



# COLLEGE ACCESS LEADERSHIP ACADEMY





GREETINGS

HI

WELCOME

HELLO

HOWDY

GLAD YOU'RE HERE



## Agenda

Check-In & Registration.....8:00AM  
Welcome..... 9:00AM

Leadership Strategy.....9:10AM  
Presenter: Dr. James “JW” Kelley

### History & Mission

Mission & Governance.....10:40AM  
Presenter: Dr. Monty Hickman

Organizational Strategy.....11:00AM  
Presenter: Patrick Holyfield

Lunch.....11:30AM

### Accreditation & Compliance

Policy, Practices, & Process.....12:45PM  
Presenters: Ann Jones & Adrian Murphy

Compliance.....1:15PM  
Presenter: Elizabeth Self

Accreditation.....2:00PM  
Presenter: Dr. Jami Woods

College Access Resources.....3:00PM  
Presenters: Daniel Boyette & Dr. Porter Brannon



## COLLEGE ACCESS LEADERSHIP ACADEMY

*Session 1: History, Laws, and Regulations Impacting  
College Access*

Forsyth Technical Community College  
September 12th, 2019





COLLEGE ACCESS  
LEADERSHIP ACADEMY

# AACC Leadership Competencies

Focus Area: Mid-Level Leaders

[AACC Competencies for CC Leaders/](https://www.aacc.nche.edu/publications-news/aacc-competencies-for-community-college-leaders/)

<https://www.aacc.nche.edu/publications-news/aacc-competencies-for-community-college-leaders/>



# Organizational Culture

Embrace the mission, vision, and values of your college and acknowledge the significance of her past while charting the future.

# Organizational Culture Cont.

- ▶ Mission, Vision, and Values of the College
  - ▶ Learn about the college's mission, vision, and values.
  - ▶ How does your role support them?
  - ▶ Does your career path fit?
- ▶ Culture of the Institution and the External Community
  - ▶ Gain an understanding of the culture of the institution.
  - ▶ Can you effectively perform your duties within that cultural construct/framework?



# Catherine Courage

- ▶ Three Strategies to develop a culture of creativity
  - ▶ Environments
  - ▶ Experiments
  - ▶ Storytelling
- ▶ What is one thing you can do in your area to promote creativity?
- ▶ [Click to Catherine Courage video](https://www.youtube.com/watch?v=01Y7qIPFpqw&feature=youtu.be)  
<https://www.youtube.com/watch?v=01Y7qIPFpqw&feature=youtu.be>



# Governance, Institutional Policy, and Legislation

Grow your knowledge about the institutions governance framework and the policies that guide her operations.

# Governance, Institutional, Policy, and Legislation Cont.

- ▶ Organizational Structure
  - ▶ Learn the college's organizational structure and the function your unit plays.
  - ▶ How can you lead to achieve the institutional goals?
- ▶ Governance Structure
  - ▶ Learn the college's governance structure.
  - ▶ What is your strategy to lead from the middle?

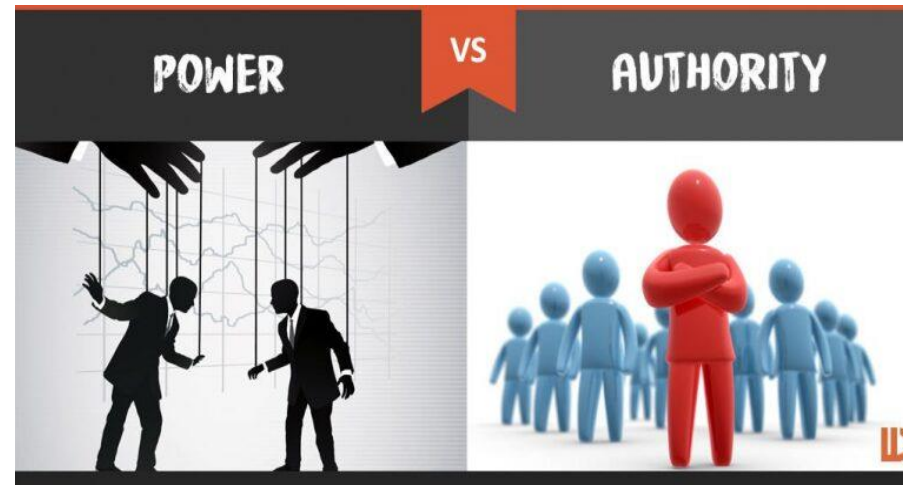
# Governance, Institutional, Policy, and Legislation Cont. 2

- ▶ College Policies/Procedures
  - ▶ Learn the college's policy/procedures.
  - ▶ Are you in compliance? Are you in conflict with other functional areas or external areas?
- ▶ Board Relations
  - ▶ Learn the president's expectations of your role.
  - ▶ Do you advocate for change in policies and procedures to better implement the vision?

# Authority vs Power

To remain in compliance with an external agency, employees in another functional area must accomplish specific tasks; they are not.

What leading-from-the-middle strategies could you use to help this situation?





# Student Success

Support student success across the institution, and embrace opportunities to improve access, retention, and success.

# Student Success Cont.

- ▶ Student success
  - ▶ Learn the college's student success agenda.
  - ▶ How can you lead your area to support that agenda?
- ▶ Consistency Between Operations and Agenda
  - ▶ With your supervisor, evaluate your operations in comparison to the success agenda.
  - ▶ What operational changes do you need to make to better support student success?
- ▶ Data Usage
  - ▶ Learn what and how data can be used to improve policy/process for student success?
  - ▶ What do you need to measure and analyze? Are you willing to change?

# Student Success Cont.2

- ▶ Program/Performance Review
  - ▶ Learn about the college's program reviews.
  - ▶ Do you embrace program and performance reviews as continuous improvement?
- ▶ Evaluation for Improvement
  - ▶ Learn to honestly look in the mirror.
  - ▶ Are you doing your very best to support student success?

# Student Success Cont. 3

How does your college define student success?

What is one student success strategy/intervention that you can lead or support?





# Institutional Leadership

Understand the importance of interpersonal relationships, personal philosophy, and management skills to create a student-centered institution.

# Institutional Leadership Cont.

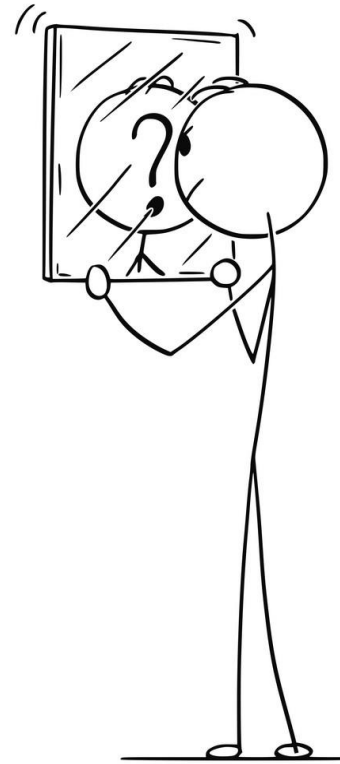
- ▶ Be An Influencer – Embrace your role as a leader from the middle.
- ▶ Support Team Building – Be willing to be open, honest, and positive during team building experiences.
- ▶ Performance Management – Seek your supervisor's expectations and improvements; provide the kind of performance reviews you would like.
- ▶ Lead By Example – Set a positive example.
- ▶ Problem-solving Techniques – Solution-focused assessment, remedies, and evaluation.
- ▶ Conflict Management – Learn and apply great conflict management.
- ▶ Advocate for Professional Development – Leaders are life-long learners.
- ▶ Customer Service – Shepherd students through policies/processes.
- ▶ Transparency – Be open, honest, forthright.

# Growth Mindset

Identify one strength on which you can build.

Identify one growth area where you are willing to intentionally grow.

Identify one growth area where you need a colleague.



# Institutional Infrastructure

Fluently manage the foundational aspects of the institution: strategic plan, financial/facilities management, accreditation, and technology plan.



# Institutional Infrastructure Cont.

- ▶ Strategic Plan
  - ▶ Fully participate in the planning process.
  - ▶ Have you mapped your goals to support the strategic plan?
- ▶ Budgeting
  - ▶ Be fiscally responsible.
  - ▶ Do you understand budgeting and spending at the college?
- ▶ Prioritization of Resources
  - ▶ Have knowledge of all the resources available to you.
  - ▶ How can you better use those resources to accomplish your goals?

# Institutional Infrastructure Cont. 2

- ▶ Accreditation
  - ▶ Understand regional and other accreditations at your college.
  - ▶ What are your responsibilities to each accrediting body?
- ▶ Facilities Plan
  - ▶ Be a good steward of your workspace.
  - ▶ How can you maximize space to better serve students?
- ▶ Technology Plan
  - ▶ Maintain awareness of the latest technology.
  - ▶ What strategy do you use to advocate for needed technology?

# Dream Big and Small Steps

If you had all the needed recourses  
and knew you wouldn't fail, what would  
you do in your area?

**SO MANY OF OUR  
DREAMS AT FIRST SEEM  
IMPOSSIBLE, THEN THEY  
SEEM IMPROBABLE,  
AND THEN, WHEN WE  
SUMMON THE WILL,  
THEY SOON BECOME  
INEVITABLE.**

CHRISTOPHER REEVE

# Information and Analytics

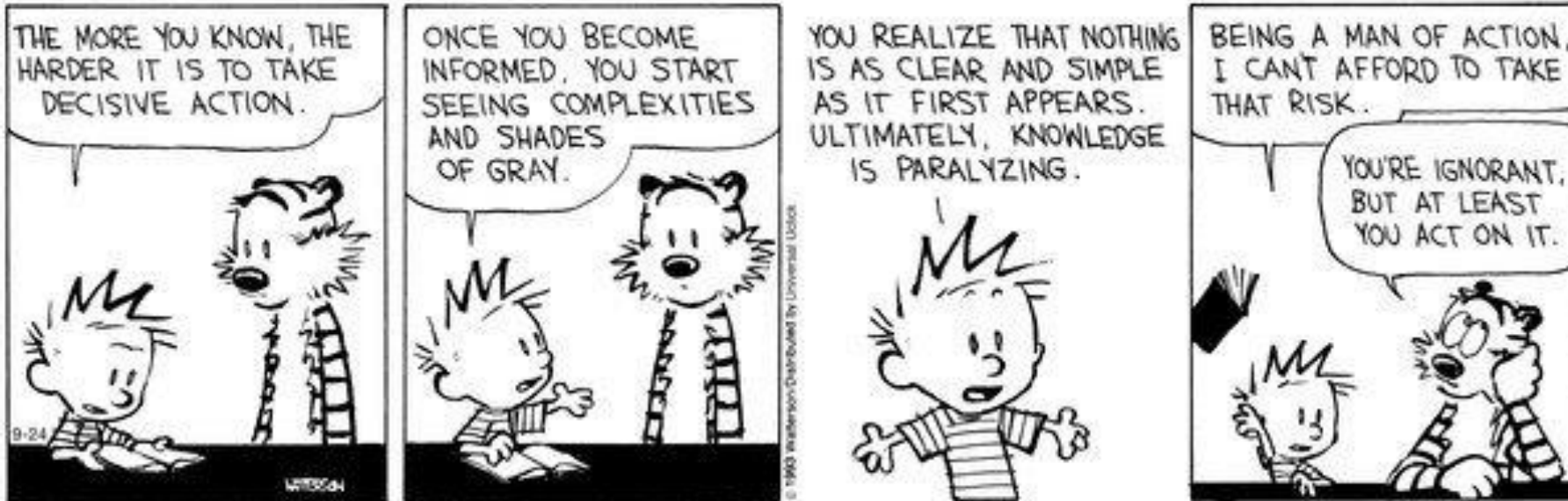
Understand how to use data that holistically represents the institution's performance and be open to data that reveals unexpected trends/issues.



# Information and Analytics Cont.

- ▶ Qualitative and Quantitative
  - ▶ Use both types of data.
  - ▶ Do you use data to inform your decisions?
- ▶ Data Analytics
  - ▶ Learn data analytics and interpretation techniques.
  - ▶ Who can teach you to grow in your data analytics?

# Decision Making: Head vs Gut



# Advocacy and Mobilizing/Motivating Others

Embrace the importance of championing ideals and mobilize stakeholders to take action on behalf of the college and her students and connect the college with the community using available communication resources.

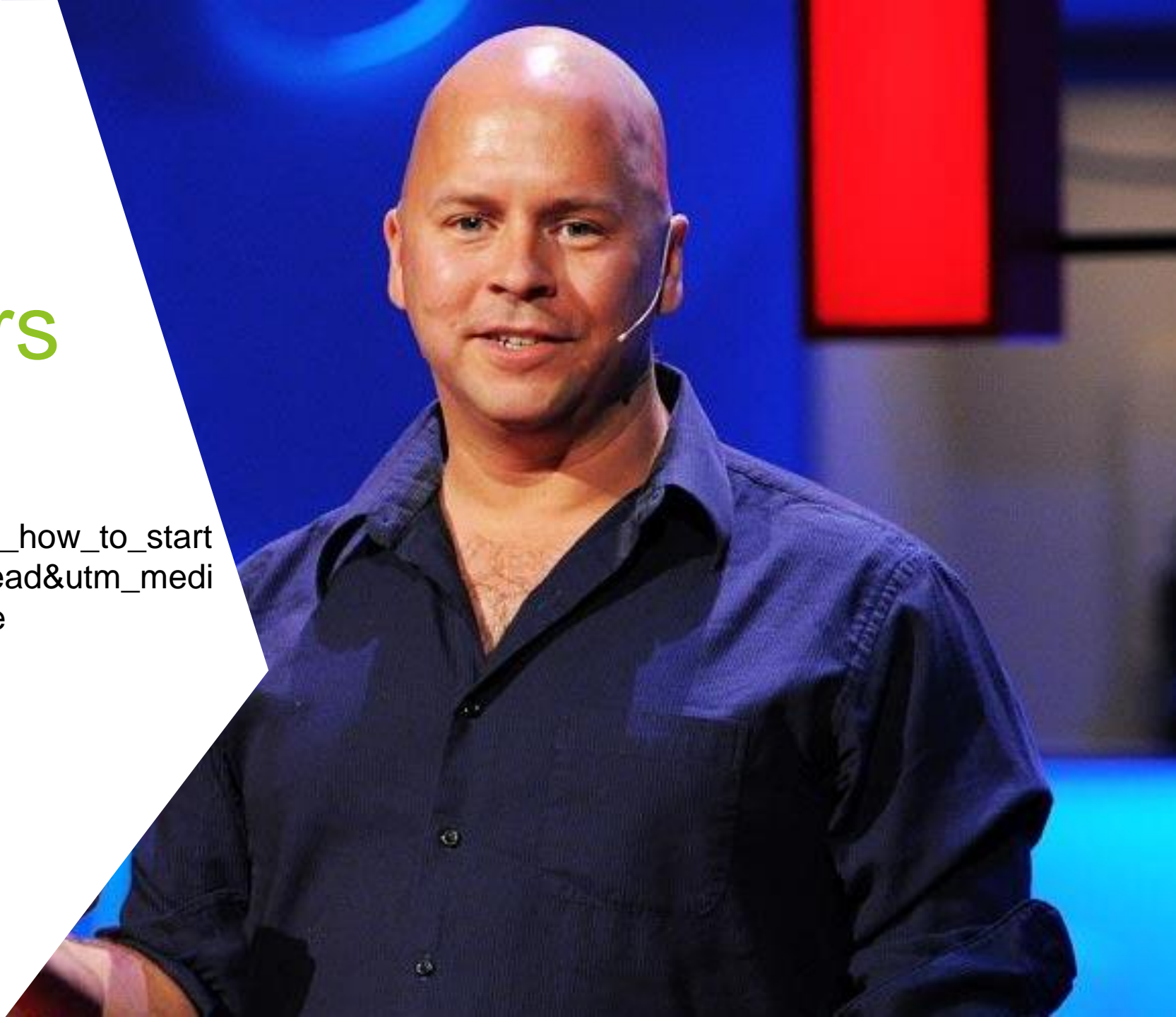
# Advocacy and Mobilizing/Motivating Others Cont.

- ▶ Community College Ideals
  - ▶ Identify the ideals with which you relate.
  - ▶ Do you seize opportunities to advocate/speak about the mission of the college?
- ▶ Stakeholder Mobilization
  - ▶ Learn mobilization strategies.
  - ▶ Who do you need to mobilize?
- ▶ Media Relations – Learn and follow college policy/procedures.
- ▶ Marketing – How can you better market your functional area?

# Derek Sivers

[Click to hear Derek Sivers](https://www.ted.com/talks/derek_sivers_how_to_start_a_movement?utm_campaign=tedsbread&utm_medium=referral&utm_source=tedcomshare)

[https://www.ted.com/talks/derek\\_sivers\\_how\\_to\\_start\\_a\\_movement?utm\\_campaign=tedsbread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/derek_sivers_how_to_start_a_movement?utm_campaign=tedsbread&utm_medium=referral&utm_source=tedcomshare)





# Fundraising and Relationship Cultivation

Cultivate relationships that support the institution and advance the colleges agenda.

# Fundraising and Relationship Cultivation Cont.

- ▶ Fundraising
  - ▶ Learn strategies and procedures to seek grant funds.
  - ▶ What grants could you pursue to improve your services to students?
- ▶ Alumni Relationships
  - ▶ Participate in alumni activities.
  - ▶ How could alumni partnerships improve your services to students?
- ▶ Media Relationships – Learn strategies for working with media.
- ▶ Legislative Relationships – Learn laws/policies about engaging with legislators.
- ▶ Public Relations – Understand that you always represent the college.
- ▶ Workforce Partnerships – Learn about the college's workforce mission.



# Susan Cain

What are the strengths and weaknesses of  
Extroverts and Introverts?

[Click video on extroverts and introverts](https://www.ted.com/talks/susan_cain_the_power_of_introverts?utm_campaign=tedsprea&utm_medium=referral&utm_source=tedcomshare)

[https://www.ted.com/talks/susan\\_cain\\_the\\_p  
ower\\_of\\_introverts?utm\\_campaign=tedsprea  
d&utm\\_medium=referral&utm\\_source=tedco  
mshare](https://www.ted.com/talks/susan_cain_the_power_of_introverts?utm_campaign=tedsprea&utm_medium=referral&utm_source=tedcomshare)

# Communications

Demonstrate strong communication skills and embrace the role of a college spokesperson.

# Communications Cont.

- ▶ Presentation, Speaking, and Writing Skills
  - ▶ Seize opportunities to present and speak.
  - ▶ Who do you trust to give you valuable guidance to improve your communication skills (verbal and written)?
- ▶ Active Listening
  - ▶ Learn and practice active listening skills.
  - ▶ Do you listen more than you talk? Do you listen before you talk?
- ▶ Global and Cultural Competence
  - ▶ Be open to fully participating in cultural competence training.
  - ▶ Have you identified the cultural influences on your communication style/skills?
- ▶ Strategies for Multi-generational Engagement
  - ▶ Be open to fully participating in generational competence training.
  - ▶ Have you identified the generational influences on your communication style/skills?

# Communications Cont. 2

- ▶ Email Etiquette
  - ▶ Learn best practices for the use of email.
  - ▶ Who can provide feedback on your emails before you send them?
- ▶ Fluency with Social Media
  - ▶ Learn social media strategies to better serve your students.
  - ▶ What emerging technologies do you need to research for use at your college?
- ▶ Consistency In Messaging
  - ▶ Slow down; think before posting, sending, or talking.
  - ▶ How do you lead your area to ensure that student communications are consistent?
- ▶ Crisis Communications
  - ▶ Be familiar with the college's crisis management and communications plans.
  - ▶ What are your responsibilities during crisis? Who is your back up?

# Julian Treasure

[click on video of 5 ways to listen better](https://www.ted.com/talks/julian_treasure_5_ways_to_listen_better?utm_campaign=tedsprea&utm_medium=referral&utm_source=tedcomshare)

[https://www.ted.com/talks/julian\\_treasure\\_5\\_ways\\_to\\_listen\\_better?utm\\_campaign=tedsprea&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/julian_treasure_5_ways_to_listen_better?utm_campaign=tedsprea&utm_medium=referral&utm_source=tedcomshare)





# Collaboration

Develop and maintain responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote success of the college community, and sustain the college mission.

# Collaboration Cont.

- ▶ Interconnectivity and Interdependence
  - ▶ Learn the relationships and politics between faculty, staff, administrators, and students.
  - ▶ How can you partner with others to improve your service to students?
- ▶ Work with Supervisor
  - ▶ Talk to your supervisor.
  - ▶ Who can help you when you have conflict with your supervisor?
- ▶ Institutional Team Building
  - ▶ Be a team player.
  - ▶ Do you give and receive assistance?



# Intentionally Observant & Engaged

Awareness Test

<https://www.youtube.com/watch?v=Ahg6qcgoay4&feature=youtu.be>

# Personal Traits and Abilities

Grow personal traits and adopt a focus on honing abilities that promote the community college agenda.

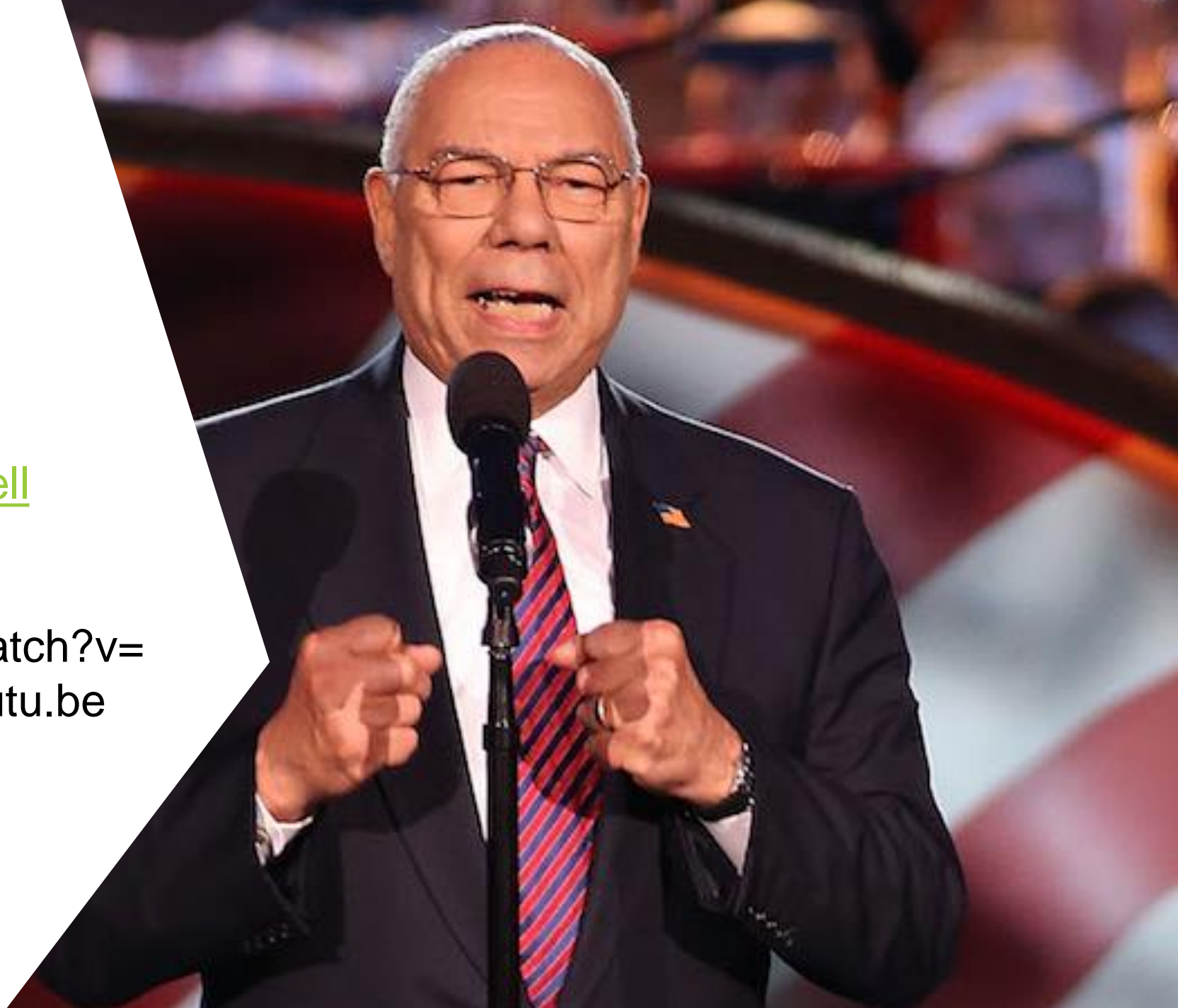
# Personal Traits and Abilities Cont.

- ▶ Authenticity – Be willing to honestly learn and grow.
- ▶ Emotional Intelligence – Be able to manage your morale.
- ▶ Courage – Try new strategies and advocate for new approaches.
- ▶ Ethical – Approach relationships to build and to give trust.
- ▶ Self-management – Manage yourself and your actions professionally.
- ▶ Time Management and Planning – Manage your prioritized activities.
- ▶ Familial Impact – Be aware of your personal responsibilities.
- ▶ Forward-looking – Engage with professional associations that are future-looking.
- ▶ Embrace Change – Be willing to change.

# Colin Powell

[Click on video of Colin Powell](https://www.youtube.com/watch?v=ocSw1m30UBI&feature=youtu.be)

<https://www.youtube.com/watch?v=ocSw1m30UBI&feature=youtu.be>



# James “JW” Kelley

AVP – Student Services

NC Community College System Office

[kellyj@nccommunitycolleges.edu](mailto:kellyj@nccommunitycolleges.edu)

919-807-7108





COLLEGE ACCESS  
LEADERSHIP ACADEMY

# EDUCATION HISTORY AND GOVERNANCE



COLLEGE ACCESS  
LEADERSHIP ACADEMY



CFNC.org



# Governing Bodies

---



# Mission of NCCCS



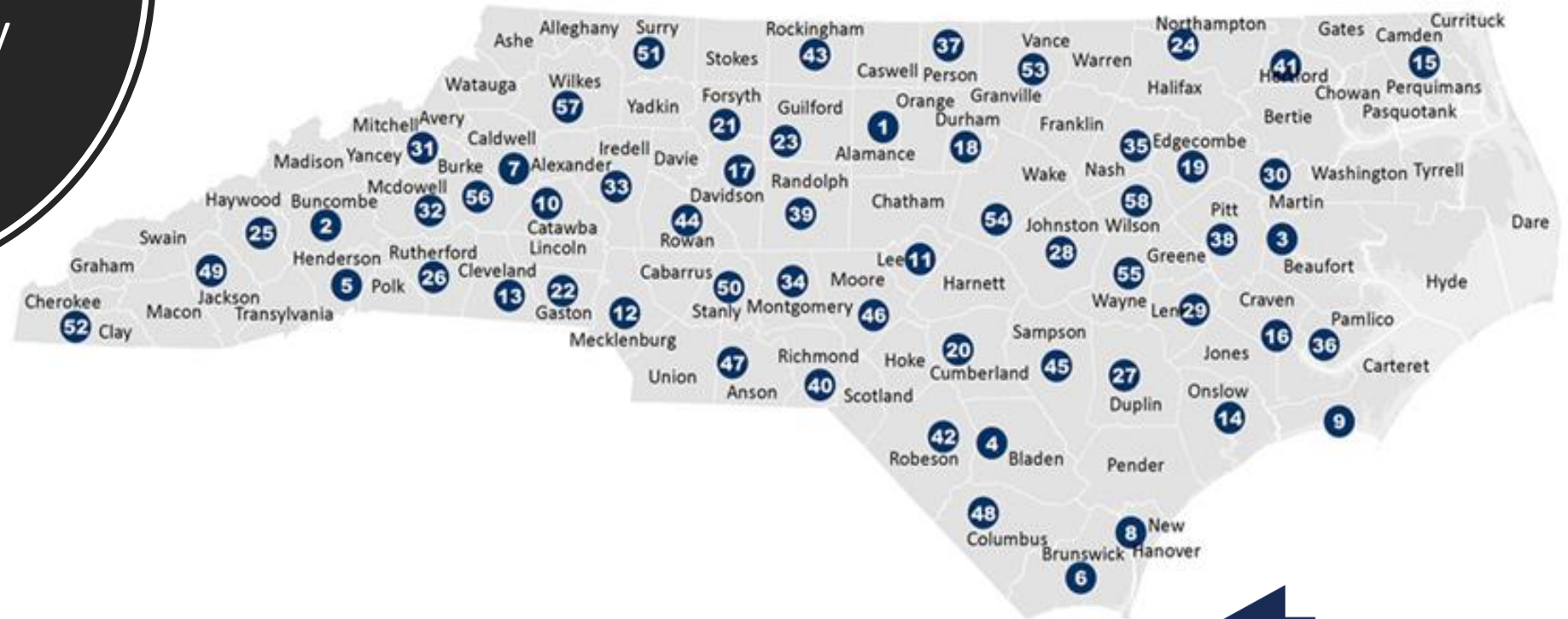
The mission of the North Carolina Community College System is to open the door to high-quality, accessible educational opportunities that minimize barriers to post-secondary education, maximize student success, develop a globally and multi-culturally competent workforce, and improve the lives and well-being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

- Education, training and retraining for the workforce including basic skills and literacy education, occupational and pre-baccalaureate programs.
- Support for economic development through services to and in partnership with business and industry and in collaboration with the University of North Carolina System and private colleges and universities.
- Services to communities and individuals which improve the quality of life.

*“We must take the people where they are and carry them as far as they can go” ...Dr. W. Dallas Herring*

# 58

## Community Colleges



# History of NCCCS

**1957:** The General Assembly adopted the first Community College Act and provided funding for community colleges.

- General Assembly also provided funding to initiate a statewide system of Industrial Education Centers

---

**1961:** Five public junior colleges emphasizing arts and sciences, and seven industrial education centers focusing on technical and vocational education

---

**1962:** The two types of institutions be brought into one administrative organization under the State Board of Education and local boards of Trustees.





**1963:** The General Assembly, in line with the Carlyle Commission report, enacted into law G.S. 115A (later changed to 115D), 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.

---

**1966:** There were 43 institutions with 28,250 full time equivalent (FTE) enrollments.

---

**1969:** There were 54 institutions with 59,329 FTE





**1977:** 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.

---

**1979:** The General Assembly changed the state control of the system. Provision was made for a separate State Board of Community Colleges.

---

**1980:** The Board was appointed, organized and met several times with the State Board of Education.

---

**1981:** The new Board assumed full responsibility for the system on January 1.





**President Peter Hans**  
North Carolina Community College System

# NCCS System Presidents

## The North Carolina Community College System Office presidents:

Current President: Peter Hans (May 1, 2018 – present)

### Past 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),
- R. Scott Ralls (2008-2015),
- James C. (Jimmie) Williamson (2016-2017)

### Past acting presidents

- Charles R. Holloman (September, 1978 to July, 1979)
- George Fouts (2015-2016)
- Jennifer Haygood (2017-2018).



# Governance

## State Board of Community College

- 20 members including 1 SGA representative (Appointed by the Governor and General Assembly)
- Has authority to adopt all policies, regulations and standards deemed necessary for operation of the North Carolina Community College System.
- The State Board is responsible for the equitable distribution of funds and fiscal accountability, establishing state priorities and approving educational programs within the System.
- Legislative and Fiscal Authority
- Confirms presidential appointments





# Governance

## Board of Trustees

- Has the responsibility for development and governance of the college.
- Leadership body corporate to be responsible for setting all College Policy and for appointing the College President; purchasing, holding and transferring title to all land and property; instituting and defending legal actions; provide for receipt and acceptance of donations, gifts and bequests and contracting with other organizations; and encouraging the establishing of private and nonprofit corporations to support the College.
- Power to Hire and Fire Presidents

## College Presidents

- Executive officer of the college, attends and participates in executive meetings, without vote. The President submits recommended policies and policy decisions to the Board, along with program, financial and other resource recommendations. As elected, the President also serves as executive officer of and secretary for the Board.



# State Board of CC's & Chairs



## **State Board Chairs**

- The Board's first chairperson - Carl Horn
- John A. Forlines 1983-1989
- William F. Simpson in 1989-1993
- Lt. Governor Dennis A. Wicker 1993-1999
- Dr. G. Herman Porter 1999-2001
- James J. Woody, Jr. 2001-2005
- Hilda Pinnix-Ragland 2005-2013
- Dr. Linwood Powell of Fayetteville in 2013
- Scott Shook of Greenville, NC 2016-2019
- Current Chair: Dr. Breeden Blackwell



# UNC System

The University of North Carolina System is governed by the Board of Governors, which under Chapter 116 of the North Carolina General Statutes has responsibility for the planning, development, and overall governance of the UNC System. The Board elects the president of the UNC System.

## GOVERNANCE

The General Assembly of 1971 created the current governing structure of the University of North Carolina System, including the reformation of the former Board of Trustees into the present Board of Governors. Since that time, it has been led by 18 chairs, and the system has grown to include 17 constituent institutions and various associated entities.

The Board of Governors maintains The Code and the UNC Policy Manual. The Code incorporates the requirements of the constitution and General Statutes, as well as Board bylaws and other high-level policies. The UNC Policy Manual provides more specific direction and policies on university matters.



# Independent Colleges and Universities

NCICU's board of directors is comprised of the presidents of each of the 36 institutions and the president of NCICU serves on the Governor's North Carolina Education Cabinet.

NCICU represents independent higher education in matters of state and federal public policy, in addition to being an advocate on issues with other sectors of education in the state.

NCICU provide research and information to and about private colleges and universities, offer staff development opportunities, and coordinate collaborative programs among the colleges and universities.

As advocates of independent higher education in the state, we assist in the creation of programs, seek funding for scholarships for high school and college students, and sponsor summer tours of NCICU campuses for high school counselors.







Public Schools of North Carolina  
State Board of Education  
Department of Public Instruction

- The North Carolina Department of Public Instruction (NCDPI) is charged with implementing the state's public school laws and the State Board of Education's policies and procedures governing pre-kindergarten through 12th grade public education. The elected State Superintendent of Public Instruction leads the Department and functions under the policy direction of the State Board of Education.
- The agency provides leadership and service to the 115 local public school districts and 2,500+ traditional public schools, 148 charter schools, and the three residential schools for students with hearing and visual impairments. The areas of support include curriculum and instruction, accountability, finance, teacher and administrator preparation and licensing, professional development, and school business support and operations.



Provides a number of services to the State of North Carolina, including:

- Administering inter-institutional programs of student financial assistance, created by State and federal law and through private resources, designed to help North Carolinians meet the cost of higher education.
- Publishing and distributing annual publications that assist students, parents, financial aid administrators and school counselors as they investigate financial assistance for postsecondary education. Publications are available at [CFNC.org](http://CFNC.org).
- Obtaining and insuring capital for educational loans made available under North Carolina's Federal Family Education Loan Program (FFELP).
- Promoting access to financial aid opportunities through outreach activities with school counselors and financial aid administrators so they can assist students and families in planning for educational opportunities.
- Administering North Carolina's "529" National College Savings Program.
- Administering State scholarship grants for parents sending children to private K-12 institutions.
- Assisting State government officials, the University of North Carolina, the North Carolina Community College System, and the North Carolina Independent Colleges and Universities in various matters pertaining to financial aid.



## Collaboration & Partnerships

- Articulation Agreements
- Career and College Promise
- RDS (Residency Determination Service)
- Reverse Transfer
- Common Admission Application
- CFNC External Communication
- College Application Week
- FAFSA Day



# QUESTIONS?





COLLEGE ACCESS  
LEADERSHIP ACADEMY



# Organizational Strategy

Patrick Holyfield, M.Ed.  
Dean of Enrollment Management  
Stanly Community College

# Organizational Strategy

- Institutional Structure
- Student Services
- Student Services Functions
- College Access
- Enrollment Management
- Does One Size Fit All?
- Future of College Access

# Institutional Structure

- Instructional Services
  - Academic Services
  - Curriculum
  - Continuing Education
- Student Services
  - Enrollment Management
  - Student Support
- Administrative Services
  - Financial
  - Personnel
  - Information Technology
  - Facilities



# Student Services

- First Thoughts
  - Faculty as Student Services
  - Is it under Instructional Services or Stand-Alone?
- Enrollment Management
  - Admissions
  - Advising
  - Records & Registration
  - Financial Aid
- Student Support
  - Advising
  - Counseling
  - Academic Support
  - Student Life/SGA
  - Dean of Students

# Student Services Functions

- College Admissions
- Records & Registration
- Recruitment
- Retention
- International Students
- Academic Advising/Planning
- Academic Support
- Counseling
- Testing
- Orientation
- Career Services
- Disability Services
- Financial Aid
- Athletics
- Student Life/Activities
- Student Discipline
- Community Service/Service Learning
- Health & Wellness

# College Access

- Open Door Policy
- General Admissions Policy
- Transcripts
  - College-Level
  - High School
- Records & Registration
- Testing Services
- What else?

# Enrollment Management

- What is Enrollment Management?
- Who does it involve?
- Cross-functional efforts
- COMMUNICATION

# Does One Size Fit All?

- Will the same model work at Wake Tech vs. Stanly CC?
- Titles vs. Roles
- Staffing vs. Efficiency
- What does your institution meet the needs of College Access?

# Future of College Access

- Marketing & Recruitment?
- College Access Solutions
  - Website Development
  - IT Tools
  - CFNC
  - Communication Plans
  - Outreach vs. Recruitment
  - Applicant Conversion
  - Strengthening the Pipeline
  - Alignment

# Bringing it all together...

- What is the role of your department?
- How does it “fit” in the framework of your college’s student services system?
- How does your department’s goals connect to the college’s Strategic Plan?
- How do you plan to position your department to meet the needs of the organization?

*“Leadership is not about titles, positions or flowcharts. It is about one life influencing another.” -John C. Maxwell*





Thank you!

Patrick Holyfield, M.Ed.  
Dean of Enrollment Management  
Stanly Community College  
[pholyfield8286@stanly.edu](mailto:pholyfield8286@stanly.edu)





COLLEGE ACCESS  
LEADERSHIP ACADEMY

LUNCH



# Policy & Compliance

Ann Jones

Senior Registrar

Fayetteville Community College

Elizabeth C. Self

Compliance Officer

Fayetteville Community College

# Compliance and Procedures

## ADA Compliance/ Disability Services

- North Carolina Community Colleges are committed to serving students who may, due to documented physical, psychological, or learning disabilities, require accommodations for equal access to college facilities, academic programs, and other activities (defined by the American with Disabilities Act and Section 504 of the Rehabilitation Act). The Disability Services office at the member colleges ensure that the programs and facilities of the college are appropriately accessible to students. <https://www.nccommunitycolleges.edu/student-services/student-support/disability-services>

## Current Disability Service Providers:

- [Americans with Disabilities Act](#)
- [Transition of Students with Disabilities To Postsecondary Education: A Guide for High School Educators](#)
- [NC Ahead](#)
- [NC Division of Vocational Rehabilitation Services](#)
- [NC Division of Mental Health, Developmental Disabilities and Substance Abuse Services](#)
- [Hearing Loss Association of America](#)
- [National Cued Speech Association](#)
- [National Association of the Deaf](#)



# What is a Disability?

- A disability is described as a mental or physical impairment that substantially limits one or more major life activities including:
- Walking
- Seeing
- Hearing
- Speaking
- Breathing
- Learning
- Working
- Caring for oneself
- Performing manual tasks
- Other medical conditions – spinal cord injury, traumatic brain injury, Tourett's syndrome, epilepsy, cerebral palsy, autism spectrum disorders, AIDS, diabetes, cancer, psychiatric disorders, multiple sclerosis, etc...

# State Board Code and Policy

## State Board of Community Colleges Code (SBCCC)

- <https://www.nccommunitycolleges.edu/sbcccode>
- Established guidelines on how the college should operate
  - Established tuition policy
  - Established Curriculum Setup
  - State Board Minutes - [https://www.nccommunitycolleges.edu/state-board-community-colleges/meetings/may-17-2019#quicktabs-minutes\\_agendas\\_committee\\_attach](https://www.nccommunitycolleges.edu/state-board-community-colleges/meetings/may-17-2019#quicktabs-minutes_agendas_committee_attach)
  - Reporting of Student hours in membership for Curriculum classes  
<https://www.nccommunitycolleges.edu/sbcccode/1g-sbcc-20093-reporting-student-hours-membership-curriculum-classes>
  - Reporting of Student hours in membership for continuing education classes  
<https://www.nccommunitycolleges.edu/sbcccode/1g-sbcc-20094-reporting-student-hours-membership-continuing-education-classes>
- Regulations and Policies-<https://www.nccommunitycolleges.edu/regulations-and-policies>
- Curriculum Procedures Reference Manual (Workflows/Directions)-  
<https://www.nccommunitycolleges.edu/academic-programs/curriculum-procedures-reference-manual-cprm>

# Policy vs Practice vs Process

## Definition of Policy:

- A set of policies are principles, rules, and guidelines formulated or adopted by an organization to reach its long-term goals and typically published in a booklet or other form that is widely accessible.

Read more: <http://www.businessdictionary.com/definition/policies-and-procedures.html>

## Definition of Procedures:

- Procedures are the specific methods employed to express policies in action in day-to-day operations of the organization. Together, policies and procedures ensure that a point of view held by the governing body of an organization is translated into steps that result in an outcome compatible with that view.

Read more: <http://www.businessdictionary.com/definition/policies-and-procedures.html>

## Desired outcome of policies and procedures:

- Policies and procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them.

Read more: <http://www.businessdictionary.com/definition/policies-and-procedures.html>

# The role of the college culture

- Which role do you follow?
- Do you only use SBCC policy?
- Do you only use your college board approved policy?
- Do you use a combination when creating a workflow to stay in compliance?
- How is your hierarchy setup at your school?



# Audits and Compliance Reviews



# North Carolina Community Colleges Compliance Reviews

- Conducted annually unless there is a minimal finding or finding with reversion of funds.
- Reviews conducted using the following references:
  - North Carolina General Statutes
  - [State Board of Community Colleges Code \(SBCCC\)](#)
  - Numbered Memos

# North Carolina Community Colleges Compliance Reviews

- To mitigate the risk of a finding, college staff should –
  - Have a process in place for conducting an internal review of class records by semester prior to reporting the hours for budget FTE.
  - Integrate internal accountability when creating processes for registering students, building classes, hiring instructors (instructor contracts), partnering with third parties, etc.
  - Create a culture of transparency and collaboration between all areas of the college, recognizing other staff are your internal partners. None of us work in a vacuum.
  - Develop working relationships with other college personnel and System Office staff who can partner with you to make your college the best it can be.
  - Provide needed training to college staff regarding the computer system, web attendance, updates to rules, and new rules.



# North Carolina State Auditor's Office

## Types of audits conducted:

- Investigative Audits: The Office of the State Auditor receives a complaint / allegation through its Hotline College Foundation.
  - Community college gave staff additional paid holidays in excess of the standard 12 paid holidays provided to state employees.
  - College staff was directed to modify and create documentation in course files prior to submitting the files to auditors.
  - Violation of the Southern Association of Colleges and Schools Commission on Colleges' (SACSCOC) Principles of Accreditation: Foundations for Quality and Enhancement (Principles of Accreditation)
  - A full-time college employee allegedly received financial aid and academic credit without attending classes.

○

# North Carolina State Auditor's Office

## Financial Audits

- Fiscal Control
  - The objective of a fiscal control audit is to identify improvements needed in internal control over selected fiscal matters, such as financial accounting and reporting; compliance with finance-related laws, regulations, and provisions of contracts or grant agreements; and/or management of financial resources.
- College's administration of major federal programs
- Compliance with the types of requirements described in the Office of Management Budget (OMB) Compliance Supplement that could have a direct and material effect on each of its major federal programs

# North Carolina State Auditor's Office

## Information Systems - General Controls Audits

- Information technology general controls audits are conducted to determine whether information technology controls are adequate pursuant to the common information security framework adopted by the North Carolina Community Colleges.

# Financial Aid Audits

- Sample Questions
  - How does the school ensure the appropriateness and timing for drawing down federal funds (not drawing down amounts greater than what is immediately needed to disburse to students)?
  - Prior to disbursing funds, how does the school ensure that all students receive notification of funds to be expected and how and when funds will be disbursed?
  - How does the school ensure that all eligibility requirements are met prior to students receiving funds?

# Veteran's Affairs (VA) Audits

A list of student files will be provided for review to include the following (not all inclusive):

- Student's application for admission to school and class schedule.
- Transcript of grades assigned and credits earned.
- Detailed records of tuition and fees assessed each student.  
Records must be detailed enough to determine the source of all charges and credits/payments including how charges were determined and payments were credited.
- Yellow Ribbon Program documentation.



# Veteran's Affairs (VA) Audits

A VA Compliance Survey – Documentation Requirements will be provided to include the following required documentation (not all inclusive):

- Admissions/Registration Documentation
- VA Documentation
- Financial/Student Account Documentation

# Program Reviews

## 1D SBCCC 400.6 Curriculum Program Approvals and Terminations

- Details the process for program approval.
- Details the process for program termination.

## 1D SBCCC 400.10 Curriculum Program of Study

- Details designing courses.
- Compliance with the Southern Association of Colleges and Schools Commission on Colleges' required.
- Discusses initial and revised programs of study.
- Details the process for offering and reporting class hours for Work-Based Learning (WBL) classes.

**Not all inclusive.**





COLLEGE ACCESS  
LEADERSHIP ACADEMY



# SACSCOC

Presentation for College access Leadership Academy: Accreditation

Jami Woods, VP, Academic Affairs & Accreditation Liaison, Surry  
Community College

# Ice Breaker



Working with the people at your table or the person sitting near you, please share your knowledge of the following components of a successful ten-year reaffirmation:

- QEP
- Core Requirements
- Standards

# BASIC DEFINITION

SACSCOC – The Southern Association of Colleges and Schools - Commission on Colleges is the regional body for the accreditation of degree-granting higher education institutions in the Southern states.  
*<http://www.sacscoc.org>*



# Why is SACSCOC important?

- Voluntary review process to assure quality and improvement—self study
- Peer review
- Protects public
- Institutions can lose their membership and access to financial aid.

Some cautionary tales

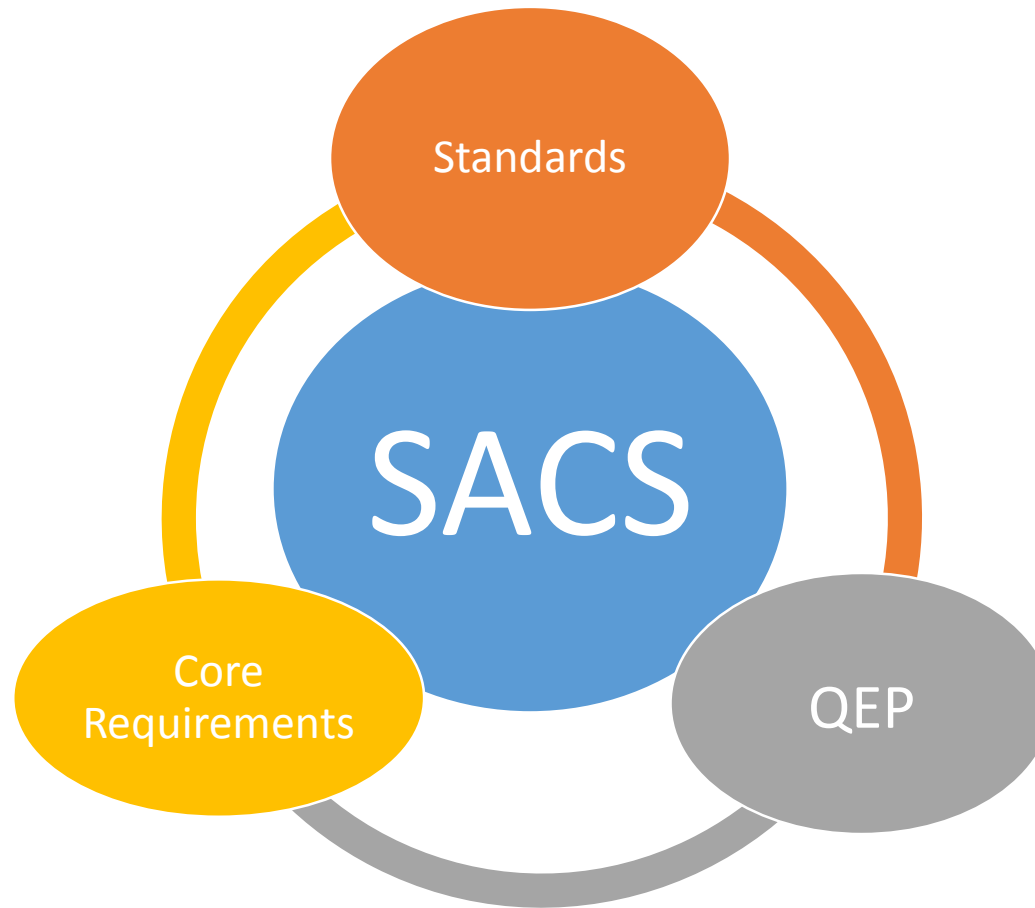




# Key Concepts:

- If you're "getting ready" for SACSCOC visit, you're already behind.
  - "Planning to do XX" is non-compliance.
    - Continuous improvement.
  - Document, document, document.

# Components



# General Guidelines and Foundational Principles

- Rationale behind changes—eliminate redundancy in responses. Streamline reporting process.
- Basic Changes

## 2012

Principle of Integrity

Core Requirements

Comprehensive Standards

Federal Requirement

## 2018

Principle of Integrity (Core)

Mission (Core)

Basic Eligibility (Core)

Sections 4-13



# General Guidelines and Foundational Principles



- New items:
  - Board evaluation, 4.2G Defines and regularly evaluates its responsibilities and expectations
  - Archived information, 10.3 The Institution ensures the availability of archived official catalogs, digital or print with relevant information for course and degree requirements sufficient to serve former and returning students.
  - Student Debt, 12.6 The institution provides information and guidance to help student borrowers understand how to manage their debt and repay their loans.

Know the compliance items for your area and understand changes from 2012 to 2018 (your accreditation liaison can help you).

- Section 8, Student Achievement, specifically, 8.2.C Academic and Student Services.
- Section 9, Educational Program Structure and Content, specifically 9.4, At least 25% . . .
- Section 10, Educational Policies, Procedures, and Practices, specifically 10.3, 10.5, 10.6A, B., C., 10.7, 10.8, 10
- Many items will require joint writing/collaboration.
- Take advantage of another's fresh perspective in reading your case for compliance.
- Answer all parts of the standard; do not deviate into extraneous material/points.

# Student Learning Outcomes Activity

Pair activity:

Pull up the student learning outcomes for the Student Development/Services office of your respective colleges. Ask your partner to explain:

1. Methods used to assess achievement of outcomes
2. Benchmarks for success/achievement
3. Last analysis of the results and how the results were used for improvement

# Student Learning Outcomes Activity

Pair activity (*alternative for those without SD/SS outcomes*):

Devise a plan for creating SLOs for your department. Consider

- gathering input from key stakeholders,
- aligning the outcomes with the college's mission and values,
- building linkages with academics, and
- taking into consideration students' greatest developmental needs.

# Gap Analysis: Report Out

- Are the outcomes clear, measurable?
- Are they being assessed regularly?
- How were the metrics/benchmarks for success determined?
- How were the results used?

Take away--if you haven't established your SLOs, get them done. If they are established, are you systematically reviewing students' achievement?



# Programmatic Accreditation

- Particular programs or schools can be accredited.
- This accreditation is somewhat secondary to regional accreditation in that the regional accreditation covers the entire college and has implications for federal funding. Still, some programs must have accreditation before graduates are able to sit for the licensure exam (see CAPTE below).
- Additionally, programmatic accreditation confers an added degree of quality assurance for students.

# Programmatic Accreditation

- Common examples:

- American Association of Colleges of Nursing's Commission on Collegiate Nursing Education (CCNE)
- Commission on Accreditation in Physical Therapy Education (CAPTE)
- Commission on Accreditation of Allied Health Education Program (CAAHEP)
- National Association for the Education of Young Children (NAEYC)

# Questions?





COLLEGE ACCESS  
LEADERSHIP ACADEMY

Meet your new  
best friend, the  
**Service Portal !**



# Service Portal General Info

- <https://ncccs.service-now.com/sp>
- Access to Knowledge Articles
- Submit an Incident and/or access your incidents
- Look up software patch information
- Provide feedback on Support experience
- View Announcements

# Service Portal Registration

To access the Service Portal you must be a registered user

Welcome to the Service Portal

Log in to get help or report an issue

Self-Registration Request

If you do not yet have a user account, you can request one by submitting a Self-Registration request.

Self-Registration

User Registration Request - Created

Submit

Please provide some basic information so we can process your account request.

\* First name

\* Last name

\* Email

\* College

\* Phone

\* Department


Submit

# Service Portal Registration

- All fields are required.
- **Email:** Your email address will be your user name. Only .edu domains will be approved.
- **College:** Click the magnifying glass to select your college.
- **Department:** Click the magnifying glass to select the most appropriate department.



# Service Portal View

 NC COMMUNITY COLLEGES  
CREATING SUCCESS

KnowledgeRequests

LF Lynne Fogner


How can we help?


Q


Announcements


No information available


My Surveys

 NCCCS Customer Support Survey  
INC0015099 • Due in 6d

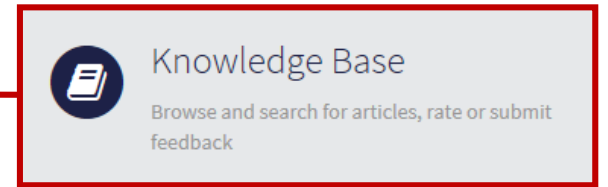
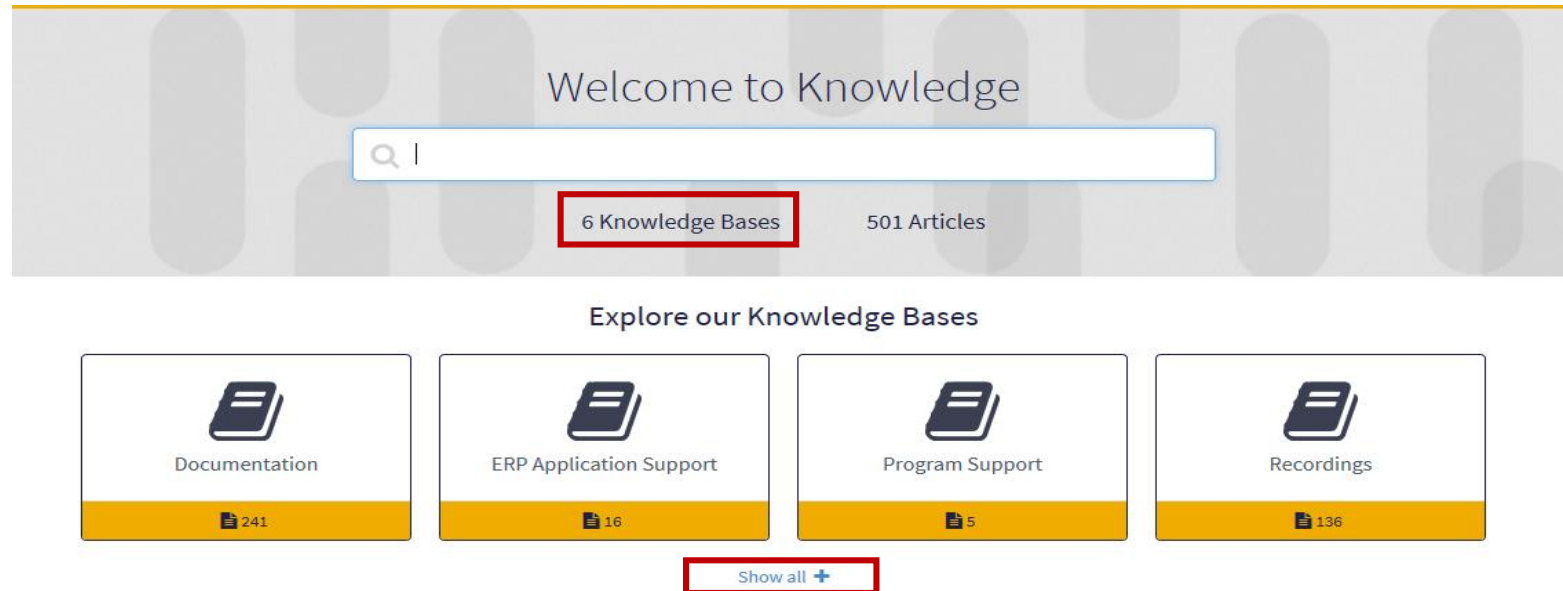
 NCCCS Customer Support Survey  
INC0014607 • Expired

 Knowledge Base  
Browse and search for articles, rate or submit feedback

 Get Help  
Contact support to make a request, or report a problem

 Change and Release Management  
Access Forward Schedule of Changes and other reports

# Knowledge Bases



The **Knowledge Base** widget in the Service Portal will take you to your collection of searchable Knowledge Bases

# Knowledge Bases

- Use the global search box to search all your knowledge bases
- Select a knowledge base to search on that knowledge base
- Sort and/or refine your knowledge results
- Provide feedback on knowledge articles by marking them as helpful or not helpful or with a one to five star rating

# Submit an Incident

\* Category

--None--

\* Subcategory

-- None --

\* Urgency

High: The issue is prohibiting the completion of a critical business function.  
Medium: The issue is prohibiting the completion of a non-critical business services or a single-user cannot perform a critical job function.  
Low: Single-user cannot complete a job function or user has a "how to" related request.

-- None --

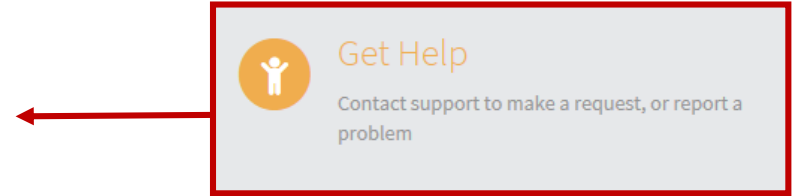
\* Short Description

Summary of your issue/request

\* Additional Details

Include specific details which will help with our troubleshooting steps leading to faster resolution.

Add attachments



The **Get Help** widget in the Service Portal will take you to a form to submit an incident



# Incident Best Practices

- Requests for support should always start with an incident; not by emailing SO staff directly
- Proper category/subcategory selections get the incident to the proper support staff (see the college Category/Subcategory Guide)
- Specify mnemonic(s) you are using
- Include exact error messages (attach screen shot)
- Include steps you executed (helps us duplicate)

# Software Patch Information

[Home](#) > [Release Management](#)

Search the knowledge base

Q

### Change and Release Management

- [Ellucian Software Updates Under Review](#)
- [Colleague Forward Schedule of Changes](#)
- [Colleague GA releases](#)

Announcements

No information available

Search by Vendor release ID, N99 patch ID or description for releases containing the search term.

Search

Q

≡ Ellucian Software Updates Under Review

No records in Colleague story using that filter

≡ Colleague Forward Schedule of Changes

Phase	N99 release ID	Short description	Description	Priority	N99 prereq	N99 coreq	Vendor release ID	Vendor release	GA release
UAT	N99_XSU201861-R18*001	CFI Grants Interface - Phase 2 - Part 1	D01_N99.PH2.01*001 D01_N99.PH2.01 10/31/16	4 - Low			D01_N99.PH2.01*001	10/31/0016	
UAT	N99_XSU202187-R18*002	CFI Grants Interface - Phase 2 - Part 2	This SCR will process one Ellucian software update: D01_N99.17069.PH N99 PHASE II 04/23/18	4 - Low			D01_N99.17069.PH2*001	04/23/0018	
UAT	N99_XSU202237-R18*009	RISE initiative	RISE Scope - The ability of advisors to view all pertinent information about a student on one screen. - The ability of an advisor to enter certain information about a student on one	4 - Low	N99_XSU201995-R18*002				



### Change and Release Management

Access Forward Schedule of Changes and other reports


The **Change and Release Management** widget in the Service Portal will take you to a listing of Ellucian and System Office software updates and show the release status



# Software Patch Information

- **Ellucian Software Updates Under Review:** Updates released from Ellucian that have not yet been evaluated at the System Office
- **Colleague Forward Schedule of Changes:** Ellucian updates and custom updates that have been assigned to a release and are being processed
- **Colleague GA Releases:** Ellucian updates and custom updates that have been released to all colleges
- Search for a specific software update

# Customer Support Survey








### NCCCS Customer Support Survey

Survey is in reference to [INC0012807](#)  
Roster for a section in Self-Service shows "No registered students"

Get Started

INC0012807 NCCCS Customer Support Survey

\*How helpful was our support?



Not Helpful At All

Not Very Helpful

Neutral

Somewhat Helpful

Very Helpful


Additional Information

Cancel

Save

Submit

My Surveys

 NCCCS Customer Support Survey

INC0012807 Due in 13d

The **My Surveys** widget in the Service Portal will show available surveys related to your closed incidents



# My Incidents

Home > Requests

My Requests

View Open  🔍

Estimated Spring Attendance  
INC0011654  
4 - Low

3mo ago

Open  
Closed

Knowledge

Requests

The Requests page in the Service Portal will show your Open and Closed incident

My Requests

View Closed  🔍

Unable to log in to PC  
INC0014638  
4 - Low

Closed

about a month ago

You can also do a keyword search through the content of your Incidents

# Announcements

### Announcements

System Office Closed

The System Office will be closed Thursday, July 4 in observance of the Independence Day holiday. While you can continue to submit your requests in the Service Portal, there will be no System Office Help Desk coverage to assign and work incoming incidents. Please plan accordingly.

Critical Patch: N99\_XSU203025-R18\*001 (SU020744-1805\*4), FA~Link 2019 Q2 Update

Colleges that have implemented the Trimdata FA~Link 19B Update: Action must be taken to clean up data corruption from payments that allocated to FA~Link invoices. This corruption occurs in both base Colleague and NCCCS custom cash files. Install N99\_XSU203025-R18\*001 (SU020744-1805\*4), FA~Link 2019 Q2 Update as soon as possible. This will prevent any future data corruption. Follow instructions in Trimdata FA~Link 19B Update-Cleanup Steps (KB0010811) to clean up corrupt data.

### Announcements

System Office Closed

Critical Patch: N99\_XSU203025-R18\*001 (SU020744-1805\*4), FA~Link 2019 Q2 Update

The **Announcements** widget in the Service Portal will show available announcements





COLLEGE ACCESS  
LEADERSHIP ACADEMY



# N3CSDPA: JOIN TODAY!

Dr. Porter Brannon  
Vice President for Student Services  
Mitchell Community College

# Survey Time!



Thank you to Forsyth Technical Community College and the College  
Access Advisory Committee!

