

## Requirement 3.2.2

### Governance and Administration: Governing board control

The legal authority and operating control of the institution are clearly defined for the following areas within the institution's governance structure:

- 3.2.2.1 institution's mission;
- 3.2.2.2 fiscal stability of the institution;
- 3.2.2.3 institutional policy, including policies concerning related and affiliated corporate entities and all auxiliary services; and
- 3.2.2.4 related foundations (athletic, research, etc.) and other corporate entities whose primary purpose is to support the institution and/or its programs.

### Judgment

Compliant  Partial Compliance  Non-Compliant  Not Applicable

### Narrative

Haywood Community College (HCC) is in compliance with Comprehensive Standard 3.2.2.

Haywood Community College demonstrates compliance with Comprehensive Standard 3.2.2 by providing evidence that its governing board, the HCC Board of Trustees, has the legal authority and operating control of the mission, fiscal stability, institutional policy, and related foundations.

#### 3.2.2.1 Institution Mission

The legal authority and operating control of the institution are clearly defined for the following areas within the institution's governance structure ([HCC Mission](#)).

Haywood Community College (HCC) demonstrates compliance with Comprehensive Standard 3.2.2.1 by providing evidence that the Board of Trustees By-Laws ([BOT BL Article III, Section Ib, p. 6](#)), [College Mission Statement Policy HCC 2007 Mission Statement](#)) and North Carolina General Statutes ([NCGS115D-20](#)) clearly define the legal authority and operating control of the Board of Trustees regarding the College's mission. The mission statement ([HCC 2007 Mission Statement](#)) is clearly defined and specific to the College's open-door purpose as a North Carolina Community College and aligns with the intent of the North Carolina Community College System's mission ([NCAC 23.02B .01040](#); [NCGS115D-1](#); [NCGS115D-2](#)).

#### Review of the College's Mission Statement

The status of the College in fulfilling its mission is routinely reviewed by college employees, trustees, community representatives, and students through focus group sessions ([Major Themes from 2006 Focus Groups](#)), the College Administrative Council ([HCC AC May 22, 2007 minutes](#)), the College Advisory Council, ([HCC CAC May 4, 2007 minutes](#)), and Board of Trustees' retreats (Board Retreat Agendas and Minutes: [May 2, 2006](#), [September 26, 2007](#); Board adoption of its planning goals). The College routinely reviews its mission statement and changes are approved by the HCC Board of Trustees. The HCC's mission statement was reviewed and revised in 2007 ([College Advisory Council Minutes May 4, 2007](#)) ([College Mission Statement Survey](#)) and approved by the Board of Trustees ([HCC BOT July 10, 2007 Minutes](#)). The mission was previously reviewed and updated in March 1998 and July 1988. ([History of the Review of HCC Mission Statement](#)).

Please see HCC's response to **Core Requirement 2.4** and **Comprehensive Standard 3.1.1** for

detailed discussion and historical review of HCC's Mission Statement.

### **HCC President's Authority**

The President is empowered by the Board to "...have full authority and responsibility for the operation of the College ..." as defined in the Board By-Laws ([BOT BL Article II, section 6, p. 5-6](#); [BOT BL Article VI, Section 2, pp. 16-17](#)) and the President's Job Description ([HCC President JD](#)). As reflected in the [HCC Organization Chart](#) the HCC Board of Trustees has overarching authority and control for operations of the College in accomplishing its mission.

The College's mission statement is used throughout its strategic planning processes. (Please see **HCC Core Requirement 2.5** narrative for more details.) As such, the mission statement sets the direction of the College and how it uses its resources. Information submitted by employees during the annual planning process is used to create the college budget, which is then submitted to the Board of Trustees for approval. The strategic planning process incorporates strategies related to the mission ([Sample Strategy HCC Strategic Plan 2007-10](#)) ([HCC Strategic Plan 2007-10 Sorted by Mission Statements](#)). Supporting documents include:

- [Departmental Budget Requests \(sample\)](#)
- [Department Equipment Requests \(sample\)](#)
- [Administrative Council Budget Review and Planning Sessions Minutes: March 9, 2007](#)
- [Information Sessions: May 07, Jan 08 Handouts](#)
- [Board Minutes-Approval of Budgets: October 9, 2007 p.4, April 12, 2005 p. 4 .](#)

Further in-depth information of how the College accomplishes its mission through the institutional effectiveness process can be found in HCC's **Core Requirement 2.5** narrative.

### **3.2.2.2 Fiscal Stability**

Haywood Community College (HCC) is in compliance with Comprehensive Standard 3.2.2.2

#### **Legal Authority of the Board for Fiscal Stability**

Haywood Community College demonstrates compliance with this comprehensive standard by providing evidence that the legal authority and operational control of the HCC Board of Trustees for fiscal stability are clearly defined in the North Carolina General Statutes ([NCGS 115D-20, Powers and Duties of the Board of Trustees](#)); and the HCC Board of Trustees' By-Laws ([HCC BOT BL Powers and Duties of the Board of Trustees, Article III, Section I, p. 6](#)).

The HCC Board of Trustees formally adopts the Budget Resolution each fiscal year ([HCC Board Minutes October 9, 2007 p. 4](#)) as required by North Carolina General Statutes ([NCGS 115D.54](#) and [NCGS 115D.56](#)). The Board receives financial reports at its regularly scheduled meetings (HCC Board Minutes: [October 9, 2007, p. 4](#); [November 13, 2007, p. 5](#)), reports of college audits (Fiscal, FTE, equipment inventory, and information technology; HCC Board Minutes: [July 11, 2006, p.4](#); [March 13, 2007, p.4](#); [July 11, 2006, p. 4](#); [December 13, 2007, p. 9](#)), and discusses other financial related issues, such as the lease of college property (HCC Board Minutes: [012908, p. 2](#); long-term lease of college property) and review of the auxiliary budget (HCC Board Minutes: [February 12, 2008, p. 8](#)).

The College President and senior administrators present other items of financial concern first to Board Committees and then to the full Board of Trustees. As needed, the committees of the Board of Trustees meet collectively to consider items of mutual interest. For example, in reviewing issues related to the [HCC Master Plan](#) (HCC's long range campus facilities plan), the committees met jointly for the approval of a budget and for the development of the plan to its approval of implementation stages for the campus master plan. HCC Board Minutes: [December 12, 2006, p.2](#); [July 10, 2007, p.5](#); [August 14, 2007, p.3](#) demonstrate action on these items. The Board also

approved submission of a request to the Haywood County Commission for a potential ¼ cent sales tax with funds received dedicated to the capital needs of the College (HCC Board Minutes: [January 10, 2008, p. 1-2](#) with motion and approval). The Board was also informed of and provided input on the President's recommendation to reduce the number of summer term contracts for faculty (HCC Board Minutes: [April 10, 2007, p. 3](#); [May 08, 2007, p. 4](#); [November 13, 2007, pp. 5-6](#) of presentations to the Board, special Board committee meetings, and Board actions).

### **Authority of the HCC President in Administration of the College**

The Board has delegated the "responsibility for all administrative, fiscal and managerial aspects of the development and operation of the College to the President" ([HCC Board By-Laws, Article II, Section 6c, p. 6](#)). The Board has also delegated authority to the President to "...prepare and recommend the items to be included in the current expense budget and the capital outlay budget" ([HCC Board By-Laws, Article VI, Section 2f, p. 16](#)). The President works closely with the Board of Trustees' Committee on Finance to present annual budgets (both state and county) to the Board of Trustees for approval, strategies for securing funds, and other financial related items such as the sale of property and special budget allocations ([Committee on Finance and Board of Trustee Minutes](#)). As indicated in the Board By-Laws, the Committee on Finance "...seeks to ensure that the fiscal policies of the Board of Trustees are consistent with the College mission and values ... and to ensure the fiscal stability and long-term economic health of the College ([HCC Board By-Laws, p. 11-12 Committee on Finance; Article IV, Section 5](#)).

The College President, with the approval of the Board of Trustees ([HCC Board Minutes, August 8, 2006, pp. 3-4](#)), established a Strategic Planning Team comprised of the President; the College's Executive Director of Administrative Services; Trustees (board chair, finance committee chair); and the Haywood County Commissioners, Manager, and Finance Director. The purpose of the Strategic Planning Team is to determine how to best address the college's capital and operational financial needs as articulated in the HCC Master Plan. Funding for the facilities is the responsibility of the local county commissioners (HCC and Haywood County Strategic Planning Team agendas and minutes: [August 10, 2006, August 29, 2006, December 7, 2006, June 5, 2007](#)). Reports of these meetings are taken to the full Board of Trustees by the chairperson of the Committee on Finance (HCC Board of Trustee Minutes: [September 12, 2006 p. 5](#); [December 12, 2006 p. 2](#); [June 12, 2007, p. 2](#)). In summary, the Board of Trustees has ultimate authority for ensuring the fiscal stability of the College, and the President has full authority to administer the college's financial processes under the rules and policies stated in the HCC Board of Trustees By-Laws, State Board of Community Colleges, and as described in the [HCC President Job Description](#).

The College is fiscally stable as demonstrated in HCC's response to **Core Requirement 2.11**.

### **3.2.2.3 Institutional Policy**

Haywood Community College (HCC) is in compliance with Comprehensive Standard 3.2.2.3.

The Haywood Community College (HCC) Board of Trustees has legal authority to set local policy for the college through North Carolina legislation ([NCGS 115D-14](#)) which describes the community college Board of Trustees as a "body corporate with powers to enable it ... to exercise such other rights and privileges as may be necessary for the management and administration of the institution...." The legal authority and operating control of the Board of Trustees to set policies and to also "... encourage the establishment of private, nonprofit corporations to support the institution" is further described in Powers and Duties of the Board ([NCGS Chapter 115D-20](#)). The State Board of Community Colleges and North Carolina Administrative Code ([NCAC 23.2C.0101](#); [NCAC 23.2C.0210](#)) further define the authority of the College's trustees to set policy for college operations that are in accordance with state and federal law.

NC General Statutes and Administrative Codes that define the power and authority of the Board of Trustees for institutional policy are reflected in HCC Handbook for Faculty and Staff 07-08 in the section on General Policies ([Policy and Procedure Development and Adoption, p. 30](#)) and in the HCC Board of Trustee By-Laws as listed:

- [Article I, Section I: Responsibility and Membership, Jurisdiction and Responsibility, p. 1](#)
- [Article III, Section I: Powers and Duties of Trustees, Duties of the Trustees, pp. 6-8](#)
- [Article IV, Section 4: Committees, Committee on Building and Grounds, pp. 10-11](#)
- [Article IV, Section 5: Committees, Committee on Finance, pp. 11-12](#)
- [Article IV, Section 6: Committees, Committee on Personnel, p. 12](#)
- [Article IV, Section 7: Committees, Committee on Technology, Education and Student Affairs, pp. 12-13](#)
- [Article VII, Sections 1 and 2: Policies, General Provisions and Notification and Publications, p. 17.](#)

### **The Role of the College President in Institutional Policy Formulation and Implementation**

The role of the College President in formulating and implementing policy is described in the HCC Board of Trustee By-Laws ([HCC BOT BL Article II, Section 6d, pp. 5-6](#); [HCC BOT BL Article VI, section 2a, pp. 16-17](#)). As indicated, the President has full authority and responsibility for the operation of the College under the policies and rules and regulation of the Board of Trustees and the State Board of Community Colleges. The HCC Board of Trustees is actively involved in policy development and adoption. Referenced here are multiple Board of Trustee meetings minutes over time regarding policy adoption.

The college policy on Policy and Procedure Development and Adoption states that policies being considered by the Board are presented to college employees for review and feedback before the policy content is finalized and voted on by the Board of Trustees. The College also solicits feedback from students on the formation of policies that will directly impact them. An example of this is the Board's passage of a Tobacco Free Policy in July, 2007 ([HCC Administrative Council Minutes, May 22, 2007](#), [HCC Board Minutes March 13, 2007](#), [HCC Board Minutes June 12, 2007](#), [HCC Board Minutes, July 10, 2007](#)). HCC surveyed employees and students upon distribution of the proposed policy. A summary of SGA and employees responses ([Tobacco Free Survey Results](#)) was presented to the Board, as noted in the Board minutes. The policy was tabled June 12, 2007, and passed, July 10, 2007. Minutes of Board of Trustees' meetings indicate its active role in adopting college policy as noted in the following HCC Board Minutes: [October 8, 2002, p. 3](#); [November 27, 2001, pp. 2-5](#); [November 9, 2004, pp. 4-5](#); [May 10, 2005 p. 2](#); [April 11, 2006, p.4, policy adoption](#).

The Secretary to the Board of Trustees maintains an indexed compilation of all of the Board's by-laws and amendments and policies of the Board of Trustees, which is provided on the college website ([HCC Board of Trustees Web site screen shot](#)). Enacted HCC policies are maintained on the [College Web site](#) and distributed to the college community via the HCC electronic newsletter ([HCC e-newsletter screen shot](#)) and CD's, which are placed in each department, the Learning Resource Center, the Human Resource Office, and the Office of the President. Policies are also presented in the HCC [Handbook for Faculty and Staff 07-08](#).

### **HCC Foundation**

There are no corporate entities, but North Carolina Law ([NCGS 115D-20.9; Powers and Duties of Trustees](#)) encourages the establishment of private, non-profit corporations to support the institution. The HCC Board of Trustees approved creation of the HCC Foundation, Inc., in 1974 ([Board of Trustee Minutes, September 23, 1974, p.1](#)). The Foundation is the only non-profit

corporate entity associated with the College. The Foundation operates by its own by-laws and articles of incorporation ([HCC Foundation By-Laws 2008](#); [HCC Foundation Articles of Incorporation](#)) as a separate entity. The Board of Trustees By-Laws recognizes the Foundation's role ([HCC BOT BL Article III, section 1f, p. 7](#)). The Board policy ([HCC Policy: Haywood Community College Foundation, Inc.](#)) and the operating agreement between the HCC Foundation and the College ([HCC Foundation and College Agreement](#)) describe the function of the Foundation. The HCC Foundation is more fully discussed in the response to SACS **Comprehensive Standard 3.2.2.4**.

### **Board Policy for Auxiliary Services**

The Board of Trustees also has a policy for auxiliary services (HCC [Auxiliary Services Policy](#)) (HCC Board Minutes: [February 12, 2008, p. 3, Approval of Policy](#)). College auxiliary services provide support for students, employees, and the community and are reported as proprietary funds. Auxiliary services include the bookstore, cafe, daycare center, print shop, parking, vending, and Student Government Association ([Finance Report on Auxiliary Services January 29, 2008, Committee on Finance](#)). A fee, intended for the entities to make a profit or to break-even, is generally charged for goods and services. Use of fees, such as bookstore revenues, are in compliance with the NC General Statute ([NCGS115D-5\(a1\)](#)). Financial statements for auxiliary services presented to the HCC Board of Trustees along with the results of an annual satisfaction survey on college support services (HCC Board Minutes: [February 12, 2008, p. 8; HCC 2007 Satisfaction Survey Results](#)).

Financial oversight of all auxiliary services, except for SGA, is centralized under the Executive Director of Business Operations, who follows the administrative processes required by North Carolina Statutes ([NCGS115D-54 thru 115D-58.15](#)), the North Carolina Administrative Codes for community colleges ([NCAC 23.02D](#)), and North Carolina General Contract Terms and Conditions. As such, the College's accounting procedures provide guidance for recording revenue and expenses related to all business activities.

### **3.2.2.4 Related Foundations and Other Corporate Entities**

Haywood Community College (HCC) is in compliance with Comprehensive Standard 3.2.2.4.

#### **HCC Foundation**

The Haywood Community College Foundation, Incorporated, is the only foundation and corporate entity associated with the College. The HCC Foundation was incorporated in the State of North Carolina in June 1975 as authorized by the NC General Assembly ([NCGS 115D-7 Establishment of Private, Non-Profit Corporations](#)) and in accordance with the General Statutes of North Carolina ([NCGS 55D, NC Non-Profit Corporations Act](#)).

The HCC Foundation operates as a non-profit entity within the meaning of Section 501 (c) (3) in accordance with the Federal Internal Revenue Code. The primary purpose of the HCC Foundation, Incorporated, is to:

“serve as the regulating body for the solicitation and receipt of all funds and/or other negotiable assets of HCC which are not included in or otherwise designated as portions of general operational or capital budgets of the institution and/or which are not awarded by agencies of the federal, state, and/or local governmental units for specific inclusion in such budgets ([HCC Foundation By-Laws, Article I, p. 2](#)). The HCC Foundation, Incorporated, operates under legal authority of the HCC Board of Trustees as defined by North Carolina General Statute ([NCGS115D-20.9](#)) and the HCC Board of Trustees By-Laws ([HCC BOT BL Article I, Section 1e, p. 2](#)) ([HCC BOT BL Article III, Section 1f, p. 7](#)). The HCC Foundation is a separate entity from the Board of Trustees with its own by-laws and articles of incorporation ([HCC Foundation By-Laws; HCC Foundation Articles of Incorporation](#)), which were approved by the HCC Board of Trustees in 1974 ([HCC Board](#)

[Minutes, 092374, p. 1](#). An operating agreement between the Foundation and the College further clarifies the relationship of the Foundation to the College and its Board of Trustees ([HCC and HCC Foundation Operating Agreement 2008](#)) as does the Board of Trustees' policy on the Foundation ([HCC Policy: Foundation](#)).

The HCC Foundation is administered by its own Board of Directors ([HCC Foundation By-Laws Article II, pp. 2-5](#)). The roster of the HCC Foundation Board of Directors is maintained on the College Web site ([HCC Foundation Web site Screen Shot](#)). The Board of Directors recommends members at large to the HCC Board of Trustees for approval and upon approval, appoints members to its Board of Directors ([HCC Foundation By-Laws, Article II, Section 1C, p. 2](#)) ([HCC Board of Trustees By-Laws, Article III, Section 1m, p. 7](#)) ([HCC Board of Trustees Minutes: December 13, 2007, p. 2](#)). The HCC Board of Trustees also appoints three of its members to serve as voting members of the Foundation Board of Directors ([HCC Foundation By-Laws, Article II, Section 1A, p. 2](#)) ([HCC BOT BL, Article II, Section 1e and Section 2, p. 3](#)).

### **Role of the College President**

The College President is "responsible for all administrative and managerial aspects of the development and operation of the college and of the Haywood Community College Foundation, including fund raising activities. The President also serves on said Foundation's Board of Directors as a non-voting member ([HCC BOT BL, Article II, Section 6c, p. 5](#)); ([HCC President Job Description](#)) ([HCC Foundation Roster](#)). The College President is responsible for designating the individual to serve as Director of the Foundation ([HCC Foundation By-Laws, Article II, Section 1D, pp. 2-3](#)). The College organizational charts indicate that the President supervises the Director for Institutional Advancement, who also serves as Director of the HCC Foundation ([HCC Organization Chart](#)) ([Institutional Advancement Job Description](#)).

### **Purpose of the HCC Foundation**

As stated in its by-laws, the HCC Foundation, Incorporated, has been established and duly chartered by the State of North Carolina to:

"... more effectively accomplish, promote, and perpetuate the policies, goals and ideals of Haywood Community College and through such action to broaden the base of equitable and accessible educational opportunity to the people of Haywood County and Western North Carolina" ([HCC Foundation By-Laws, Preamble, p.1](#)). The purpose of the Foundation is also detailed in its [Articles of Incorporation, Article II, p. 2 and Article IV, pp. 7-8](#). The Foundation's limitation of power ([Articles of Incorporation, Article VI, p. 6](#)) and its by-laws ([HCC Foundation By-Laws Article III, Section I, p. 5](#)) specify that it is not to engage in any activities not permitted by law or that violate or otherwise infringe upon the HCC Board of Trustees. The Foundation makes routine reports to the HCC Board of Trustees (HCC Board of Trustees Minutes: [February 8, 2005, p. 2](#); [January 10, 2006 p. 1](#); [December 13, 2007, p. 2](#); [September 11, 2007, p. 2](#)).

On an annual basis, the HCC Foundation implements a fundraising campaign to secure both designated and undesignated funds, which are used to enhance student learning (Foundation Budgets and Financial Reports presented to the Foundation: [2005, 2006, 2007](#)). Although the funds are a great financial supplement to the College, the College is not dependent upon them for its routine, daily operation. The audited HCC Foundation financial reports provide a summary of program support used to enhance college activities (Foundation Financial Statements [2005, 2006, 2007](#)).

### **HCC Foundation Accounting Processes**

The Foundation's financial accounting processes follow the mandates set by North Carolina law ([NCGS 115D-7](#)). The College's Executive Director of Business Operations serves as the Foundation treasurer and is charged with "keeping a full and accurate accounts of the finances of the Foundation

using acceptable accounting procedures to provide a true statement of the assets and liabilities as needed” ([HCC Foundation By-Laws, Article II, Section ID, pp. 2-3](#)) ([HCC Foundation By-Laws, Article II, and Section IV, pp. 7-8](#)). The chairperson of the Board of Directors is authorized to sign documents as the lawful representative of the Board ([HCC Foundation By-Laws, Article II, Section 4, pp. 3-4](#)). As required by North Carolina law, the Foundation Board of Directors is required to have a certified public accountant conduct an annual audit of the financial accounts of the HCC Foundation, Inc., and present the findings to the HCC Board of Trustees ([NCGS 115D-20\(9\)](#)). Fiscal audits indicate sound practices and administration (Foundation audits: [2007, 2006, 2005](#)) (HCC Board of Trustee Minutes: [February 8, 2005, p. 2](#); [January 10, 2006, p. 1-2](#); [January 29, 2008, p. 1](#)).

## Supporting Documents

-  [Bd\\_Mins\\_041007](#)
-  [Bd\\_Mins\\_041106](#)
-  [Bd\\_Mins\\_071007](#)
-  [Bd\\_Mins\\_011006](#)
-  [Bd\\_Mins\\_011008](#)
-  [Bd\\_Mins\\_012908](#)
-  [Bd\\_Mins\\_020805](#)
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-  [Bd\\_Mins\\_Agenda\\_091206](#)
-  [Trustees\\_Retreat\\_050206](#)
-  [Trustees\\_Retreat\\_092607](#)
-  [Foudnation\\_Audit\\_05](#)
-  [Foundation\\_Audit\\_06](#)
-  [Foundation\\_Audit\\_07](#)
-  [Found\\_Fin\\_Statement\\_05](#)
-  [Found\\_Fin\\_Statement\\_06](#)
-  [Found\\_Fin\\_Statement\\_07](#)

 [23\\_NCAC-02C-0101\\_Authorization](#)

 [23\\_NCAC\\_02C-0210\\_Pesonneel\\_Policies](#)

 [NCAC\\_12\\_02B\\_0104](#)

 [NCAC\\_T23\\_02D\).0311\\_.0312\\_Vending\\_Bookstore](#)

 [NCGS 115D-14 Board powers](#)

 [NCGS\\_115D-1\\_Statement\\_of\\_purpose](#)

 [NCGS\\_115D-20\\_Powers\\_Duties\\_Trustees](#)

 [NCGS\\_115D-2\\_Definitions](#)

 [NCGS\\_115D-54\\_Prep\\_Submission\\_Budget](#)

 [NCGS\\_115D-56\\_Final\\_Adoption\\_Budget](#)

 [NCGS\\_115D-5\\_Admin\\_of\\_CC\\_by\\_SB\\_of\\_CC](#)

 [NCGS\\_115D\\_54-58-15](#)

 [NCGS\\_chapter\\_55A\\_Article1\\_Non-Profits](#)

 [HCC\\_Strategic\\_Plan\\_2007-10\\_021608\\_by\\_Mission\\_statement](#)

 [Strategic\\_Planning\\_060507](#)

 [Strategic\\_Planning\\_081006](#)

 [Strategic\\_Planning\\_082906](#)

 [Strategic\\_Planning\\_120706](#)

 [0607\\_HCC\\_Services\\_Report](#)

 [Administrative\\_Council\\_Mins\\_030907](#)

 [Adm\\_Council\\_Meeting\\_052207](#)

 [Annual\\_Service\\_Satisfaction\\_Survey](#)

 [AuxiliaryServicesBudgetReport](#)

 [Bd\\_Mins\\_011006](#)

 [board\\_of\\_trustees\\_webpage](#)

 [Budget\\_Planning\\_Model\\_Summary\\_Dept](#)

 [College\\_Wide\\_Meeting\\_0108&09](#)

 [E\\_Newsletter\\_webpage022008](#)

 [Foundation\\_Bd\\_List\\_012908](#)

 [Foundation\\_Web\\_site](#)

 [Grant\\_Notification\\_Form\\_Template](#)

 [HCC\\_Articles\\_Incorporation](#)

 [HCC\\_Foundation\\_By\\_Laws](#)

 [HCC\\_Foundation\\_College\\_Agreement](#)

 [HCC\\_Foundation\\_Policy](#)

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 [History\\_of\\_Mission\\_Statement\\_Jan\\_08](#)

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 [Institutional\\_Advance\\_Job\\_Desc](#)

 [JD\\_Director\\_of\\_Development\\_8.04](#)

 [Major\\_Themes\\_from\\_2006\\_Focus\\_Groups](#)

 [NCGS\\_115D-20\\_Powers\\_Duties\\_Trustees](#)

 [NCGS\\_115D-7\\_private\\_nonprofit](#)

 [Organizational\\_Chart\\_in\\_FS\\_Handbook](#)

 [Organizational\\_Chart\\_012208](#)

 [President\\_Position\\_Description](#)


















 [Pres\\_Advisory\\_Council\\_Mins\\_050407](#)

 [Responses\\_to\\_Mission\\_Values\\_Survey](#)

 [SP\\_equipment\\_total\\_2006-07\\_doc](#)

 [strategic\\_plan\\_equipment\\_sample](#)

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-  [Tobacco Free Quest Results](#)
-  [Vision Mission Core Values](#)
-  [BOT\\_By-Laws\\_0208 \(page 1\)](#)
-  [BOT\\_By-Laws\\_0208 \(page 2\)](#)
-  [BOT\\_By-Laws\\_0208 \(page 3\)](#)
-  [BOT\\_By-Laws\\_0208 \(page 5\)](#)
-  [BOT\\_By-Laws\\_0208 \(page 6\)](#)
-  [BOT\\_By-Laws\\_0208 \(page 7\)](#)
-  [BOT\\_By-Laws\\_0208 \(page 10\)](#)
-  [BOT\\_By-Laws\\_0208 \(page 11\)](#)
-  [BOT\\_By-Laws\\_0208 \(page 12\)](#)
-  [BOT\\_By-Laws\\_0208 \(page 16\)](#)
-  [BOT\\_By-Laws\\_0208 \(page 17\)](#)
-  [BOT\\_By-Laws\\_0208 \(page 30\)](#)
-  [Faculty\\_Staff\\_Handbook\\_2007 \(page 1\)](#)
-  [Faculty\\_Staff\\_Handbook\\_2007 \(page 1\)](#)
-  [Foundation\\_Bylaws\\_011808 \(page 2\)](#)
-  [Foundation\\_Bylaws\\_011808 \(page 5\)](#)
-  [HCC\\_MasterPlan\\_020808](#)
-  [HCC\\_Policy\\_Auxiliary\\_Services](#)
-  [HCC\\_Policy\\_College\\_Mission\\_Statement](#)