secretary</p> <p>Judy Barner Bobby Fox Judy Horne Denise Kinnison Claretha Lacy Monika Morris Holly Silvey Joey Taylor</p>	<p>Anthony Cameron, Chairperson (2) Ilona Pelerin, Vice Chairperson (2) Laura Galvan, Secretary (2) Tracy Welch, Assist. Secretary</p> <p>(3) Sharon Ellis (3) Anne Greene (3) John Holloman (3) Jim Stephens (2) Aprel Floyd (2) Richard Kugelmann (1) Richard Criste (1) Deanna Gabrielson (1) Debra Nowak (1) Thomas Strommer (1) Darlene Wood</p> <p>Bill Griffin Mary Johnson James Kelley Carl Mitchell Harper Shackelford John Wheelous Karen Williams</p>
Enrollment Management (2-Year Rotation)	Performance Evaluation Review Team (3-Year Rotation) Rotation begins Fall 2010	Professional Development (3-Year Rotation)
<p>(1) Melissa Ann Jones, Chairperson (2) Roderick Brower, Vice Chairperson</p> <p>(1) Kelly Norman, Secretary (1) Regina Anglin, Assist. Secretary</p> <p>(2) Mary (Mitzi) Johnson (2) Brenda McArthur-Strong (2) Richard Rice (2) Denise Wyatt (1) Brent Michaels (1) Betty Smith (1) Mike Taft</p> <p>Resource Person: Harper Shackelford</p>	<p>William Griffin – Co-Chairperson Jesse Tolar – Co-Chairperson</p> <p>Suzanne Bolton Angela McIntosh Kathy McNamara Monica Turner</p> <p>Resource Person: Audrey Berry</p>	<p>(1) Jessie Bellflowers, Chairperson (3) Jerry Ittenbach, Vice Chairperson (2) Susan Reid, Secretary (1) Louanna Castleman, Assist. Secretary</p> <p>(3) Tammy Duggins (3) Jane Freeman (3) Antonio Purcell (2) Lauren Cole (2) Jane Dickeroff (2) Rita Eads (1) Sydney Darden (1) David Hall</p> <p>Resource People: Audrey Berry Barbara Tansey</p>

Safety and Physical Facilities (2-Year Rotation)	Social (2-Year Rotation)	Student Appeals (2-Year Rotation)
<p>Wayne Sanderson, Chairperson Sanford Cain, Vice Chairperson (1) Marcia MacKethan, Secretary (2) Michael Landon, Assist. Secretary</p> <p>(2) Tere Chipman (2) David Dominie (2) Jeanette Herring (2) Jennifer Hubbard (2) Jeffrey Martin (2) Ron Orban (2) William Sanders (2) Marge Sunderland (2) Phillip Warren (1) Karron Boyles (1) Bill Kirchman (1) John Parker</p> <p>Resource People: Jimmy Taylor</p>	<p>(2) Roni Paul, Chairperson (2) Bala Raman, Vice Chairperson (2) Lindsay Lee, Secretary (1) Phyllis Bell, Assist. Secretary</p> <p>(2) William Eanes (2) James Hinkle (1) Georgia Betcher (1) Judy Graham (1) Leslie Keenan</p>	<p>Carol Dickey, Chairperson (2) Patricia Ostlund, Vice Chairperson (2) Janet Jarrell, Secretary (1) Larry Hogan, Assist. Secretary</p> <p>(2) Danny Cunningham (2) Shahpour Dowlatshahi (2) Midori Murray (2) Robert Nelms (1) Frank Galluccio (1) James Robinson (1) Joannis Rodgers</p> <p>Resource People: William Griffin Deborah Jordan</p>
Student Engagement & Retention (3-Year Rotation)	Planning Council (2-Year Rotation)	Steering Council
<p>(1) Chris Diorietes, Chairperson (2) Jan Donaldson, Vice Chairperson (3) Judy Maynard, Secretary</p> <p>(2) James Steadman (2) Samuel Tukes (1) JoAnn Helmer (1) Dorothy Ray</p> <p>Resource Person: Kristen Lawson</p>	<p>(2) James Kelley – Student Service Chairperson (1) Tad Watson – Curriculum Vice Chairperson (2) Wanda Dail – Institutional Adv Secretary (1) Robin Deaver – Bus & Fin Assist. Secretary</p> <p>(2) Joyce Bunce - HR (2) Wanda Jones – Adm Ser (1) Tamara Bryant – Con Ed (1) Mary Mitchell – Learning Tech</p> <p>Resource Person: Carl Mitchell</p>	<p>John Edwards, Chairperson Chris Diorietes, Vice Chairperson James Kelley, Secretary Anthony Cameron, Assist. Secretary</p> <p>Jessie Bellflowers Carol Dickey Melissa Ann Jones Roni Paul Wayne Sanderson</p>

2009-10 ACADEMIC QUALITY COMMITTEES		
Academic Agreements/Contracts Review (3-Year Rotation)	Academic Calendar (2-Year Rotation)	Advisory Committee, Review, Development and Training Rotation begins Fall 2010
Vice President of Legal Services & Risk Management Director of Institutional Effectiveness Academic Deans (4)	(2) Elizabeth Black , Chairperson (1) Veronica Guions , Vice Chairperson (2) David Creedon , Secretary (1) Shelley Oliver , Assist. Secretary College Connections Coordinator <u>Resource Person:</u> Barbara Tansey	(2) Lauren Cole (2) James Moisley (2) Sharon Seaford (2) Sarah Bruton (1) Keith Carter (1) Donna DeVault (1) Belinda Ivey (1) Sandra Monroe (1) Brian Oldham
Assessment Ambassadors (5-Year Rotation) Rotation begins Fall 2010	College Tech Prep (2-Year Rotation)	Credit for Prior Learning (4-Year Rotation) Rotation Begins Fall 2011
Dina Adams Cindy Burns Valerie Collins Aaron Cox Belva Demendoza Barbara Driscoll Susan Ellis Marty Fulton Kay Gilbert Alicia Howard Danette Johnson Doty Johnson Mary Johnson Valerie Johnson Anita McKnight Beata Peterson John Philligan Christine Porchia Phillip Pugh James Quensatina Carol Scheib Betty Smith Charles Smith Tomecia Sobers Tammy Stewart Theodore Thomas <u>Resource People:</u> Beverly Hall Roderick Brower	Pam Gibson, Chairperson Barbara Crumpler Lauren Cole Suzanne Davis Sandra Joyce Chip Lucas Robin MacGregor Daryle Nobles John Philligan Reade Rizzolo Harper Shackelford Angela Smith Roseann Thomas <u>Ex-Officio Members:</u> Lavetta Henderson Barbara Tansey Suzannah Tucker	Stephanie Altamirano , Co-Chairperson Louanna Castleman , Co-Chairperson <ul style="list-style-type: none"> • Stewart Ditch • Patricia Gorum • Kelly Norman • Tiffany Youngblood

Diversity & Global Education (2-Year Rotation)	Future Seekers (5-Year Rotation)	Instructional Innovation (3-Year Rotation)
(2) Roger Dostall (2) Lillian Happney (2) Michelle Holmes (2) Steve McCrimmons (2) Victor Robinson (1) Claudia Bretz (1) Gerald Daniel (1) Lisa Daniels (1) Janis Holden-Toruno (1) Tim Peppers (1) Shahpour Dowlatshahi (1) Bryon Smith	(5) Karis King , Chairperson Lynn Carver Katherine Hanley Jenneth Honeycutt John Isenhour Deborah Jordan Kristen Lawson Cynthia Rodriguez Mae Rogers <u>Resource People:</u> Lauren Cole William Griffin Mitzi Johnson Ray Walters	(1) Roseann Thomas , Chairperson (3) Bill Griffin , Vice Chairperson (1) John Isenhower , Secretary (3) Joe Alley (3) Angela Simmons (2) Danny Cunningham (2) Tom Hobgood (2) Gayla Keesee (1) Vic Forrester (1) Marian Lamoreux (1) Murtis Worth
Learning Support (2-Year Rotation)	Minority Male Success (5-Year Rotation) Rotation begins Fall 2010	Online Standards (3-Year Rotation)
(1) Joseph White , Chairperson (2) Carol Barker , Vice Chairperson (2) Douglas Stoner , Secretary (1) Renie Johnston , Assist. Secretary (2) Jim Black (2) Peter Chiodo (2) Sandra Crosmun (2) Sandra Ivarsson (2) Lea Rosenberry (1) Alvina Blanks (1) Olga Butorina-Langdon (1) Sean McDaniel (1) Laura McIntosh <u>Resource People:</u> Roger Dostall Susan Wilkinson	Theodore Thomas , Co-Chairperson <ul style="list-style-type: none"> • James Steadman, Co-Chairperson • DeSandra Washington • Dayatra Brown • Work Study 	(2) James Kelley , Chairperson (2) Michael Hawkins , Vice Chairperson (1) Brenda Britt , Secretary (2) Tenette Prevatte , Assist. Secretary (3) Myra Allen McGrew (3) Lori Reckler (1) Linda Sanders (1) Tamara Thomas <u>Resource People:</u> David Smith Barbara Tansey
Program Review (4-Year Rotation) Rotation begins Fall 2010	QEP (5-Year Rotation) Rotation begins January 2011	QIP Leadership Team (5-Year Rotation) Rotation begins Fall 2011
(1) Cindy Burns , Co-Chairperson (4) John Holloman (4) Janet Sexton (3) Lisa Bailey (3) Michelle Walden (2) Beymer Bevill (2) Gary Smith (1) Jennifer Hubbard (1) Shelly Oliver (1) Mike Taft	Anthony Hubert , Co-Chairperson Karis King , Co-Chairperson Ross Brown John Edwards Lonnie Griffin Susan Hawkins Janis Holden-Toruno <u>Resource Person:</u> Barbara Tansey	Brent Michaels , Co-Chairperson Kristin Sharp Jones , Co-Chairperson Rod Brower Lauren Cole Leasha Davis Lori Kiel Joe Levister Carl Mitchell Tracy Verrier DeSandra Washington <u>Resource Person:</u> Barbara Tansey

Technology & Distance Education (Infrastructure) (2-Year Rotation)		
<p> (2) David Smith, Chairperson (2) Roseann Thomas, Vice Chairperson (1) Torie Quismundo, Secretary (1) Cheryl Campbell, Assist. Secretary </p> <p> (2) Joe Alley (2) Roger Britt (2) Sanford Cain (2) Joe Mullis (1) Evelyn Bryant (1) Terry Herring (1) Wanda Jones (1) Ray Walters </p> <p> Resource People: Rod Brower Bob Ervin </p>		

2009-10 AD HOC COMMITTEES		
Academic Standards – Probation/Suspension/Etc.	Community/Public Services	Intellectual Property Policy & Rights
<p> Desandra Washington Roger Dostal Luanna Castleman Clarethia Lacy Mitzi Johnson </p>	<p> Deborah House, Co-Chairperson Brent Michaels, Co-Chairperson </p>	<p> VP of Legal Services & Risk Mgmt - Chairperson (To be appointed by the President, as needed) </p> <ul style="list-style-type: none"> • Faculty • Staff
Policy & Procedures	Recycling	
<p> David Sullivan – Co-Chairperson Carl Mitchell – Co-Chairperson Barbara Driscoll Charlotte Hare Jo Ann Helmer Sonja Sawyer Janet Sexton Shirley Smith </p>	<p> Shelia Dawson – Chairperson Elaine Cole-Abinleko Serina Britton Rebecca Moyer Peggy Thornton Ernest Ward </p>	



Section 3:

Overview of FTCC

FTCC Profile 2009-2010

PRESIDENT

Dr. J. Larry Keen, President

BOARD OF TRUSTEES

Mr. Charles J. Harrell, **Board Chair**
Mr. William S. Wellons, Jr., **Vice Chairman**
Mrs. Esther R. Thompson, **Secretary**
Dr. Mike W. Choe
Ms. Lula G. Crenshaw
Mr. Ronald Crosby
Dr. Dallas Mack Freeman
Mr. Charles E. Koonce
Mr. John M. Lennon
Mrs. Sheryl J. Lewis
Mr. David McCune
Mrs. Susie S. Pugh
Mr. James Tolson, SGA President (Ex-Officio)

Mr. David Sullivan, **Board Attorney**

LOCATION

2201 Hull Road
Fayetteville, North Carolina
Cumberland County

P.O. Box 35236
Fayetteville, NC 28303-0236
Phone: (910) 678-8400

ACCREDITATIONS/CERTIFICATIONS

Air Conditioning Contractors of America
Accreditation Commission of the Accreditation
Board for Engineering and Technology
Accreditation Review Committee on
Education for the Surgical Technologist
American Bar Association
American Board of Funeral Service Education
American Dental Association Commission on
Accreditation
American Physical Therapy Association
American Society for Engineering Education
(Southeastern Section)
American Speech Language and Hearing
Association
Commission on Accreditation of Allied Health
Education Programs (CAAHEP)
Commission on Accreditation in Physical
Therapy Education, American Physical
Therapy Association
Committee on Accreditation for Respiratory
Care (CoARC)
Joint Review Commission on Accreditation of
Allied Health Education Programs

Joint Review Committee on Education in
Radiologic Technology
National Accrediting Agency for Clinical
Laboratory Sciences
National Automotive Technicians Education
Foundation
National League for Nursing Accrediting
Commission (NLNAC)
North Carolina Appraisal Board
North Carolina Board of Cosmetic Art
Examiners
North Carolina Board of Funeral Service
North Carolina Board of Nursing
North Carolina Department of Insurance
North Carolina Department of Justice,
Criminal Justice Standards Division
North Carolina Office of Emergency Medical
Services
North Carolina Real Estate Commission
North Carolina State Board of Certified Public
Accountant Examiners

FTCC Profile 2009-2010

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STATUS FTCC is a public, state-supported, two-year comprehensive community college, serving Fayetteville and Cumberland County, North Carolina.

DEGREES OFFERED Associate in Applied Science
Associate in Science
Associate in Arts
Associate in Fine Arts
Associate in General Education

FTCC also offers:

Diplomas
Certificates

**ENROLLMENT
(Unduplicated
Headcount
2008-2009)**

14,807 Curriculum Students
25,389 Continuing Education Students

**EMPLOYEES
(as of October 1, 2009)**

FACULTY *Full-Time:* 303 *Part-Time:* 469

STAFF *Full-Time:* 403 *Part-Time:* 104

**TOTAL
EMPLOYEES** *Full-Time:* 706 *Part-Time:* 573

DEGREES HELD

BY FACULTY

(as of October 1, 2009)

(Full-Time)

Doctorate	20	7%
Masters	183	60%
Bachelors	60	20%
Associates/Other	40	13%

FTCC Profile 2009-2010 (continued)

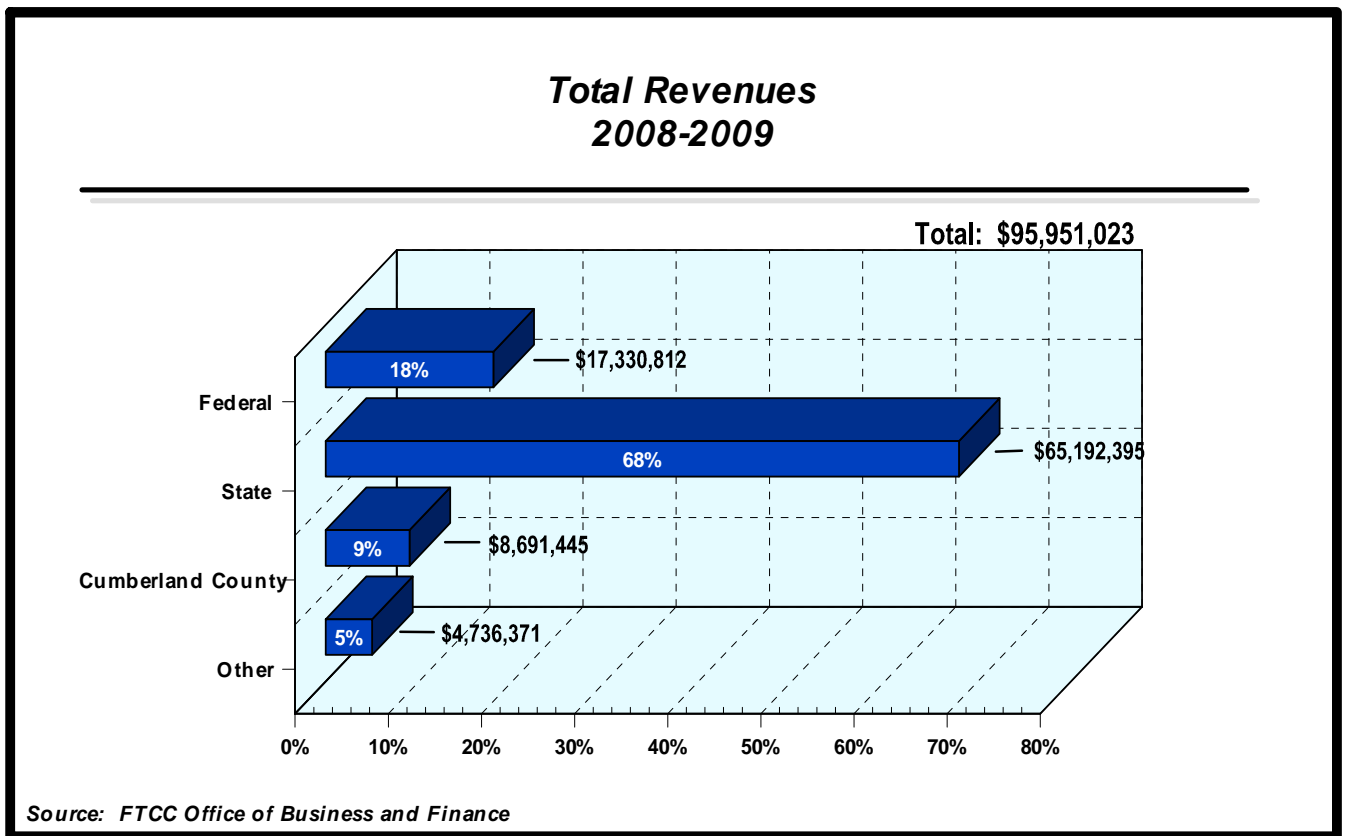
**TUITION
(2009-2010)**

In-State: \$800.00 per semester
(16 credit hours maximum charge,
\$50.00 per credit hour)

Out-of-State: \$3,860.80 per semester
(16 credit hours maximum charge,
\$241.30 per credit hour)

**ANNUAL
OPERATING
BUDGET
(2008-2009)**

Approximately \$95 million



New Board Member Orientation

Budget Calendar – Work begins in February

I. County Budget

- A. Presented to Board of Trustees for approval in April
- B. Presented to County Commissioners prior to May 15th, approved by June 30th

II. Combined Budget

A. Comprised of three funding authorities –

1. State current and capital funds – funded by state sources and expended according to state guidelines and general statutes. State funds comprise approximately 50% of total combined budget for 2009-2010. State current expense is divided into two categories (approximately 92% salaries and 8% other costs). The equipment budget for fiscal year 2009-2010 was \$1,799,518. Total Formula Allotment for 2009-2010 is \$52,890,540.
2. County current and capital funds - funded by county sources and expended according to the approved budget. County funds comprise approximately 8% of budget or \$8,736,122. The College received \$5 million of capital match funds in 2006-2007 with the understanding that the college would not request additional County Capital funds for 5 years.
3. Institutional funds – encompass about one hundred and twenty four funds and comprise approximately 42% (Other – 9%, Federal – 31%, Construction – 2%) of the budget. These funds include:
 - Unrestricted general funds such as the President's discretionary fund (Current General Miscellaneous)
 - Proprietary funds such as bookstore and vending
 - Restricted funds – scholarship and grants
 - Loan Funds – short term tuition and book loans for students
 - Unexpended plant – building and equipment

B. Presented to Board of Trustees for approval once the budget is received from the State.

1. Reflects official budget as approved by local tax-levying authority.
2. Submitted to the State Board of Community Colleges for approval.
3. Changes to the original budget require a Budget Revision (Form 104) approved by the Board of Trustees.

NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
COLLEGE BUDGET: FY 2009-10

NOTE: 104 FORMS MUST ACCOMPANY THE 2-1
DUE DATE: SEPTEMBER 15, 2009

Fayetteville Technical Community College
COLLEGE NAME

SUMMARY OF REVENUES AND EXPENDITURES

REVENUES

State & Federal Funds (processed thru the 112)
Federal Funds
County Funds
Other Funds (special funds excluding construction)
Construction - (all sources)

Total Operating Revenues

Fund Balance Appropriated

TOTAL FUNDS AVAILABLE

(1) State Current Fund	(2) County Current Fund	(3) Equipment & Plant Fund	(4) Institutional Funds	(5) Total Budget
55,244,883	XXXX	1,940,066	XXXX	57,184,949
XXXX			34,899,400	34,899,400
XXXX	8,735,417	705		8,736,122
XXXX			10,789,786	10,789,786
XXXX			1,683,975	1,683,975
55,244,883	8,735,417	1,940,771	47,373,161	113,294,232
XXXX	1,073,946	44,077		1,118,023
55,244,883	9,809,363	1,984,848	47,373,161	114,412,255

OPERATING EXPENDITURES

100 INSTITUTIONAL SUPPORT

110 Executive Management
120 Financial Services
130 General Administration
140 Information Systems - Admin.

TOTAL INSTITUTIONAL SUPPORT

1,437,640	276,340	XXXX		1,713,980
1,471,247		XXXX		1,471,247
2,910,160	1,700,137	XXXX		4,610,297
1,477,360		XXXX		1,477,360
7,296,407	1,976,477	XXXX	0	9,272,884

200 INSTRUCTIONAL - CURRICULUM

210 Certificate
220 Associate Degree
230 Diploma
240 Transitional

TOTAL INSTRUCTIONAL - CURRICULUM

250,708		XXXX		250,708
25,636,119		XXXX		25,636,119
2,271,505		XXXX		2,271,505
		XXXX		0
28,158,332	0	XXXX	0	28,158,332

NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
COLLEGE BUDGET: FY 2009-10

Fayetteville Technical Community College
COLLEGE NAME

	(1) State Current Fund	(2) County Current Fund	(3) Equipment & Plant Fund	(4) Institutional Funds	(5) Total Budget
300 CONTINUING EDUCATION					
310 Occupational Education	4,164,653		XXXX		4,164,653
311 Occupational Support	1,633,749		XXXX		1,633,749
321 Adult Basic Education/ESL	3,062,485		XXXX		3,062,485
322 Adult High School & GED	916,920		XXXX		916,920
323 Compensatory Education	377,996		XXXX		377,996
324 GED	58,340				58,340
360 Customized Training - Regional Trainers	0		XXXX		0
363 Small Business Center	97,406		XXXX		97,406
364 Customized Training - Business & Industry Support	60,000		XXXX		60,000
370 NC Military Business Center (FTCC)	1,245,919		XXXX		1,245,919
371 BioTechnology Training Center - Kannapolis (RCCC)	0		XXXX		0
TOTAL CONTINUING EDUCATION	11,617,468	0	XXXX	0	11,617,468
400 ACADEMIC SUPPORT					
410 Library/Learning Center	1,273,961		XXXX		1,273,961
421 Curriculum - <i>Admin.</i>	2,053,745	6,500	XXXX		2,060,245
422 Continuing Education - <i>Admin.</i>	683,911		XXXX		683,911
430 Information Systems - <i>Acad.</i>	40,813		XXXX		40,813
440 Tech Prep	44,667		XXXX		44,667
TOTAL ACADEMIC SUPPORT	4,097,097	6,500	XXXX	0	4,103,597
500 STUDENT SUPPORT					
510 Student Services	4,023,266	550	XXXX		4,023,816
530 Child Care	52,313		XXXX		52,313
TOTAL STUDENT SUPPORT	4,075,579	550	XXXX	0	4,076,129
600 OPERATION & MAINTENANCE OF PLANT					
610 Plant Operation	XXXX	6,009,070	XXXX		6,009,070
620 Plant Maintenance	XXXX	1,816,766	XXXX		1,816,766
TOTAL OPERATION & MAINTENANCE OF PLANT	0	7,825,836	XXXX	0	7,825,836

NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
COLLEGE BUDGET: FY 2009-10

Fayetteville Technical Community College
COLLEGE NAME

	(1)	(2)	(3)	(4)	(5)
	State Current Fund	County Current Fund	Equipment & Plant Fund	Institutional Funds	Total Budget
01 CURRENT UNRESTRICTED					
1XX Institutional Support	XXXX			120,131	120,131
2XX Instruction	XXXX			942,413	942,413
3XX Continuing Education	XXXX				0
4XX Academic Support	XXXX			6,081	6,081
5XX Student Support	XXXX				0
6XX Plant Operations & Maint.	XXXX				0
7XX Proprietary/Other	XXXX				0
8XX Student Aid	XXXX				0
TOTAL CURRENT UNRESTRICTED	XXXX	0	0	1,068,625	1,068,625
02 CURRENT RESTRICTED					
1XX Institutional Support	XXXX			313,460	313,460
2XX Instruction	XXXX			466,100	466,100
3XX Continuing Education	XXXX				0
4XX Academic Support	XXXX				0
5XX Student Support	XXXX			230,000	230,000
6XX Plant Operations & Maint.	XXXX				0
7XX Proprietary/Other	XXXX				0
8XX Student Aid	XXXX			16,620,131	16,620,131
TOTAL CURRENT RESTRICTED	XXXX	0	0	17,629,691	17,629,691
05 PROPRIETARY/OTHER (colleges will vary)					
72X Bookstore	XXXX			6,286,363	6,286,363
73X Vending/Food Service	XXXX			147,382	147,382
74X Parking	XXXX			676	676
76X Internal Services	XXXX			906,287	906,287
77X Student Activity	XXXX			349,041	349,041
Wellness Center	XXXX			1,915	1,915
TOTAL PROPRIETARY	XXXX	0	0	7,691,664	7,691,664

NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
COLLEGE BUDGET: FY 2009-10

Fayetteville Technical Community College
COLLEGE NAME

	(1) State Current Fund	(2) County Current Fund	(3) Equipment & Plant Fund	(4) Institutional Funds	(5) Total Budget
06 LOAN FUNDS (colleges will vary)					
___ Federal Student Loans	XXXX		XXXX	19,113,548	19,113,548
___ Federal Nursing Loans	XXXX		XXXX		0
___ General Loans	XXXX		XXXX	185,658	185,658
___ State Vocational Loans	XXXX		XXXX		0
Other Loans:					
___ _____	XXXX		XXXX		0
___ _____	XXXX		XXXX		0
___ _____	XXXX		XXXX		0
TOTAL LOAN FUNDS	XXXX	0	XXXX	19,299,206	19,299,206
08 ENDOWMENTS (colleges will vary)					
___ _____	XXXX				0
___ _____	XXXX				0
___ _____	XXXX				0
___ _____	XXXX				0
TOTAL ENDOWMENTS	XXXX	0	0	0	0
900 CAPITAL OUTLAY					
910 Buildings and Grounds	XXXX	XXXX			0
920 Equipment - State Funds	XXXX	XXXX	1,799,518	XXXX	1,799,518
920 Equipment - Other Funds (include VOED, categorical, etc.)	XXXX	XXXX	54,081	XXXX	54,081
920 Equipment - County & Institutional	XXXX	XXXX	44,782		44,782
930 Instructional Resources (books)- State Funds	XXXX	XXXX	86,467	XXXX	86,467
930 Books - Other Funds	XXXX	XXXX			0
*** Construction (reimb. projects)	XXXX	XXXX	XXXX	1,683,975	1,683,975
Construction - All Other	XXXX	XXXX			0
TOTAL CAPITAL OUTLAY	XXXX	XXXX	1,984,848	1,683,975	3,668,823
TOTAL PROJECTED EXPENDITURES	55,244,883	9,809,363	1,984,848	47,373,161	114,412,255
LESS TOTAL FUNDS AVAILABLE (Page 1) (ENTER AMOUNT AS A MINUS)	(55,244,883)	(9,809,363)	(1,984,848)	(47,373,161)	(114,412,255)
INCREASE AVAILABLE IN FUNDS TO CARRY FORWARD	0	0	0	0	0

*** ALL CONSTRUCTION AND REPAIRS/RENOVATION PROJECTS PROCESSED THROUGH THE SYSTEM OFFICE MUST BE REFLECTED UNDER INSTITUTIONAL FUNDS.

NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
COLLEGE BUDGET: FY 2009-10

Fayetteville Technical Community College
COLLEGE NAME

(1)	(2)	(3)	(4)	(5)
State Current Fund	County Current Fund	Equipment & Plant Fund	Institutional Funds	Total Budget

REVENUES BY SOURCES

State & Federal Sources (as on the 112):

Formula Allocation - (include eq & books)
 Vocational Education Allotment (100%)
 Multi Campus
 Health Sciences Programs
 Miscellaneous (Specific Program Allocations- 5 colleges)
 Special High Cost Programs (2 colleges)
 Small Business Center
 Customized Training - Business & Industry Support (364)
 Customized Training - Regional Trainers (360)
 Tech Prep
 Child Care
 Technical Education

51,577,502	XXXX	1,885,985	XXXX	53,463,487
597,504	XXXX	50,000	XXXX	647,504
536,649	XXXX	XXXX	XXXX	536,649
594,832	XXXX	XXXX	XXXX	594,832
1,509,919	XXXX	4,081	XXXX	1,514,000
0	XXXX	XXXX	XXXX	0
97,406	XXXX	XXXX	XXXX	97,406
60,000	XXXX	XXXX	XXXX	60,000
0	XXXX	XXXX	XXXX	0
44,667	XXXX		XXXX	44,667
52,313	XXXX	XXXX	XXXX	52,313
174,091	XXXX		XXXX	174,091
55,244,883	XXXX	1,940,066	XXXX	57,184,949

Total Revenues From State & Federal (as on 112)

County Sources:

County Appropriation
 Appropriation From OTHER Counties
 (list): Transfer In
Other Income

 Interest Income

XXXX	8,573,663			8,573,663
XXXX	120,000			120,000
XXXX	38,454	500		38,954
XXXX				0
XXXX	3,300	205		3,505
XXXX	8,735,417	705	0	8,736,122

Total Revenues From County Sources

NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
COLLEGE BUDGET: FY 2009-10

Fayetteville Technical Community College
COLLEGE NAME

	(1) State Current Fund	(2) County Current Fund	(3) Equipment & Plant Fund	(4) Institutional Funds	(5) Total Budget
Federal Sources:					
Veterans Cost of Instruction	XXXX	XXXX		0	0
College Work-Study Program	XXXX	XXXX		313,460	313,460
Overhead Receipts Earned	XXXX	XXXX		0	0
Other Federal Programs (list):					
<u>Federal Grants, FSEOG, FPELL</u>	XXXX	XXXX		15,438,067	15,438,067
<u>Academic Competitiveness, Direct Student Loans</u>	XXXX	XXXX		19,147,873	19,147,873
Total Revenues From Federal	XXXX	XXXX	0	34,899,400	34,899,400
Other Sources:					
Bookstore Receipts	XXXX	XXXX		6,123,295	6,123,295
Vending/Food Service Receipts	XXXX	XXXX		211,308	211,308
Interest Income	XXXX	XXXX		239,409	239,409
Internal Service Funds	XXXX	XXXX		906,072	906,072
Optional Fees:					
Parking Fees/Fines (specific)	XXXX	XXXX		560	560
Student Activity Fees (specific)	XXXX	XXXX		348,366	348,366
Live Projects (specific)	XXXX	XXXX		7,705	7,705
Patron Fees (specific)	XXXX	XXXX		14,570	14,570
Other Specific Fees <u>Self Supporting</u>	XXXX	XXXX		550,782	550,782
Other Specific Fees <u>Library Resource Center</u>	XXXX	XXXX		5,574	5,574
Other Specific Fees _____	XXXX	XXXX		0	0
Computer Use & Tech. Fee (systemwide)	XXXX	XXXX		356,834	356,834
Gifts and Donations	XXXX	XXXX		0	0
Non-Government Grants	XXXX	XXXX		423,500	423,500
Endowment Income	XXXX	XXXX		0	0
Construction (Reimbursed by System Office)	XXXX	XXXX	XXXX	1,683,975	1,683,975
Construction - All Other (list)	XXXX	XXXX		0	0
<u>Scholarships and Short-term loans</u>	XXXX	XXXX		1,601,811	1,601,811
Total Revenues From Other Sources	XXXX	XXXX	0	12,473,761	12,473,761
TOTAL REVENUES (CARRY TO THE REVENUE SECTION					
OF THE DCC2-1 PAGE 1)	55,244,883	8,735,417	1,940,771	47,373,161	113,294,232

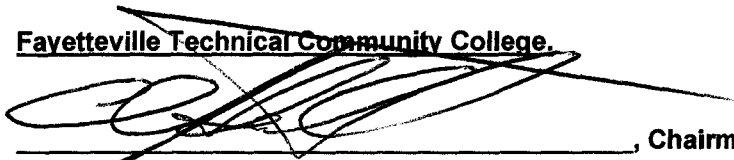
**NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
COLLEGE BUDGET: FY 2009-10**

REQUIRED BUDGET REQUEST SIGN-OFF

The attached College Budget has been reviewed and approved on

September 21, 2009 by the Board of Trustees of


Fayetteville Technical Community College.


_____, Chairman.
Charles J. Harrell

The attached College Budget has been reviewed and approved in

the amount of \$8,573,663 on June 15, 2009

by the County Commissioners of Cumberland County.


_____, Chairman.
Jeannette M. Council

FTE Calculation

Membership Hour = one student in class membership for one hour.

Curriculum:

One annual FTE = 1 student in class 16 hours per week X
16 weeks X 2 semesters = 512 membership hours

FTEs converted to dollars (using 8,034 FTE as an example)

8,034	FTE	-500	=	7,534		
1st	500	@		4,093.75	\$	2,046,875
	7,534	@		3,415.77		<u>25,734,411</u>
Total					\$	27,781,286

Non-Curriculum:

One annual FTE = 1 student in class 16 hours per week X
16 weeks X 2 semesters + 16 hours X 11 weeks or
688 membership hours.

FTEs converted to dollars (using 1,603 FTE as an example)

1,603	FTE	-500	=	1,103		
1st	500	@		2,964.68	\$	1,482,340
	1,103	@		2,478.17		<u>2,733,422</u>
Total					\$	4,215,762

Institutional and Academic Support Supplement:

Base Allotment - 1st 750 FTE	\$	2,017,607
Enrollment Allotment - \$1,386 per FTE above 750 (10,069)		13,955,634
Total	\$	<u>15,973,241</u>

INSTITUTIONAL CRITICAL SUCCESS FACTORS
Performance Evaluation Measures related to specific Institutional Goals
2008-2009

- 1-A: At least sixty-five percent (65%) of all approved curriculum students who enter in the fall will either graduate or continue the next fall in either a curriculum or occupational extension program. (Curriculum Programs)
- 1-B: At least seventy-five percent (75%) of the students completing levels of Compensatory Education, Adult Basic Education, and English as a Second Language will show progress from one level (at least 3 years' progress) to another and at least fifty-five percent (55%) of all students will show documented progress (within levels) overall. (Continuing Education)
- 1-C: Three thousand (3,000) students in eligible programs will receive Title IV student financial aid. (Student Services)
- 1-D: One hundred percent (100%) of the Basic Skills (Literacy) student enrollment will be identified in the Adult Education Act as needing Literacy services and identified by LEIS (Literacy Education Information System) as high school dropouts, handicapped, disadvantaged, single parents, nontraditional high school diploma earners, and/or inmates. (Continuing Education)
- 1-E: At least three thousand six hundred (3,600) of the total Basic Skills (Literacy) target population will be served. (Continuing Education)
- 1-F: At least twenty-five percent (25%) of the combined enrollments in General Educational Development (GED) and Adult High School (AHS) programs will complete the educational requirements for a diploma. (Continuing Education)
- 1-G: At least ninety-five percent (95%) of curriculum programs graduate survey-respondents will indicate that they accomplished their goals. (Curriculum Programs)
- 1-H: The aggregate passing rate for all courses coded as developmental will be at least seventy percent (70%). (Curriculum Programs)
- 1-I: There will be no statistically significant difference in the performance of developmental students as compared to non-developmental students in subsequent college level classes. (Curriculum Programs)

**Performance Evaluation Measures related to specific Institutional Goals,
2007-2008 (continued)**

- 2-A: The aggregate institutional passing rate for first-time test takers on all licensure and certification exams will be at least eighty percent (80%) and the rate on all specific exams will be at least seventy percent (70%). (Curriculum Programs and Continuing Education)
- 2-B: Transfers from FTCC to UNC institutions will have an average GPA that is greater than or equal to the average GPA for all community college transfers after two semesters (83%). (Curriculum Programs)
- 2-C: At least ninety-five percent (95%) of all curriculum programs graduates available for employment will be employed within one year after graduation. (Curriculum Programs)
- 2-D: At least eighty-five percent (85%) of responding employers will indicate satisfaction with the training/education that FTCC provided to curriculum programs graduates. (Curriculum Programs)
- 2-E: One hundred percent (100%) of currently accredited programs will maintain accreditation or reaffirmation. All required self-studies and reports will be submitted. (Curriculum Programs)
- 2-G: The College will provide Workplace Basic Skills instruction serving at least seven hundred fifty (750) duplicated students. (Continuing Education)
- 2-H: At least eighty percent (80%) of current students surveyed will evaluate services, programs, and instructor performance as satisfactory. (Curriculum Programs)
- 2-I: The College will offer at least four hundred (400) Community Services courses to at least four thousand (4,000) area residents. (Continuing Education)
- 2-J: FTCC will complete an Annual Program Review for each curriculum and an Annual Services Review for each service area. (Institutional Effectiveness and Assessment)
- 2-K: At least four hundred (400) of Cumberland County's recent high school graduates will enroll at FTCC. (Student Services)
- 2-L: Continuing articulation and/or cooperative agreements with one hundred percent (100%) of local high schools will be maintained. (Curriculum Programs)

**Performance Evaluation Measures related to specific Institutional Goals,
2007-2008 (continued)**

- 2-M: The College will strive for no program (FTE) audit exceptions; however, any exceptions will be less than five-tenths of one percent (0.5%) of the total FTE. (Curriculum Programs)
- 2-N: The College will offer at least sixty (60) classes for senior citizens. (Continuing Education)
- 2-O: One hundred percent (100%) of curriculum programs graduates will have attained the five graduate competencies. (Curriculum Programs)
- 2-P: One hundred percent (100%) of curriculum programs will comply with the Curriculum Standards as mandated by the North Carolina Community College System. (Curriculum Programs)
- 2-Q: Ninety percent (90%) of curriculum programs graduates and non-completer respondents will indicate satisfaction with the overall quality of the academic programs at FTCC. (Curriculum Programs)
- 2-R: At least ninety percent (90%) of clients responding to a survey will indicate satisfaction with customized training. (Curriculum Programs, Continuing Education)
- 2-S: Each curriculum program will have a 3-year average unduplicated headcount enrollment of at least 10 students. (Curriculum Programs)
- 3-A: FTCC faculty and staff will support the NCCCS Faculty Organization in an effort to bring salaries closer to the market median for the Southeastern region of the U.S. (Human Resources)
- 3-B: FTCC will provide an opportunity for one hundred percent (100%) of its full-time faculty and staff to participate in professional development programs. (Human Resources)
- 3-C: Excluding normal attrition through retirement, FTCC will retain ninety percent (90%) of its current full-time employees. (Human Resources)
- 3-D: FTCC will maintain one hundred percent (100%) compliance with the experience and academic preparation criteria for both current and new employees. (Human Resources)
- 4-A: FTCC will maintain a loss/theft percentage of less than .10%, which is less than the state standard of .15%. (Business and Finance)

**Performance Evaluation Measures related to specific Institutional Goals,
2007-2008 (continued)**

- 4-B: FTCC will receive no material audit findings on the College's financial audit. Material is defined by the State Auditors as three percent (3%) of total assets or three percent (3%) of the greater of the total revenue or total expenditures. (Business and Finance)
- 5-A: Funds for equipment will be requested to purchase at least the top five priority decision packages for each curriculum program division. (Curriculum Programs, 2.13.2)
- 5-B: In relation to the corresponding state-level Critical Success Factors, the College will provide or exceed the same level of access to facilities as provided in 2006-2007. (Administrative Services)
- 6-A: At least five externally funded grants will be awarded to the College. (Institutional Advancement - Resource Development)
- 6-B: FTCC will continue to encourage all faculty/staff to participate in the Campus Fund Drive and will continue to develop the Heritage Society membership. (Institutional Advancement - Resource Development)
- 6-C: The President's Report and Foundation Review will be produced and distributed by January of each year. (Institutional Advancement - Public Relations and Marketing, 6.2.1, Resource Development, 6.7.2)
- 7-A: FTCC will submit one hundred percent (100%) of the data and information required by the North Carolina Community College System by the date specified. (Institutional Effectiveness and Assessment)
- 7-B: One hundred percent (100%) of the College's divisions will submit end-of-year reports on all activities from the previous year's plan. (Institutional Effectiveness and Assessment)
- 7-C: FTCC will comply with one hundred percent (100%) of the Criteria as adopted by the Commission on Colleges of the Southern Association of Colleges and Schools. (Institutional Effectiveness and Assessment)
- 7-D: FTCC will meet or exceed benchmark goals for ninety percent (90%) of the institutional Critical Success Factors. (Institutional Effectiveness and Assessment)

**Performance Evaluation Measures related to specific Institutional Goals,
2007-2008 (continued)**

- 7-E: At least eighty percent (80%) of all patrons surveyed will evaluate services of the Learning Resource Center as satisfactory or above. (Learning Technologies)
- 8-A: Assist with meeting Occupational Safety and Health Administration (OSHA) regulations. (Curriculum, Learning Technologies, Business and Finance)
- 8-B: Continue to identify safety concerns including needs of disabled students. (Student Services)
- 8-C: Identify, implement, and test approved redundancy, mitigation, and recovery strategies in conjunction with the Colleges overall COOP project as it applies to network infrastructure. (MIS)
- 8-D: Identify, implement, and test redundancy, mitigation, and recovery strategies in conjunction with the College's overall COOP Project as it applies to the delivery of administrative computing and software development. (MIS)
- 8-E: Develop and implement MIS Continuity Plan in conjunction with the College's overall COOP Project. (MIS)
- 8-F: Safety improvements on Hull Road (speed bumps). (Administrative Services)
- 8-G: ADA and Life Safety improvements grant (Fire alarm installation in Lafayette Hall and Video surveillance systems installation). (Business and Finance)
- 8-H: Safety rails for Printshop entrance for bad weather and handicapped employees. (Administrative Services)
- 8-I: To provide a safe and secure academic and work environment. (Administrative Services)
- 8-J: Redesign student parking in front of the warehouse and print shop to provide access for trucks in shipping & receiving due to safety concerns. (Administrative Services, Plant Operations)

**SUMMARY REPORT ON PERFORMANCE MEASURES, 2007-2008
NORTH CAROLINA COMMUNITY COLLEGE SYSTEM**

MEASURE	STANDARD	SYSTEM AVERAGE	# COLLEGES MEETING STANDARD
Progress of Basic Skills Students	75%	82%	56
Passing Rates on Licensure/Certification Exams for First-Time Test Takers	Aggregate = 80%	86%	45*
Performance of College Transfer Students	83%	88%	44**
Passing Rates in Developmental Courses	75%	77%	48
Success Rate of Developmental Students in Subsequent College-Level Courses	80%	89%	57
Student Satisfaction of Completers and Non-Completers	90%	96%	56
Curriculum Student Retention, Graduation & Transfer	65%	69%	57
Client Satisfaction with Customized Training	90%	94%	53

* 45 colleges met the 80% standard; 30 colleges had no exam for which they controlled who took the exam with a passing rate < 70; 28 colleges met the Exceptional Institutional Performance level.

** 44 colleges met the 83% standard; 30 colleges met or exceeded the performance of native UNC sophomores and juniors (87%).

Source: NCCCS 2009 Critical Success Factors

STATUS OF NORTH CAROLINA COMMUNITY COLLEGES MEETING PERFORMANCE STANDARDS, 2007-2008
(M = Met Standard)

College	Progress of Basic Skills Students	Passing Rates on Licensure Certif. Exams	Performance of College Transfer Students	Passing Rates in Develop. Courses	Success Rate of Develop. Students in College Level Courses	Student Satisfaction of Completers & Non-Comp.	Curriculum Student Retention Graduation & Transfer	Client Satisfaction with Customized Training	Total Standards Met	Recognition of Exceptional Institutional Performance*
Alamance CC	M	M	M	M	M	M	M	M	8	Yes
Asheville-Buncombe TCC	M	M	M	M	M	M	M	M	8	Yes
Beaufort County CC	M			M	M	M	M	M	6	
Bladen CC	M	M		M	M	M	M	M	7	
Blue Ridge CC	M	M	M	M	M	M	M	M	8	Yes
Brunswick CC	M		M	M	M	M	M	M	7	
Caldwell CC & TI	M		M	M	M	M	M	M	7	
Cape Fear CC	M	M	M	M	M	M	M	M	8	
Carteret CC	M	M	M	M	M	M	M		7	
Catawba Valley CC	M	M	M	M	M	M**	M	M	8	
Central Carolina CC	M	M	M	M	M	M	M	M	8	
Central Piedmont CC	M	M	M	M	M	M	M	M	8	Yes
Cleveland CC				M	M	M	M	M	5	
Coastal Carolina CC	M	M	M	M	M	M	M	M	8	Yes
College of The Albemarle	M	M	M	M	M	M	M	M	8	
Craven CC	M	M	M		M	M**	M	M	7	
Davidson County CC	M	M	M		M	M	M	M	7	
Durham TCC	M	M	M		M	M	M	M	7	
Edgecombe CC	M	M		M	M	M	M	M	7	
Fayetteville TCC	M	M	M		M	M	M	M	7	
Forsyth TCC	M	M		M	M	M	M	M	7	
Gaston College	M	M	M	M	M	M	M	M	8	
Guilford TCC	M	M	M	M	M	M	M		7	
Halifax CC	M				M	M	M	M	5	
Haywood CC	M		M		M	M	M	M	6	
Isothermal CC	M	M	M	M	M	M	M		7	
James Sprunt CC	M	M		M	M	M	M	M	7	
Johnston CC	M	M	M		M	M	M	M	7	

College	Progress of Basic Skills Students	Passing Rates on Licensure Certif. Exams	Performance of College Transfer Students	Passing Rates in Develop. Courses	Success Rate of Develop. Students in College Level Courses	Student Satisfaction of Completers & Non-Comp.	Curriculum Student Retention Graduation & Transfer	Client Satisfaction with Customized Training	Total Standards Met	Recognition of Exceptional Institutional Performance*
Lenoir CC	M	M	M	M	M	M	M	M	8	
Martin CC	M			M		M	M	M	5	
Mayland CC		M	M	M	M	M	M	M	7	
McDowell TCC	M	M	M	M	M	M	M	M	8	Yes
Mitchell CC	M	M	M	M	M	M	M	M	8	Yes
Montgomery CC	M	M		M	M	M	M	M	7	
Nash CC	M		M	M	M	M	M	M	7	
Pamlico CC	M			M	M	M	M		5	
Piedmont CC	M	M	M	M	M	M	M	M	8	
Pitt CC	M	M	M	M	M	M	M	M	8	Yes
Randolph CC	M	M	M	M	M	M	M	M	8	Yes
Richmond CC	M	M		M	M	M	M		6	
Roanoke-Chowan CC		M	M		M			M	4	
Robeson CC	M		M		M	M	M	M	6	
Rockingham CC	M	M	M	M	M	M	M	M	8	
Rowan-Cabarrus CC	M	M	M	M	M	M	M	M	8	
Sampson CC	M	M		M	M	M	M	M	7	
Sandhills CC	M	M	M	M	M	M	M	M	8	
South Piedmont CC	M	M		M	M		M	M	6	
Southeastern CC	M		M	M	M	M	M	M	7	
Southwestern CC	M	M	M	M	M	M	M	M	8	
Stanly CC	M	M	M	M	M	M	M	M	8	
Surry CC	M		M	M	M	M	M	M	7	
Tri-County CC	M	M	M	M	M	M	M	M	8	
Vance-Granville CC	M	M	M	M	M	M	M	M	8	
Wake TCC	M	M	M	M	M	M	M	M	8	Yes
Wayne CC	M	M	M	M	M	M	M	M	8	
Western Piedmont CC	M	M	M		M	M	M	M	7	
Wilkes CC	M	M	M	M	M	M	M	M	8	Yes
Wilson CC	M	M		M	M	M	M	M	7	

*Met all measures and exceptional standard on licensure exams and transfer student performance.

**Not eligible for performance funding due to the response rate to be too low (statistically invalid sample size)

Source: NCCCS 2009 Critical Success Factors



Section 4:

Board of Trustees Information

**FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE
STANDING COMMITTEES
BOARD OF TRUSTEES
FISCAL YEAR 2009-2010**

**Mr. Charles J. Harrell, Board Chair
Mr. William S. Wellons, Jr., Vice Chairman
Mrs. Esther R. Thompson, Secretary**

Building and Grounds

**Mr. David McCune, Chairman
Ms. Lula G. Crenshaw
Mr. Charles E. Koonce
Mr. John M. Lennon
Mrs. Esther R. Thompson
Mr. William S. Wellons, Jr.
Mr. Charles J. Harrell, Ex-Officio**

Curriculum Committee

**Mrs. Susie S. Pugh, Chairwoman
Dr. Mike W. Choe
Mr. Ronald C. Crosby, Jr.
Dr. Dallas M. Freeman
Mrs. Sheryl J. Lewis
Mr. Charles J. Harrell, Ex-Officio**

Finance Committee

**Dr. Mike W. Choe, Chairman
Mr. Ronald C. Crosby, Jr.
Mr. Charles E. Koonce
Mr. David McCune
Mrs. Esther R. Thompson
Mr. Charles J. Harrell, Ex-Officio**

Human Resources Committee

**Dr. Dallas M. Freeman, Chairman
Ms. Lula G. Crenshaw
Mrs. Sheryl J. Lewis
Mr. John M. Lennon
Mrs. Susie S. Pugh
Mr. William S. Wellons, Jr.
Mr. Charles J. Harrell, Ex-Officio**

Planning Committee

**Mr. Charles E. Koonce, Chairman
Dr. Mike W. Choe
Dr. Dallas M. Freeman
Mr. David McCune
Mrs. Susie S. Pugh
Mr. Charles J. Harrell, Ex-Officio**

Revised 2-15-2010

FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE BOARD OF TRUSTEES CODE OF ETHICS

As a trustee and keeper of the public trust, I will:

1. Become knowledgeable so that I can execute my duties and carry out my responsibilities in a creditable manner.
2. Place high priority on attendance and punctuality at all board meetings.
3. Cooperate with my fellow board members and respect their differences of opinion.
4. Vote my honest conviction on all issues based on fact and concern for all persons affected rather than on personal bias or political or other outside pressure.
5. Support all policy votes of a board regardless of how I voted.
6. Remember that the president, board chairman or the board as a whole are the only official spokespersons for the institution.
7. Support the president as chief administrative officer of the institution.
8. Direct to the president all complaints or criticisms brought to me about either the institution or the president.
9. Resist the temptation to use my position for personal gain.
10. Place as high a priority on the educational programs of the institution as I do on the business of college operation.
11. Function as a policy-maker and not an administrator of the institution.
12. Understand and abide by the Open Meetings Laws by encouraging attendance of interested citizens, organizations, and the media when current institution operations and future plans are being discussed.
13. Solicit support of county commissioners, legislators and private companies in obtaining funds for the operation and maintenance of the institution.
14. Support the state and national community college trustees associations.
15. Strive constantly toward ideal conditions for the most effective board service.

*Advocated by the North Carolina Association of Community College Trustees.
Approved by the Board of Trustees November 15, 1999

REVISED MAY 18, 2009

**BYLAWS OF
BOARD OF TRUSTEES OF
FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE**

**ARTICLE I
NAME**

SECTION I. OFFICIAL TITLE. The official title of this Board shall be "The Trustees of Fayetteville Technical Community College." Such title shall be the official corporate name of the Institution.

SECTION II. DEFINITIONS. Whenever in these Bylaws the terms "College" or "Institution" shall be used, same shall be deemed to mean "Fayetteville Technical Community College." The use of the terms "Board of Trustees" or "Board" shall be deemed to refer to the Board of Trustees of the College.

**ARTICLE II
BOARD OF TRUSTEES**

SECTION I. JURISDICTION AND RESPONSIBILITY.

- A) The Board of Trustees is a body corporate established pursuant to Chapter 115D of the General Statutes of North Carolina. The Board shall possess all powers granted to it under the provisions of North Carolina law including, but not limited to:
- i) The power to acquire, hold, and transfer real and personal property;
 - ii) The power to enter into contracts;
 - iii) The power to institute and defend legal actions; and,
 - iv) The power to exercise such other rights and privileges as may be necessary for the management and administration of the College in accordance with the provisions and purposes of state law.
- B) The Board of Trustees shall establish the mission of the College and shall establish policies that provide direction to the President and other College employees engaged in the day-to-day operations of the College. All policies shall comply with the provisions of law and the regulations of the State Board of Community Colleges.
- C) Consistent with the accreditation criteria of the Commission on Colleges of the Southern Associations of Colleges and Schools, the Board shall not permit itself to be subjected to undue pressure from external entities.

SECTION II. MEMBERSHIP.

- A. The Board of Trustees of the College shall consist of thirteen (13) members duly appointed pursuant to N.C. General Statute § 115D-12 and duly qualified pursuant to Chapter 128 of the N.C General Statutes.
- B. The term of office of a member of the Board of Trustees shall be determined by N.C. General Statute § 115-13. However, trustees will continue to serve beyond the expiration of their term until their successor is appointed and duly qualified.
- C. As an ex-officio, non-voting member of the Board, the President of the Student Government Association shall enjoy all rights and privileges of membership on the Board, except the right to vote.
- D. Vacancies in the membership of the Board of Trustees shall be filled in accordance with the provisions of N.C. General Statute § 115D-12.

SECTION III. REMOVAL FROM OFFICE.

- A) The Board of Trustees shall not declare as vacant the office of a member of the Board of Trustees unless that member:
 - i) Fails, without justifiable excuse, to attend three consecutive, regularly scheduled meetings; or,
 - ii) Fails, without justifiable excuse, to attend an orientation session of the North Carolina Association of Community College Trustees within six (6) months of the member being sworn into office; or,
 - iii) Fails to discharge the duties of the members office as required by law or lawful regulation; or
 - iv) Is guilty of immoral or disreputable conduct.
- B) The Board of Trustees may declare as vacant the office of a member of the Board of Trustees only upon a two-thirds majority vote of all voting members of the Board of Trustees.

SECTION IV. COMPENSATION, INDEMNIFICATION, AND REIMBURSEMENT.

- A. No member of the Board shall receive compensation for services rendered as such, but shall be entitled to receive reimbursement according to regulations adopted by the State Board of Community Colleges for costs of travel, meals, and lodging while performing official duties. However, prior to incurring any expense, the Chair, or his/her designee, shall approve the expense as being incurred pursuant to the official duties of the member.
- B. Any approved expenses incurred by a Trustee which are not reimbursed by state funds may be reimbursed by county or institutional funds.
- C. Any person who at any time serves or has served as a Trustee or officer of the College shall be indemnified by the College and be reimbursed to the fullest extent permitted by law against:

- (1) reasonable expenses, including attorney's fees, actually and necessarily incurred by such person in connection with any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, seeking to hold such person liable by reason of the fact that such person is or was acting in such official capacity; and
 - (2) be reimbursed for reasonable payments made by such person in satisfaction of any judgment, money decree, fine, penalty, or settlement for which such person may have become liable in any such action, suit or proceeding when such person is or was acting in their official capacity.
- D. The Board shall take all such action as may be necessary and appropriate to authorize the College to pay the indemnity and reimbursement required by these Bylaws, including, without limitation, to the extent needed, making a good faith evaluation of the manner in which the claimant for indemnity and/or reimbursement acted and of the reasonable amount of indemnity or reimbursement due such person.
- E. Any person who at any time after the adoption of these Bylaws serves or has served in any of the foregoing capacities for or on behalf of the College shall be deemed to be doing or to have done so in reliance upon, and as a consideration for, the right of indemnification and reimbursement provided herein. Such right shall inure to the benefit of the legal representative of any person and shall not be exclusive of any other rights to which such person may be entitled apart from the provision of these Bylaws.

ARTICLE III OFFICERS AND THEIR DUTIES

SECTION I. ELECTION AND TERM OF OFFICE.

- A. The officers of the Board of Trustees shall be the Chair, the Vice Chair, and the Secretary.
- B. The Chair, Vice Chair and Secretary shall be elected by the Board of Trustees from its membership.
- C. All three officers of the Board shall be elected for a period of one (1) year and shall be eligible for reelection by the Board.
- D. The President of the College shall be the Executive Officer of the Board and shall serve on appointment by and at the pleasure of the Board.
- E. The officers of the Board shall be elected at the annual meeting of the Board in August of each year, or at such other time as the Board of Trustees shall

select for an annual meeting. Officers shall be elected for a term of one (1) year.

SECTION II. THE CHAIR OF THE BOARD OF TRUSTEES. The Chair shall appoint the members of all committees and serve as an ex-officio voting member of all committees of the Board. The Chair shall propose an agenda for each Board meeting, preside at all meetings of the Board, call meetings of the Board, execute official documents as authorized by the Board, and discharge any and all other functions delegated to the Chair by the Board.

SECTION III. VICE CHAIRMAN OF THE BOARD OF TRUSTEES. The Vice Chair shall preside at meetings of the Board in the absence of the Chair, perform all duties of the Chair with full authority during the absence or disability of the Chair, and discharge any and all other functions delegated to the Vice Chair by the Board. In the event of the death, permanent disability or resignation of the Chair, the Vice Chair shall assume the office of Chair of the Board of Trustees until the next annual meeting of the Board.

SECTION IV. SECRETARY OF THE BOARD OF TRUSTEES. The Secretary of the Board shall record the minutes of the meetings of the Board, be custodian of the corporate seal, affix it to official documents which require the Secretary's attestation by signature, and, upon appropriate direction, issue notices of all Board meetings. The Secretary shall also perform such other duties as shall be delegated by the Board.

SECTION V. PRESIDENT OF THE COLLEGE.

- A. The President of the College shall be qualified by training, experience, habits and philosophy to develop and maintain a comprehensive institution of high quality in accordance with state law, regulations, and sound public educational theory and practice.
- B. The President shall attend and participate, without vote, in all meetings of the Board of Trustees, except when the President's absence is expressly desired.
- C. The President shall be responsible for all administrative and managerial aspects of the development and operation of the College under the policies and rules and regulations of the Board of Trustees and of the State Board of Community Colleges and within the budgets approved by the Board.
- D. The President shall be elected by the Board in April of each year to take office the following July 1.
- E. The President shall serve as an advisor to the Board and each of its committees. The President shall ensure that the Board and its Committees are provided with the information and advice necessary for it to make timely, well-informed decisions.

- F. The President is authorized to enter into contracts on behalf of the Board without the specific consideration of the Board, except contracts related to matters over which the Buildings and Grounds Committee has jurisdiction including and limited to matters involving: the acquisition or disposal of real property; construction of new facilities; and major renovations to existing college facilities. Should any contract require the transfer of funds from one budgeted area to another, the President shall seek Board approval for the transfer of funds prior to the execution of the contract.
- G. The President shall be responsible for employing all faculty and staff pursuant to the employment policies of the Board, except the employment of a vice president shall require Board approval of the President's recommended candidate. The President is encouraged to invite a trustee to participate in interviews of applicants for a vice presidency. As used in this paragraph, the phrase "faculty and staff" shall not include the position of college president.
- H. The President shall discharge any other functions which the Board may delegate to the President.

ARTICLE IV COMMITTEES

SECTION I. TYPES OF COMMITTEES AND METHOD OF APPOINTMENT. The Board may establish such standing and ad hoc committees as it deems necessary to secure and protect the College's welfare. The Chairman shall appoint the members of all committees.

SECTION II. LIMITATION OF AUTHORITY OF COMMITTEES. Unless otherwise herein provided, committee actions shall be reported as a recommendation for consideration and action by the Board at a regular or special meeting; provided, however, that in the event the Board expressly authorizes a committee to act on behalf of the full Board on a matter referred to it, the committee shall be authorized to act on behalf of the Board and any action taken by the committee, within the scope of the authority granted by the Board, shall be deemed to have concluded the matter as if the Board had actually voted on the matter. The chairman of such committee shall report within a reasonable time to the Board as to the action taken by the committee.

SECTION III. STANDING COMMITTEES. The following committees shall be considered as standing committees: Buildings and Grounds, Curriculum, Finance, Human Resources, and Planning.

- A) **APPOINTMENT.** The Chair of the Board of Trustees shall annually appoint at least three (3) members of the Board of Trustees to each standing committee and shall name the Chair of each committee. The Chairman shall be an ex-officio voting member of each committee.
- B) **CALLING A MEETING.** The Chair of the Board of Trustees may call a meeting of any committee when a matter within the jurisdiction of the committee requires

attention. The Chair of any committee can call a meeting of the committee which they chair when a matter within the jurisdiction of the committee requires attention. Notice, consistent with the Open Meetings Law, shall be given prior to any committee meeting.

C) JURISDICTION OF COMMITTEES

- i) Building and Grounds Committee. The Building and Grounds Committee shall consider and make recommendations to the Board regarding:
 - (a) major renovations of facilities on campus;
 - (b) acquisition of additional land or facilities;
 - (c) construction of new facilities and the planning for the same;
 - (d) hiring of architects and campus planners;
 - (e) securing and granting of easements and rights of way; and,
 - (f) such other functions as may be assigned to the Committee at the discretion of the Board Chair.

- ii) Curriculum. The Curriculum Committee shall consider and make recommendations to the Board of Trustees regarding:
 - (a) curriculum changes;
 - (b) addition of new curricula;
 - (c) termination of existing curricula;
 - (d) receive reports on minor curriculum changes; and,
 - (e) such other functions as may be assigned to the Committee at the discretion of the Board Chair.

- iii) Finance. The Finance Committee shall consider and make recommendations to the Board regarding all financial matters including:
 - (a) fiscal policies and financial stability of the College;
 - (b) annual county current expense and capital outlay budgets;
 - (c) state operational and capital outlay budgets;
 - (d) any special or unusual expenditures of any type;
 - (e) expense reports on county funds, special fund accounts, and line item transfers for county and state budgets;
 - (f) providing of adequate insurance coverage of buildings and their contents and other facilities;
 - (g) establish policies regarding investments of surplus funds and restricted monies and an appropriate bonding policy for employees entrusted with funds; and,
 - (h) such other functions as may be assigned to the Committee at the discretion of the Board Chair.

- iv) Human Resources: The Human Resources Committee shall consider and make recommendations to the Board of Trustees regarding:
 - (a) employment policies, including, but not limited to, those policies required by the State Board of Community Colleges;
 - (b) the employment of vice presidents;
 - (c) the evaluation of the President;

- (d) requests for educational leave;
 - (e) acceptance of resignations when tendered by the president or any vice presidents;
 - (f) approval of annual salary plans for instructional, administrative, non-teaching and secretarial personnel;
 - (g) act on employee grievances/appeals brought to the Board in accordance with the policies of the Board; and,
 - (h) such other functions as may be assigned to the Committee at the discretion of the Board Chair.
- v) Planning: The Planning Committee shall consider and make recommendations to the Board of Trustees regarding:
- (a) Trustee education programs including, but not limited to an annual Trustee retreat;
 - (b) an orientation program for newly appointed Trustees;
 - (c) participation in ACCT conferences and seminars, both state and national;
 - (d) all required state and Sacs planning and assessment instruments and tools, including institutional goals, general education core competencies, planning assumptions, strategic plan, and institutional mission and purpose statement; and,
 - (e) such other functions as may be assigned to the Committee at the discretion of the Board Chair.

ARTICLE V MEETINGS

SECTION I. REGULAR MEETINGS. Regular meetings of the Board shall be held on the third Monday of each month, except a regular meeting shall not be held during the months of July and December. Each regularly scheduled meeting shall be conducted in the Board of Trustees Room on the campus of Fayetteville Technical Community College, unless a different location is announced in the “Notice of Meetings” as defined below in Section III. The regular meeting in August of each year shall be the annual meeting at which time officers shall be elected and other business ordinarily transacted at an annual meeting shall be conducted. Upon request submitted to the Chair of the Board of Trustees, the Chair may permit members of the Board of Trustees to participate in any regular meeting by non-disruptive electronic means.

SECTION II. SPECIAL AND EMERGENCY MEETINGS.

The time, place and purpose of a special or emergency meeting may be fixed by the Chairman, Vice Chairman, or President. The business that can be transacted is strictly limited to the business specified in the “Notice of Meetings” as described below in Section III. Upon request submitted to the Chair of the Board of Trustees, the Chair may permit a Member of the Board of Trustees to participate in any special or emergency meeting by non-disruptive electronic means.

SECTION III. NOTICE OF MEETINGS.

- A. Members and officers of the Board and the President shall be notified in writing of the time and place of all regular meetings at least ten (10) days in advance. The agenda and support information for regular meetings shall be provided at least seventy-two (72) hours prior to the meeting.
- B. Members and officers of the Board and the President shall be notified in writing of the time, place and purposes of special meetings which may be called by the Chairman or the President as early as possible, but not less than forty-eight (48) hours prior to the meeting.
- C. Members and officers of the Board and the President shall be notified in writing of the time, place and purposes of an emergency meetings which may be called by the Chairman or the President as early as possible and in accordance with the notice procedures provided in N.C. General Statute § 143-318.12.

SECTION IV. QUORUM.

- A. Seven (7) members of the Board of Trustees in actual attendance at meetings shall constitute a quorum for the transaction of business. The President of the Student Government Association, if present, shall be counted as a member in actual attendance for the purposes of constituting a quorum. No business shall be transacted without an affirmative vote of at least four (4) members of the Board.
- B. A majority vote of all of the members of the Board shall be required for the election of a President, and for the establishment or discontinuation of curricula or services of the College.

SECTION V. AGENDA.

The Chair of the Board of Trustees shall receive agenda items from the President, Board members, administrative staff members, faculty, and all other sources at least four (4) days prior to the meeting for which they were prepared. The Chair shall present at the beginning of each meeting, for the Board's approval, a proposed agenda.

SECTION VI. ORDER OF BUSINESS.

- A. The regular order of business at meetings of the Board shall be:
 - (1) Quorum call.
 - (2) Approval of the Agenda
 - (3) Consideration and disposition of the minutes.
 - (4) Report of the standing committees, in order selected by the Chair.

- (5) Report of special committees.
- (6) Unfinished business.
- (7) Other new business.
- (8) Report by the President of special items.

SECTION VII. PARLIAMENTARY RULES. The latest edition of Robert's Rules of Order shall be followed in conducting the meetings of the Board unless otherwise provided by the Board.

SECTION VIII. INDIVIDUAL OR GROUP HEARINGS. Any individual or organized group who desires to appear before the Board shall state in writing the purpose of such appearance and the name of each person who is to appear as a spokesperson. The statement shall be filed with the Chairman at least four (4) days in advance of the meeting at which the appearance is desirable in order that it may be included in the agenda for the meeting. Nothing contained in this Section shall be deemed to prohibit the Board from recognizing a group or individual at any Board meeting who wishes to be heard.

SECTION IX. TYPE OF MEETINGS.

- A. All official meetings of the Board of Trustees shall be open to the public in accordance with the provisions of North Carolina General Statute 143-318.10.
- B. Public notice of official Board meetings shall be provided in accordance with North Carolina General Statute 143-318.12
- C. An executive session may be held by the Board of Trustees or a committee only in accordance with North Carolina General Statute 143-318.11. An executive session may be held only upon motion made and adopted at an open meeting. The motion shall state the general purpose of the executive session and must be approved by a vote of the majority of those present and voting.

**ARTICLE VI
ADMINISTRATION WITHIN THE COLLEGE**

SECTION I. COORDINATION WITHIN THE COLLEGE. All unreasonable duplication of programs and services of the College and all waste shall be avoided. The College shall provide to the citizens of Cumberland County and the State of North Carolina educational programs of high quality on the basis of justified need. Programs which are appropriate to a comprehensive technical college may be authorized to serve the needs of citizens of Cumberland County, adjoining counties, and all of the State of North Carolina.

SECTION II. PERSONNEL. It shall be the purpose of the Board of Trustees at all times to ensure that all employees of the College shall be of such character, habits, philosophy and competence that their influence upon the students, each other, and upon the various publics of the College is wholesome and constructive.

SECTION III. ACADEMIC FREEDOM RESPONSIBILITY. The College is dedicated to the dissemination of knowledge, the engineering and development of skills, competencies and understandings, and to the nurture of those personal and intellectual habits and attitudes which are peculiar to responsible individuals in a free, open, democratic society. The Board of Trustees, therefore, shall guarantee and protect academic freedom in the College. The Board shall likewise require the exercise of responsible judgment on the part of personnel of the College as they exercise academic freedom in accomplishing the objectives of the College.

ARTICLE VII POLICIES, RULES AND REGULATIONS

SECTION I. GENERAL PROVISIONS. By an affirmative vote of a majority of all of the members of the Board, the Board may make or amend such policies, rules and regulations as may be authorized by law and as may be required in its judgment for the effective discharge of its responsibilities and for the effective operation of the College.

SECTION II. NOTIFICATION AND PUBLICATION. The Secretary of the Board of Trustees shall be responsible for providing to each member of the Board and the President a copy of all current Bylaws, policies, rules and regulations.

ARTICLE VIII ADOPTION AND AMENDMENT

SECTION I. ADOPTION. Adoption of these Bylaws shall be by affirmative vote of at least nine (9) voting members of the Board of Trustees at a regular meeting, provided that each member shall have received at least fifteen (15) days, notice of the meeting at which they are to be considered, together with a copy of these Bylaws.

SECTION II. AMENDMENTS. Amendments to these By-Laws may be proposed by any voting member of the Board of Trustees at any regular meeting of the Board. Adoption of amendments shall be by affirmative vote of at least nine (9) voting members of the Board of Trustees at the meeting.

AMENDMENTS TO ORIGINAL BY-LAWS

Repealed old by-laws and adopted new by-laws at the Annual Meeting of the Board of Trustees on May 23, 1988.

Article V (Committees) Section III B (6). Added the responsibilities and duties of the Planning Committee. Amended on February 17, 1992.

Article V (Committees) Section III B (5). Changed requiring the Personnel Committee of the Board to approve positions at the director's level and above to requiring such approval for positions at the dean's level and above. Amended on October 27, 1997.

Article V (Committees) Section III B (5). Change the name of the Personnel Committee to the Human Resources Committee. Amended on August 16, 1999.

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Article V (Committees) Section III B (5). Change the name of the Personnel Committee to the Human Resources Committee. Amended on August 16, 1999.

Substantial Amendments to Bylaws adopted May 18, 2009.

ADOPTED at regular meeting duly assembled this 23rd day of May, 1988.

SIGNATURES ON FILE

Amended to include references to Planning Committee at the regular meeting duly assembled this 17th day of February, 19 92.

SIGNATURES ON FILE

Amended to include references to Personnel Committee at the regular meeting
duly assembled this 27th day of October, 1997.

SIGNATURES ON FILE

Amended to change the name of the "Personnel Committee" to "Human Resources Committee" at the regular meeting duly assembled this 16th day of August, 1999.

SIGNATURES ON FILE



Section 5:

General Information

**PURPOSE STATEMENT OF THE BOARD OF TRUSTEES OF
FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE**

The purpose of the Trustees of Fayetteville Technical Community College, as established by Chapter 115D of the General Statutes of North Carolina and further defined by the State Board of Community Colleges, is to establish the mission and goals of Fayetteville Technical Community College; to establish policy and to support the President as the chief administrative officer; and to encourage support of county commissioners, legislators, and the private sector in obtaining funds for the operation and maintenance of the College.

Approved by the Board of Trustees on September 13, 1999

FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE

PURPOSE STATEMENT

The purpose of Fayetteville Technical Community College is to provide affordable vocational-technical, business and industry, general education, college transfer, and continuing education programs, which meet the needs and desires of its diverse students and economic development needs for the community. To improve the educational base of society, FTCC encourages life-long learning and strives to prepare students for further workforce and educational experiences.

FTCC identifies the educational needs of applicants and assists students in satisfying these needs at a minimal expense. Each adult who applies will be admitted to a program appropriate to his/her abilities and interests. The College is in partnership with the public school system through College Tech Prep and other programs. Further, agreements with four-year colleges and universities support the educational continuum from high school through the baccalaureate degree.

Curricular programs reflect the changing technical, commercial, industrial, and health needs of Fayetteville, Cumberland County, and surrounding areas. Various curricula offer certificates, diplomas, and associate degrees. As a learning-centered college, FTCC offers courses and programs at times and places convenient to students in a variety of delivery modes. Courses are also available for high school graduates who need additional academic preparation before attempting college work.

FTCC provides instruction in the basic life skills needed to contribute effectively to society. Continuing Education programs are designed to meet specific needs in basic educational competencies, high school completion, upgrading occupational skills, and other avocational or practical skills required for the rapidly changing technological advances in the community.

Adopted: April 27, 1992

Approved: FTCC Board of Trustees, February 16, 2009

Reaffirmed: February 15, 2010

Note: The Administrative Procedures Manual publishes the most current official Purpose Statement for FTCC. Any reprint of the FTCC Purpose Statement must use this source, verbatim and in its entirety.

Fayetteville Technical Community College Mission Statement

“Serve our community as a learning-centered institution to build a globally competitive workforce supporting economic development”

Approved by the FTCC Board of Trustees February 16, 2009

Reaffirmed February 15, 2010

FTCC General Information

FTCC's commitment to community needs and to higher education assures students of a quality education. FTCC's programs are designed to meet the needs of the individual student through technical programs, vocational programs, college transfer programs, adult basic education programs, continuing education occupational and literacy programs, and various community services programs.

The college has a number of programs accredited by various professional regulatory bodies and is approved for veterans' benefits.

Admissions

As part of FTCC's commitment to making education available to all individuals, the College maintains an "open door" admissions policy. However, some programs have specific entrance requirements.

Financial Assistance

FTCC maintains an active financial aid program, assisting students with a broad range of financial aid, including:

Scholarships	Work/Study Programs
Grants	Voc. Rehabilitation and JTPA
Loans	Veterans Programs

Institutional Advancement

The FTCC Resource Development program provides supplementary financial support to the College and to students through fundraising initiatives conducted by the FTCC Foundation, offers grant-seeking and grant-writing assistance to faculty and staff, and provides services to, and seeks support from, graduates through the FTCC Alumni Association.

Educational Support Services

FTCC offers a broad range of student support services in the following areas:

Academic Advising	Cooperative Education
Counseling	Health Services
Career Assessment	Learning Resources
Placement Services	

North Carolina Military Business Center (NCMBC)

The NCMBC is a business development organization and a collaborative effort between North Carolina business and the North Carolina Community College System. Funded in 2004 by the North Carolina General Assembly and opened in 2005, the NCMBC operates under the supervision of Fayetteville Technical Community College and has offices at eleven Community Colleges across the state.

The mission of the Military Business Center is to leverage military and other federal business opportunities for economic development and quality of life in North Carolina.

FTCC General Information (continued)

Organizational goals are:

- Contracts - To increase military and federal business for existing North Carolina companies
- Employment - To integrate transitioning military personnel and family members into the workforce
- Recruitment - To support recruitment and development of defense-related businesses in North Carolina

Student Activities

A wide variety of special events and extra-curricular activities are available to provide students with opportunities to enjoy campus life. Currently there are 26 clubs and a Student Government Association.

Programs Offered

Two-Year Technical Programs

FTCC offers Associate of Applied Science degrees in a number of technical areas. Upon completion, students are ready to enter the job market immediately.

One-Year Vocational Programs

These vocational training diploma programs are designed for students who wish immediate employment after finishing basic entry-level courses.

General Education Programs

FTCC has a program for those individuals who want to increase and broaden their knowledge. This program leads to the Associate in General Education degree.

College Transfer Programs

FTCC offers the Associate in Science and Associate in Arts degrees. Students completing either of these programs may transfer to a four-year college or university and continue their education toward a baccalaureate degree.

Adult Basic Education

FTCC programs are designed to meet the needs of those students who have little or no formal schooling.

Continuing Education Occupational and Literacy Programs

FTCC offers programs based on the needs and interests of the local community. FTCC provides specialty programs, such as fire service training, GED, emergency medical technician, and teacher recertification.

Community Service Programs

Self-enrichment and self-improvement programs provide non-credit courses to individuals for personal interest, personal development, or occupational and recreational activities.

History of Fayetteville Technical Community College

In 1961, visionaries in Cumberland County recognized the need for a local institution to offer further job training and educational opportunities for high school graduates and other adults. Those visions and dreams became reality with the opening of the Fayetteville Area Industrial Education Center (IEC). As the 18th IEC in the state, the institution would attract new industry and provide technical education to a seven-county area serving Cumberland, Hoke, Bladen, Robeson, Sampson, Scotland, and Harnett counties. Classes began September 1961 in the unoccupied downtown Central Elementary School while the physical facilities in the present location were being finished. The College's first building, Lafayette Hall, contained approximately 38,000 square feet of classroom and laboratory space. The campus consisted of 10 acres. The Institution opened with 3 full time administrators, 53 full-time students, and 6 full-time faculty members. Four instructional programs were offered its first year: Automotive, Air Conditioning, Welding, and Electronics.

Local leaders who were instrumental in establishing this Center were Thornton Rose, Neill Currie, Marion Currie, Henry Rankin, Roscoe Blue, Paul Thompson, Howard Hall, William West, James Gray, Dr. Herbert Vick, Beth Finch, F.C. Franklin, and Gibson Prather. These individuals were later appointed as the Center's first Board of Trustees to establish policy and develop long range plans. Other important figures in the College's history include C. Reid Ross, Superintendent of the Fayetteville City Schools, and John Standridge, the Center's first Director.

On May 17, 1963, the NC General Assembly passed a bill creating the statewide Community College System. On July 3, 1963, the Fayetteville Area IEC officially became part of the newly created System.

Following the resignation of John Standridge, Howard Boudreau was appointed President in October 1963. He began working with the local Board of Trustees and IEC staff to develop educational programs to meet the needs of business and industry.

In October 1963, the Center's progress in providing quality educational programs resulted in the Board of Trustees requesting that the status "Technical Institute," be given to the Center. This request was granted by the State Board of Education in January 1964 and the name Fayetteville Technical Institute (FTI) was adopted. With the status of "Technical Institute," the Board of Trustees was granted authority to award the Associate in Applied Science Degree, in addition to diplomas offered in numerous programs.

On November 3, 1964, the people of Cumberland County voted in favor of a \$300,000 bond referendum to provide more classrooms, laboratories, and shop areas for the growing institution. This bond referendum was matched with a \$144,000 grant from the federal government. In 1965, a master plan was developed for the utilization of the 53 acre campus, pending finalization of the transfer of 43 acres from the city schools to the College. In 1966, the Board of Trustees acquired this additional 43 acre tract of land adjacent to the original 10 acre campus.

History of Fayetteville Technical Community College (continued)

A major academic step for FTI came with accreditation by the Southern Association of Colleges and Schools in 1967. It meant that course credit would be recognized at other colleges within the state and out of the state. It would also benefit the institution as it sought funding from private foundations and the federal government for assistance with program development and facilities expansion.

On May 4, 1968, the Board of Trustees again went to the people with a \$900,000 bond referendum which was approved by the voters in an effort to implement its long range building program. One and a half million dollars was generated with matching state and federal monies to provide educational facilities and parking for the rapidly growing student population of the college.

In 1968 the North Carolina Association of Community College Trustees was incorporated. To assist in furthering the aims, goals, and development of NC's community colleges, Mr. Paul H. Thompson, FTCC's first Board of Trustees chairman, was elected the Association's first president.

During the 1970's, the Institution made numerous additions to both its curricular offerings and its physical facilities. In 1973, the State of North Carolina appropriated \$1.3 million dollars in construction money for an addition to Cumberland Hall. During 1974 75, FTI responded to the needs of the military at Fort Bragg and Pope Air Force Base by establishing an educational office at Fort Bragg.

On November 5, 1974, Cumberland County voters again responded to the needs of the institution by approving a bond referendum of \$3.5 million dollars. Construction projects stemming from the bond proceeds doubled the present size of the physical plant, providing additional space for 17 new curricular offerings, thereby increasing the number of curriculum programs offered to 55. During the decade of the 1970s, the Rose Garden was developed, and construction was completed on the Paul H. Thompson Library, an administration building, two greenhouses, several temporary classrooms, and the Cumberland Hall wings. During this time the Horace Sisk building with its surrounding property was also acquired.

In 1983 President Howard E. Boudreau retired after thirty years of leadership in the field of technical and vocational education. Under his direction and that of the Board of Trustees, Fayetteville Technical Institute established itself as one of the leading two year institutions in the southeastern United States. He had seen the development of an accessible, state of the art institution capable of providing outstanding training opportunities for the people of Cumberland County.

On July 1, 1983, the Board of Trustees selected Dr. Robert Craig Allen to become the second president of the Institution. Dr. Allen moved from Robeson Technical College where he had been president for 18 years. He had begun his community college career teaching at FTI and moved into administration when the Robeson Technical unit was established in 1965.

History of Fayetteville Technical Community College (continued)

In 1985 a study entitled “Proposed Capital Needs 1985-86” was undertaken. This study indicated a need for facilities to provide an environment for teaching the new and emerging technologies. The proposed expansion included the Student Center, the Center for Business and Industry, and the Advanced Technology Center.

In November of 1987, the State Board of Community Colleges established the Commission on the Future of the NC Community College System. FTI’s Board Chairman, Mr. Harry F. Shaw, was selected to serve on this prestigious Commission. The resulting report of this committee, released in 1989, outlined 33 recommendations for action and change for the System. All 33 recommendations were adopted by the State Board and the General Assembly, and a strategic implementation plan was developed.

In January 1988, the Fayetteville Technical Institute became Fayetteville Technical Community College (FTCC) when the North Carolina Department of Community Colleges and the North Carolina General Assembly encouraged all the technical colleges and institutes in the state to become community colleges. The change was in name only, as the purpose of Fayetteville Technical Community College remained intact.

On November 3, 1992, by nearly a 2 to 1 margin, Cumberland County voters passed the FTCC Bond Referendum which provided for numerous facility renovations and the construction of a Literacy and Continuing Education Building on the main campus. On November 2, 1993, North Carolinians passed a \$250 million community college bond referendum. From the passage of the state bond, FTCC received \$6 million for construction of a Health Technologies Center. In addition, FTCC was selected as one of the first sites in the state for the NC Information Highway (NCIH). Being on the NCIH provided tremendous opportunities for enhancing the educational opportunities of FTCC’s student population: distance learning, learning resource linkages, industrial training, and economic development by telecommunications. Additionally, in 1993/1994 a Facilities Master Plan for the College extending to 2010/2015 was created.

In 1996 President Craig Allen retired after 13 years of leadership and service to FTCC and 33 years with the North Carolina Community College System. Dr. Allen’s vision for the future of FTCC brought new facilities, state of the art technology, and innovation to community college education. He established a foundation for the educational future of Fayetteville and Cumberland County.

On July 1, 1996, Dr. Linwood W. Powell was appointed Interim President. In late 1996, the 75,000 square foot Continuing Education Center was completed, and ground was broken for the Health Technology Center. In late 1996, the 75,000 square foot Continuing Education Center was completed, and ground was broken for the Health Technology Center.

History of Fayetteville Technical Community College (continued)

On July 1, 1997, Dr. Larry B. Norris began his tenure as President of FTCC. He had served for 28 years as an instructor and administrator at the College and had worked with Mr. Boudreau, Dr. Allen, and Dr. Powell. His installation as President took place on October 3, 1997, and his legacy of impressive additions to the campus, on and beyond the main campus, began.

Shortly after Dr. Norris took office, the Health Technology Center was completed, and classes began in that imposing structure in the spring of 1998. The construction of an addition to the Administration Building was begun that summer. In the fall of 1999, the building was completed and dedicated as the Thomas R. McLean Building, in memory of a loyal, long-time Trustee.

The ground breaking for the Early Childhood Educational Center took place in January 2000, with construction beginning in the spring of that year. The building, which was completed in the fall of 2001, was to become the model child care facility for Eastern North Carolina. The Center was certified on September 13, 2001, and opened for child care services on September 17, 2001.

In April 2000, approximately 10 acres of property was purchased in Spring Lake for the construction of the future Spring Lake Classroom Center. In August 2000 an architectural firm was hired to design the building, and the Center was completed in the summer of 2004. The grand opening of the Spring Lake Center, together with the dedication of the William S. Wellons, Sr. Memorial Auditorium, was held on Sunday, September 12, 2004. In November 2004 the Board of Trustees approved the Spring Lake Classroom Center to be designated as the Spring Lake Campus.

In November of 2000, the passing of the NC Higher Education Bond Referendum enabled FTCC to receive \$38,491,174.00 for campus improvements. In February 2002, the NC State Board of Community Colleges approved the establishment of a Horticulture/Landscape Management Technology Center. In October of that year the Fayetteville City Council deeded FTCC four acres of land for the Center at the Cape Fear Botanical Garden. Construction on the new Center began in April 2004, and the building was completed in April 2006. The Center became the Horticulture Educational Center in January 2006. Classrooms in the Center were available for use in May 2006, and the dedication and open house were held on September 10, 2006, at the Garden.

In March 2003, FTCC purchased the YMCA property adjacent to the College on Fort Bragg Road. In September 2003, the Board of Trustees approved the naming of the building as the Criminal Justice Center. The Criminal Justice Center (YMCA) building number 1 was occupied on March 1, 2004, and classes began at the Center in the summer of 2004. In August of 2008, approval was given by the Board of Trustees to renovate the building for relocation of the Cosmetology program to the FTCC Main Campus. In November 2008, the building was renamed the Salon and Spa Services Educational Center. Construction on renovations to the building was completed in January 2009.

A multi-phased renovation to the Horace Sisk and Lafayette Hall buildings was completed between

History of Fayetteville Technical Community College (continued)

May 2004 and June 2006.

In the spring of 2004, the College celebrated the groundbreaking for the Virtual College Center which houses Media Services, the Success Center, and classrooms. In September 2005 the building was dedicated as the Harry F. Shaw Virtual College Center to honor long time Board of Trustees member Harry F. Shaw, who served as Board Chairman for 29 years.

In August 2004, the Student Center was dedicated as the Tony Rand Student Center in honor of Senator Anthony E. Rand.

In December 2004, the purchase of the Furr Property (former King Rental) was recorded with the Cumberland County Register of Deeds. Current Plans are to demolish the existing building and incorporate the property into the landscape design for the Service Merchandise renovations. Renovations to the property are projected for July 2010.

In October 2005, the Bulla property (3.5 acres), located adjacent to the Continuing Education Center, was purchased and designated to be used for parking. In January 2006 approval was granted by the Board to accept the parking lot engineering design for the property. Construction began in May 2008 with a projected completion date of August 2008.

In November 2006, the Board of Trustees approved an addition of 8,820 square feet to the Thomas R. McLean Administration building. Construction began in July 2008 and completed in June 2009.

In March 2006, six lots (5.87 acres) adjacent to the Spring Lake Campus were approved for purchase by the Board of Trustees. A Campus Lighting Project to provide more lighting across the main campus began in 2006 and was completed in June 2007.

In May 2006, the Board of Trustees requested approval from the North Carolina Department of Community Colleges to transfer the YMCA property, the five lots adjacent to the Spring Lake Campus, and the Furr (King Rental) property to Cumberland County as security for the advancement of funds in the amount of \$5,000,274 to FTCC. In turn, the funds would provide a match for the State Bond funds.

FTCC entered an Administrative Agreement with Cumberland County to deed the properties to the County. The County would lease the properties back to FTCC for a term ending on April 30, 2011. The County would deed properties back to FTCC at the end of the lease, free of the deed of trust.

On September 19, 2006 the former Service Merchandise building along with 3.32 acres of land was purchased. In January 2007 the Board of Trustees approved a \$5,932,500 general classroom building project for the former Service Merchandise building. The architectural firm, HH Architecture, was

History of Fayetteville Technical Community College (continued)

approved by the Board for the design. Renovations to the building are projected to be completed in summer 2010.

On August 1, 2007, Dr. Larry B. Norris, the third President of FTCC, retired after 38 years of service to the College, having served 10 of those years as President. While at the helm, he witnessed impressive expansions on the main campus, as well as a Spring Lake Campus and a Center at the Botanical Garden, both strategically placed for the purpose of serving students in underserved locales.

On June 30, 2007, long time Trustee Harry F. Shaw retired from the FTCC Board after serving for 38 years, 29 of those years as Board Chair.

The FTCC Board of Trustees selected Dr. J. Larry Keen as the fourth President, effective August 1, 2007. The State Board of Community Colleges approved Dr. Keen on June 15, 2007.

In April 2008, FTCC purchased the MacKethan property located on Fort Bragg Road including a one story building consisting of approximately 5,000 square feet of floor space located on the .57 acre property. Current Plans are to demolish the existing building and incorporate the property into the landscape design for the Service Merchandise renovations.

In November 2008, the Gillis Property was approved for purchase by the State Board to house the new FTCC Western Campus.

North Carolina Community College System (NCCCS) General Facts

The Mission of North Carolina Community Colleges - The mission of the NCCCS is to open the door to 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.

Creating Success at the Colleges

- North Carolina's community colleges open the door to high-quality, accessible educational opportunities that minimize barriers to post-secondary education. The colleges offer associate degrees, college transfer programs, job training, literacy, and adult education. The colleges maximize student success, prepare a competitive workforce that can succeed on a global stage, and offer services that improve the lives and well-being of individuals in their communities.
- The 58 colleges provide an accessible opportunity for educational success to all 100 counties. There are 160 physical facilities – 58 main campuses, 28 multi-campus and 74 off-campus sites – that bring community college classrooms within a 30-minute drive of virtually every North Carolinian, and distance learning technology reaches students in their homes and workplaces.
- Community colleges provide the programs needed to build the economy by preparing students to do the jobs available now and in the future. There are more than 1,000 curriculum programs under more than 250 curriculum titles offered across the state. Programs are offered at the certificate, diploma and associate degree levels. New programs are established as a response to local and regional labor market needs and student demand.

Creating Success for the Students

- More than 809,000 students were enrolled at the 58 colleges during the 2006-07 academic school year.
- Community college students have a positive effect on the state's economy. More than 95% are in-state residents who remain and work in the state after completion, thereby contributing to the tax base.
- The average age of a community college student is 32; curriculum students are slightly younger than continuing education students. About 63 percent of curriculum students are women. About two-thirds of curriculum students are white, a fourth are African-American, and 3.4 percent of curriculum students are Hispanic.
- More than two-thirds of community college students work while attending college and most of them have family responsibilities.

North Carolina Community College System (NCCCS) General Facts (continued)

- High school students greatly benefit from the partnership between public schools and community colleges. Students find flexible, seamless, student-centered educational opportunities which maximize the use of resources and educational opportunities not otherwise accessible to them through traditional high school programs. The Huskins Program provides tuition-free, fully transferable college-level courses on high school campuses. Other programs enable high school students to enroll in community college classes offered on the college campus or through distance learning. Programs include Learn and Earn; Learn and Earn Online; Dual Enrollment; Early College and Middle College. As of September 2008, 52 of the 60 Learn and Earn Early College high schools in North Carolina are located on community college campuses.
- North Carolina's community colleges also partner with North Carolina's public and private universities through active articulation agreements that strengthen the opportunities for transfer students seeking a four-year degree. Transfer students historically perform as well or better than native university students.
- North Carolinians can find access to basic education and literacy resources at community colleges. More than 135,000 individuals honed the skills that are needed to prepare adults to seek employment. The goal of the Basic Skills program is to give adults the ability to become full partners in the educational development of their children, and assist them in the completion of a secondary school education. Services include English as a Second Language, Adult Basic Education, General Educational Development (GED), and Adult High School.

Creating Success in the Virtual Classroom

- Technology is a prominent part of education at the community colleges. Students have access to a variety of quality education and training resources that make learning even more convenient. The methods include: online instruction, interactive video, telecourses/teleweb, hybrid courses, and digital media. These resources replace or enhance traditional classroom courses.
- The Virtual Learning Community is a collaborative effort of all of North Carolina's community colleges to increase the quality and availability of online learning and support services. There are 246 curriculum courses and 26 complete degrees available on the VLC. There are 29 continuing education and 3 professional development courses also available. Additional courses are in continuous development and available at individual colleges.
- In 2006-07, distance learning curriculum course registrations totaled 328,621, a 25% increase over the previous year: The majority of classes were taken on the Internet - 164,074 registrations; Web supported or assisted classes - 109,896 registrations; Hybrid classes that combined on-line and face-to-face instruction - 38,535. There are smaller registrations for the remaining methods.

North Carolina Community College System (NCCCS) General Facts (continued)

- Occupational and Continuing Education students also benefit from distance learning resources: 45,198 students took distance learning classes in 2006-07, a 33.9% increase over the previous year.

Creating Success on the Job

- Existing North Carolina businesses and industries remain competitive because of the creative and innovative customized training and/or retraining their workers received from community colleges. New and expanding companies locate or grow in North Carolina because of the free customized training their workers receive. In 2006-07, 30,108 workers of 771 existing, new or expanding companies participated in 603 skills classes or received this specialized training.
- The NC Community Colleges' BioNetwork connects the more than 20 community colleges across the state offering specialized biotechnology-related education and training for the \$9.4 billion life sciences industry. BioNetwork's advanced industry training for this FDA-regulated sector is a key component in the state's strategy to meet the specialized workforce development needs of the growing biomanufacturing and pharmaceutical industry in North Carolina.
- In 2006-07, the 58 Small Business Centers of the NCCCS provided free, confidential counseling for new and existing businesses. The Centers served 80,146 clients, providing counseling, training seminars and referral services to help find solutions to challenging business questions.
- The Human Resource Development (HRD) program provides skill assessment services, employability skills training, and career development counseling to unemployed and underemployed adults. Growing ranks of displaced workers led to 84,310 receiving employability skills training in 2006-07.
- Workforce continuing education courses provide pathways to a variety of certification, pre-licensing, license renewal, and skill development opportunities. North Carolina Community Colleges offer more than 200 courses leading to the certification and recertification required by external agencies.
- Thirty-one colleges participate in the Career Start Program which provides employment placement and educational training to bridge the gap between the educational needs and job skills essential to succeed in the ever- changing workforce. In 2006-07, 11,242 individuals enrolled in Career Start workshops.

Source: North Carolina Community College System (NCCCS), *Get the Facts, Creating Success*
Last modified: Wednesday, January 06, 2010

History of the North Carolina Community College System

In the years following World War II, North Carolina began a rapid shift from an agricultural to an industrial economy. With that change came awareness that a different kind of education was needed in the state. People who did not desire a four-year baccalaureate education nevertheless had the need for more than a high school diploma.

In 1950, the State Superintendent of Public Instruction authorized a study of the need for a system of tax supported community colleges. The resulting report, by Dr. Allan S. Hurlburt, was published in 1952. It proposed a plan for development of state-supported community colleges. In 1957, the General Assembly adopted the first Community College Act and provided funding for community colleges.

The same (1957) General Assembly also provided funding to initiate a statewide system of industrial education centers. These centers were to train adults and selected high school students in skills needed by industry. By 1961, there were five public junior colleges emphasizing arts and sciences and seven industrial education centers focusing on technical and vocational education.

The need to coordinate these two post-high school education systems led Governor Terry Sanford to appoint the Governor's Commission on Education beyond the High School (Irving Carlyle, chair). In 1962, this commission recommended that the two types of institutions be brought into one administrative organization under the State Board of Education and local boards of trustees. The resulting unified Community College System would provide comprehensive post-high school education.

In May 1963, the General Assembly, in line with the Carlyle Commission report, enacted G.S. 115A (later changed to 115D), which provided for the establishment of a Department of Community Colleges under the State Board of Education and for the administration of institutions in the Community College System. There were then 20 industrial education centers, six community colleges (three of which became four-year schools in 1963), and five extension units.

By 1966, there were 43 institutions with 28,250 full-time equivalent (FTE) enrollments. In 1969, there were 54 institutions with 59,329 FTE. The System had grown rapidly, exceeding ten percent annually nearly every year until the late 1970s. In 1974–75, growth reached the 33 percent mark. The System continues to grow in enrollments nearly every year, but by much more modest margins. The number of colleges has not increased since Brunswick Community College became the 58th in 1979.

The original legislation placed the Community College System under the purview of the State Board of Education and created a State Department of Community Colleges. In the early years of the System, the State Board of Education Chair was Dallas Herring; David Bruton succeeded him in 1977.

In 1979, the General Assembly changed the state control of the System. Provision was made for a separate State Board of Community Colleges. The Board was appointed and organized in 1980, and met several times with the State Board of Education. The new Board assumed full responsibility for the System on January 1, 1981. The Board's first chairperson was Duke Power company executive Carl Horn. He was succeeded in 1983 by John A. Forlines, president of the Bank of Granite and then William F. Simpson in Section I

History of the North Carolina Community College System (continued)

– Introduction 1989. In 1993, Lt. Governor Dennis A. Wicker was elected chair and served in this capacity until July of 1999. He was succeeded by retired community college president Dr. G. Herman Porter. Mr. James J. Woody of Roxboro served as chair from 2001 until July 2005, when Progress Energy executive Hilda Pinnix-Ragland succeeded him as chair. The North Carolina Community College System has had seven presidents: I. E. Ready (1963-1970), Ben E. Fountain, Jr. (1971-1978), Larry J. Blake (1979-1982), Robert W. Scott (1983-1995), Lloyd V. Hackley (1995-1997), Martin Lancaster (1997-2008) and Scott Ralls (2008-present). Charles R. Holloman served in an acting capacity from September, 1978 to July, 1979.

In 1988, the North Carolina Community College System celebrated its 25th anniversary with a highly successful series of events, including a spectacular concert at the Kennedy Center in Washington, DC, featuring Visiting Artists from the colleges. For the celebration of its 40th anniversary in 2003, the system, with the support of the North Carolina Community Colleges Foundation, created the W. Dallas Herring Leadership Development Institute.

In November of 1987, the State Board established the Commission on the Future of the North Carolina Community College System. The 23-member, blue ribbon panel of business, civic and education leaders was charged with establishing a systemwide agenda for policy and action over the next 25 years. The resulting Commission on the Future report, released in 1989, outlined 33 recommendations for action and change. These recommendations for action and change have served as the foundation of the System planning process since 1989. The influence of the Commission on the Future report is evident in the 2005–2007 System Strategic Plan goals and objectives.

STATE BOARD OF COMMUNITY COLLEGES GOALS

1. **Economic and Workforce Development:** To support North Carolina businesses, industries and citizens in growing the North Carolina economy and to enhance the level of workforce technology by preparing competent workers.
2. **Enrollment Management:** To meet increasing diverse learners' needs through innovative nontraditional and traditional programs.
3. **Accountability in the Use of Technology:** To assess the effective and efficient use of information technology.
4. **Development of Resources:** To account for and equitably distribute appropriations and to continuously analyze and articulate resources necessary to fulfill the North Carolina Community College System mission.

Source: A Matter of Facts, The North Carolina Community College System Fact Book 2008