

STRATEGIC PLAN TACTICS UPDATE

State Board – January 16, 2025

System Office Goal

The System Office will deliver essential infrastructure, resources, and systems that enable North Carolina community colleges to increase the number of credential earners in high-demand workforce sectors in North Carolina.



Priority #1

Modernize
Technology
Systems

Priority #2

Operationalize
Labor Market-
Driven
Business Model

Priority #3

Operate with
Excellence
& Efficiency

Priority #4

Execute
Marketing &
Enrollment
Strategy

Priority #5

Expand
Resources &
Supports

Priority Tactics Criteria

A Priority Tactics should be:

- ✓ Essential for achieving the System Office Goal.
- ✓ Attainable in one year (completed or major milestone).
- ✓ Measurable in its impact or progress.
- ✓ Aligned with the System Strategic Plan.
- ✓ Transformative in nature, not status quo or routine.
- ✓ Within our control as a System Office.

System Office Priorities 2024-2025

Attachment PLAN 02

System Office Vision

Elevating North Carolina's future by delivering a diverse, highly skilled talent pipeline aligned to the labor market, supporting economic mobility that creates transformational generational change, and setting the national standard for innovation in higher education and workforce development.

System Office Goal

The System Office will deliver essential infrastructure, resources, and systems that enable North Carolina community colleges to increase the number of credential earners in high-demand workforce sectors.
(President Jeff Cox)

Priority #1 Modernize Technology Systems

(Patrick Fleming, Bill Schneider)

Priority #2 Operationalize Labor Market-Driven Business Model

(Brian Merritt, Phillip Price)

Priority #3 Operate with Excellence & Efficiency

(Kim Gold)

Priority #4 Execute Marketing & Enrollment Strategy

(Nathan Hardin, Torry Reynolds)

Priority #5 Expand Resources & Supports

(Patrick Crane, John Loyack)

Tactic
Common Course Library to Ellucian Banner SaaS
(Lisa Eads, Sonya Bartley Atkinson)

Tactic
Customized Training to Ellucian Banner SaaS
(Betty Silver, Anita Gonsiorowski)

Tactic
Data Warehouse Modernization
(Michelle Blake, Travis Nobles)

Tactic
CBAS Modernization and NCFS Workflows
(Stephanie Fisher, Ann Anderson)

Tactic
Propel NC Policy & Procedures *(Brian Merritt, Phillip Price, Alex Fagg, Bill Schneider)*

Tactic
Labor Market & Outcomes Data Insights and Tools *(Bill Schneider)*

Tactic
Program Approval, Termination, Alignment
(Lisa Eads)

Tactic
System Office Policy Review & Updates
(Kim Gold, Jonnell Carpenter)

Tactic
HR Policy & Procedures Update
(Kim Gold, HR VP)

Tactic
Culture of Excellence & Customer Service
(HR VP)

Tactic
Year-One Marketing Plan & CRM
(Nathan Hardin)

Tactic
Strategic Enrollment Management Project
(Monty Hickman)

Tactic
Near-time Reporting Systems
(Elizabeth Stoddard)

Tactic
Grant Writing & Funding
(Chanell Butler)

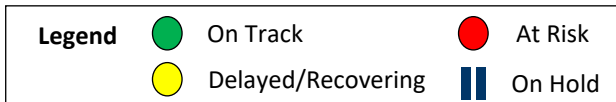
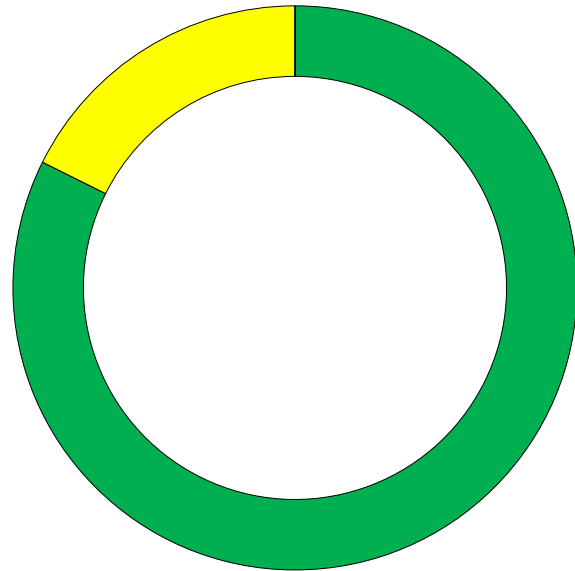
Tactic
Apprenticeship Expansion
(Chris Harrington)

Tactic
Generative AI & Future of Work
(Andrea Crowley)

Tactic
Rural College Supports
(Zach Barricklow)

TACTICS STATUS DASHBOARD

17 TACTICS: DECEMBER 31



TACTIC NAME	STATUS
1.1 TRANSITION COMBINED COURSE LIBRARY	●
1.2 TRANSITION CUSTOMIZED TRAINING	●
1.3 TRANSITION DATA WAREHOUSE	●
1.4 CBAS MODERNIZATION	●
2.1 PROPEL NC POLICIES/PROCEDURES	●
2.2 LABOR MARKET/OUTCOMES DATA SYSTEMS	●
2.3 PROGRAM APPROVAL/TERMINATION/ALIGNMENT	●
3.1 SYSTEM OFFICE POLICY REVIEW & UPDATES	●
3.2 HR POLICY & PROCEDURES STREAMLINE	●
3.3 CULTURE OF EXCELLENCE & CUSTOMER SERVICE	●
4.1 YEAR 1 SYSTEM MARKETING PLAN	●
4.2 STRATEGIC ENROLLMENT MANAGEMENT (SEM)	●
4.3 NEAR-TIME REPORTING SYSTEMS	●
5.1 GRANT WRITING & FUNDING	●
5.2 APPRENTICESHIP EXPANSION	●
5.3 ARTIFICIAL INTELLIGENCE IN NORTH CAROLINA (AI.iNC)	●
5.4 RURAL COLLEGES SUPPORT	●

TACTICS OVERVIEW

1.1 COMBINED COURSE LIBRARY (CCL) TRANSITION

Project Rationale

- The NCCCS will modernize and optimize the Combined Course Library (CCL) to allow anyone to search all curriculum and continuing education courses offered by the NC Community College System.

Project Description

- Transition Combined Course Library (CCL) from Ellucian Colleague to Ellucian Banner SaaS by February 28, 2025.

Resource Needs

- Funding to increase staff capacity and expertise to meet project objectives.

Board Role

- Ensure new systems comply with SBCC Code and revise as required.
- Maintain collaboration between SBCC Committees and System Office staff liaisons.
- Leverage Programs, Finance and Accountability and Audit Committees to provide advocacy, guidance and oversight.









Tactic Lead
Dr. Lisa Eads
Associate Vice
President
Academic Programs









Tactic Lead
Sonya Atkinson Bartley
IT Enterprise
Planning Analyst

1.1 COMBINED COURSE LIBRARY (CCL) TRANSITION

Deliverables	Status	Due
Development environments established		06/30/23
Project plan drafted		06/30/23
Combined Course Library (CCL) Requirements Document delivered		12/31/23
System configuration		02/07/25
User Acceptance Testing		02/28/25
Go-Live		04/01/25

Key Performance Indicators

- Transition Combined Course Library (CCL) from Ellucian Colleague to Ellucian Banner SaaS by April 1, 2025.
- The new system:
 - Is compatible with current and future ERP systems
 - Is accessible from the NCCCS public website
 - Is operated and maintained by System Office staff
 - Provides public access to course offerings

Legend	 On Track	 At Risk	 Complete
	 Off Track/Recovering	 Not Started	 On Hold

1.2 CUSTOMIZED TRAINING TRANSITION

Project Rationale

- The NCCCS will modernize and optimize systems the Customized Training system to support job growth, technology investment, and productivity enhancement by providing education, training, and support services for new, expanding, existing business and industry.

Project Description

- Transition Customized Training from Ellucian Colleague to Ellucian Banner SaaS by January 31, 2025.

Resource Needs

- Funding to increase staff capacity and expertise to meet project objectives.

Board Role

- Ensure new systems comply with SBCC Code and revise as required.
- Maintain collaboration between SBCC Committees and System Office staff liaisons.
- Leverage Finance and Accountability and Audit Committees to provide advocacy, guidance and oversight.



Tactic Lead

Betty Silver

Associate Vice
President







NC Edge/Customized
Training



Tactic Lead







Anita Gonsiorowski
Customized Training
Research Specialist

1.2 CUSTOMIZED TRAINING TRANSITION

Deliverables	Status	Due
Development environments established		06/30/23
Project plan drafted		06/30/23
Customized Training Requirements Document delivered		09/30/23
System configuration		11/18/24
User Acceptance Testing		01/22/25
Go-Live		04/03/25

Key Performance Indicators

- Transition Customized Training from Ellucian Colleague to Ellucian Banner SaaS by April 4, 2025.
- The new system:
 - Is compatible with current and future ERP systems
 - Is operated and maintained by System Office staff
 - Provides improved data analytics and reporting

Legend	 On Track	 At Risk	 Complete
	 Off Track/Recovering	 Not Started	 On Hold

1.3 DATA WAREHOUSE TRANSITION

Project Rationale

- The NCCCS will modernize and optimize systems that provide a centralized repository for college data. This will enhance the System's ability to create reports, track performance data, and provide data extracts.

Project Description

- Transition the Data Warehouse from System Office operated and maintained MS SQL Server to Ellucian Banner SaaS by January 30, 2025.

Resource Needs

- Funding to increase staff capacity and expertise to meet project objectives.

Board Role

- Ensure new systems comply with SBCC Code and revise as required.
- Maintain collaboration between SBCC Committees and System Office staff liaisons.
- Leverage Finance and Accountability and Audit Committees to provide advocacy, guidance and oversight.








Tactic Lead
Michelle Blake
Director of
Applications
Development









Tactic Lead
Travis Noble
Director of State
Data Warehousing

1.3 DATA WAREHOUSE TRANSITION

Deliverables	Status	Due
Development environments established		06/30/23
Project plan drafted		06/30/23
Data Warehouse Requirements Document delivered		06/30/23
System configuration		05/22/25
User Acceptance Testing		05/27/25
Go-Live		05/30/25

Key Performance Indicators

- Transition the Data Warehouse from System Office operated and maintained MS SQL Server to Ellucian Banner SaaS by May 30, 2025.
- The new system:
 - Is compatible with current and future ERP systems
 - Is operated and maintained by System Office staff
 - Provides improved data analytics and reporting

Legend	 On Track	 At Risk	 Complete
	 Off Track/Recovering	 Not Started	 On Hold

1.4 CBAS MODERNIZATION AND NCFS WORKFLOWS

Project Rationale

- The NCCCS will modernize and optimize the College Budgeting and Accounting System (CBAS). This system transmits cash certification requests to the System Office Finance and Operations division.

Project Description

- CBAS Modernization and NCFS Workflows: Optimize financial technology systems to modernize and streamline workflows by June 30, 2025.

Resource Needs

- Funding to increase staff capacity and expertise to meet project objectives.

Board Role

- Ensure new systems comply with SBCC Code and revise as required.
- Maintain collaboration between SBCC Committees and System Office staff liaisons.
- Leverage Finance and Accountability and Audit Committees to provide advocacy, guidance and oversight.









Tactic Lead
Stephanie Fisher
Associate Vice
President
Finance and
Operations









Tactic Lead
Ann Anderson
Associate Vice President
State Level Accounting
& Operations

1.4 CBAS MODERNIZATION AND NCFS WORKFLOWS

Deliverables	Status	Due
Development environments established		06/30/23
Project plan drafted		06/30/23
CBAS Requirements Document delivered		09/30/23
System configuration		12/13/24
User Acceptance Testing		12/20/24
Go-Live		02/07/25

Key Performance Indicators

- Transition CBAS systems from Ellucian Colleague to Ellucian Banner SaaS by February 7, 2025.
- The new system:
 - Is compatible with current and future ERP systems
 - Is operated and maintained by System Office staff
 - Provides improved financial management, data analytics and reporting

Legend	 On Track	 At Risk	 Complete
	 Off Track/Recovering	 Not Started	 On Hold

2.1 PROPEL NC POLICIES AND PROCEDURES

Project Rationale

- This project ensures curriculum and workforce continuing education programs receive equitable prioritization and funding, and that college course and program offerings are aligned to workforce needs.

Project Description

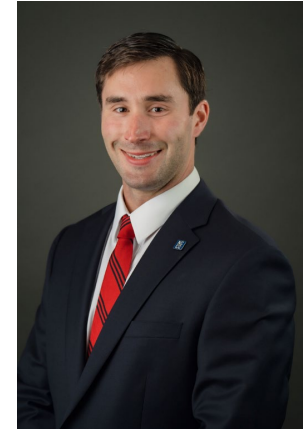
- Develop foundational systems for executing Propel NC.

Resource Needs

- None at this time.

Board Role

- Advocacy



Tactic Leads

Alex Fagg, Brian Merritt, Phillip Price, Bill Schneider

2.1 PROPEL NC POLICIES AND PROCEDURES

Deliverables	Status	Due
Establish FTE model for Propel NC that includes replacing tiers and 96-hour third party credential requirements	●	10/31/25
<i>Received approval from key Stakeholders</i>	☑	
<i>Submission of funding request to the Office of State Budget Management</i>	●	
Develop an agreed upon methodology to count "completers" in Workforce Continuing Education	●	05/30/25
<i>Currently collaborating with the NCACCP Programs Committee on a measure of Workforce Continuing Education completion.</i>	●	
Educate colleges and other partners on updated policies	●	06/30/25
<i>Led a Propel NC focused session at the System Conference</i>	☑	

Key Performance Indicators

- 100% establishment of FTE model for Propel NC
- 100% development of an agreed upon methodology to count "completers" in Workforce Continuing Education
- 100% on delivery of community colleges professional development plan related to Propel NC implementation

Legend	● On Track	● At Risk	☑ Complete
	● Off Track/Recovering	● Not Started	On Hold

2.2 LABOR MARKET & OUTCOMES DATA INSIGHTS AND TOOLS

Project Rationale

- This project is to ensure colleges and the System Office have access to labor market & outcomes data necessary to inform important decisions associated with academic programs.

Project Description

- Develop labor market and outcomes data tools available for System Office and colleges by June 30, 2025.

Resource Needs

- Bandwidth of team members to complete work along with other core responsibilities.
- Uniform recurring process for accessing wage records from Commerce.

Board Role

- None at this time.










Tactic Lead
Dr. Bill Schneider
Vice President
System Effectiveness









Tactic Lead
Elizabeth Stoddard
Director
Analytics & Reporting

2.2 LABOR MARKET & OUTCOMES DATA INSIGHTS AND TOOLS

Deliverables	Status	Due
Release Beta Regional Labor Market Analysis Reports		09/30/24
Release official expanded and updated Regional Labor Market Analysis Reports		03/31/25
Release subject-driven Labor Market Outcomes Dashboard		04/30/25
<i>Methodology and preliminary reporting requirements established</i>		
<i>Technical processes to compile data developed</i>		
Establish system providing college access to individual student wage records		05/31/25
Provide professional development to stakeholders		06/30/25

Key Performance Indicators

- 100% completion of Beta Regional Labor Market Analysis Reports
- 100% completion of official expanded and updated Regional Labor Market Analysis Reports
- 100% completion of subject-driven Labor Market Outcomes Dashboard
- 100% development of system providing college access to individual student wage records

Legend	 On Track	 At Risk	 Complete
	 Off Track/Recovering	 Not Started	 On Hold

2.3 COURSES/PROGRAM APPROVAL/TERMINATION/ALIGNMENT

Project Rationale

- This project is critical for streamlining program and course approval processes, improving overall efficiency, and delivering enhanced customer service to better support colleges in achieving local and statewide credential attainment goals.

Project Description

- Create an updated system for program approval, termination, and alignment with labor market demand.

Resource Needs

- Funding need for resources if current available platforms cannot support project.

Board Role

- Funding need for resources if current available platforms cannot support project.



Tactic Lead

Dr. Lisa Eads
Associate Vice President
Academic Programs

2.3 COURSES/PROGRAM APPROVAL/TERMINATIONS/ALIGNMENT

Deliverables	Status	Due
Upgrade and modernize platform to facilitate applications and termination processes and status updates for colleges	●	06/30/25
<i>ServiceNow capabilities as the portal to use</i>	☑	
<i>IT will begin development of Course Portal on January 6, 2025</i>	●	
Update SBCC Code and complete procedural updates	●	06/30/25
<i>Present SBCC Code recommendations to NCACCP – January 2025</i>	●	
Policy, procedure, and/or program implemented	●	06/30/25
<i>New Career and College Promise (CCP) Curriculum Pathway under development</i>	●	

Key Performance Indicators

- Course and Program access
- Credential Completion

Legend	● On Track	● At Risk	☑ Complete
	● Off Track/Recovering	● Not Started	On Hold

3.1 SYSTEM OFFICE POLICY REVIEW & UPDATES

Project Rationale

- This project is essential to streamline and modernize agency policies and the State Board Code, ensuring they are compliant to law, current, accessible, and responsive to colleges' needs while establishing a sustainable review process.

Project Description

- Review and update outdated State Board Code items and establish a system of periodic review.

Resource Needs

- Additional resources TBD









Board Role

- None at this time.









Tactic Lead
Jonnell Carpenter
General Counsel
Legal Affairs

3.1 SYSTEM OFFICE POLICY REVIEW & UPDATES

Deliverables	Status	Due
Establish timeline and system for periodic System Office agency policy review		03/31/25
<i>Policy Owners have been assigned and have begun the policy review process.</i>		
Review and update 17 internal policy items		06/30/25
<i>System Office Agency policies have been published into the Employee Center and policy numbering system has been established.</i>		
Review and update 17 prioritized SBCC Code items		06/30/25
<i>Identified and reviewed all temporary code items</i>		
<i>Identified all code items within Chapter D that have not been updated within 10 years</i>		
<i>Present the code item(s) to the SBPG Committee regarding the temporary code update during the State Board Meeting - January 2025</i>		

Key Performance Indicators

- Ensure the System Office Agency policies are updated to reflect the most current policies and procedures.
- Ensure State Board Code is updated to reflect the most current policies and procedures.

Legend	 On Track	 At Risk	 Complete
	 Off Track/Recovering	 Not Started	 On Hold

3.2 HR POLICY AND PROCEDURES STREAMLINE

Project Rationale

- This project is crucial for attracting top talent by streamlining HR processes, reducing hiring delays, and enhancing the System Office's effectiveness and appeal as an employer.

Project Description

- Implement improvements to policy, procedure, and processes related to System Office human resource management.

Resource Needs

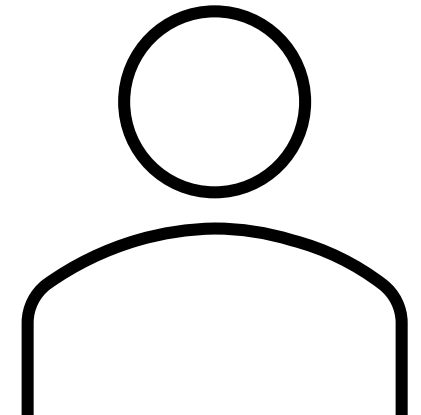
- None at this time

Board Role

- Approved the VP of HR
- Approve EHRA Employees, as needed







Tactic Lead
Dr. Kimberly Gold
Chief of Staff









Tactic Lead
Kelli Reale
Vice President
Human Resources

3.2 HR POLICY AND PROCEDURES STREAMLINE

Deliverable	Status	Due
Reduce time from “Signature on Request to Post” to “Offer Made” to qualified applicants by 20%		06/30/25
<i>Reviewed the recruitment process and implemented an action plan.</i>		
<i>Onboarding the VP of HR</i>		
Remeasure the turnaround time for making an offer to a candidate using the new software.		06/30/25

Key Performance Indicators

- Reduce recruitment time to ensure operational efficiency.

Legend	 On Track	 At Risk	 Complete
	 Off Track/Recovering	 Not Started	 On Hold

3.3 CULTURE OF EXCELLENCE & CUSTOMER SERVICE

Project Rationale

- This project strengthens the NCCC System's reputation as a national leader by elevating professional development, leadership excellence, and customer service standards, ensuring the System Office is recognized as an effective partner to colleges and the state.

Project Description

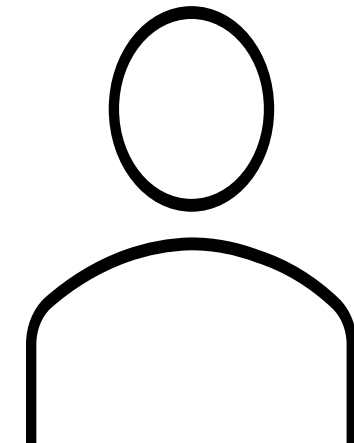
- Establish agency policies and provide professional development related to customer service and leadership excellence for System Office employees.

Resource Needs

- Funding for professional development.







Board Role

- Advocate for the System Office professional development resources.









Tactic Lead
Kelli Reale
Vice President
Human Resources

3.3 CULTURE OF EXCELLENCE & CUSTOMER SERVICE

Deliverables	Status	Due
Set agency policies and provide training on meeting expectations for excellent customer service for all staff		02/05/2025
<i>Telework policy has been updated to clarify customer service expectations</i>		
<i>Expectations regarding customer service goals have been discussed with employees</i>		
<i>Upcoming training for customer service</i>		
Incorporate customer service expectations into NCVIP for all staff at mid-year review		02/26/2025
<i>NCVIP Interim Reviews</i>		

Key Performance Indicators

- All agency employees will have a customer service-related goal in their Performance Plan (NCVIP).
- Customer Service training will be provided for all employees at the All-Hands Meeting.

Legend	 On Track	 At Risk	 Complete
	 Off Track/Recovering	 Not Started	 On Hold

4.1 SYSTEM INTEGRATED MARKETING PLAN

Project Rationale

- This project is crucial for boosting student enrollment in high-demand sectors through an integrated, end-to-end marketing strategy that augments and complements local college marketing capacity.

Project Description

- Execute Year 1 of the System Integrated Marketing Plan by June 30, 2025.

Resource Needs

- Recurring funding for a statewide CRM solution.
- Funding for a target advertising campaign to fully utilize the CRM.
- The Marketing department is severely understaffed. A comparison of peer statewide systems shows the NCCCS communications efforts are 80-90 percent smaller. The department also has taken on additional focus areas related to strategic enrollment management, which requires reimagining collaboration and staffing.
- Significant stakeholder engagement (presidents, public information officers, economic development partners).

Board Role

- Advocacy for funding and personnel.



Tactic Lead
Nathan Hardin
Executive Director
Communications

4.1 SYSTEM INTEGRATED MARKETING PLAN

Deliverables	Status	Due
Brand and Messaging for NCCCS and select sub-brands	●	06/30/25
<i>Rebranding for NCEdge, IDD, and SBCN started</i>	●	
CRM and Marketing Funnel Implementation for Cohort 1A and 1B	●	06/30/25
<i>Marketing Contract executed</i>	●	
<i>CRM and Marketing Funnel executed</i>	●	
<i>Kickoff Call with 5 colleges completed</i>	☑	
<i>Kickoff Call with remaining 5 colleges in January 2025</i>	●	
Call Center Pilot Established	●	04/01/25
Initial Creative Campaigns Deployed Across Channels	●	04/01/25

Key Performance Indicators

- 100% integration of CRM systems at all 5 first cohort, and CRM integration underway at the expanded 5 colleges.
- 6 of 6 sub-brands completed, which include economic development division, IDD, and College and Career Readiness by June 30, 2025.
- 10 cohort colleges supported with CRM & Marketing Funnel support.

Legend	● On Track	● At Risk	☑ Complete
	● Off Track/Recovering	● Not Started	On Hold

4.2 STRATEGIC ENROLLMENT MANAGEMENT (SEM)

Project Rationale

- This project enhances community college enrollment through SEM tools, strategic outreach and engagement, and training and development, ensuring competitiveness and improved student access, retention, and completion.

Project Description

- The Strategic Enrollment Project will provide the 58 community colleges the necessary tools and practices to more effectively engage, enroll, and serve students regardless of background or point of entry.

Resource Needs

- CRM training expert(s) to lead training sessions for college staff.
- Funding for CRM training expert(s) for staff training sessions.

Board Role

- Advocacy for funding.
- Continued support for CRM implementation and enrollment development.



Tactic Lead

Dr. Monty Hickman
Associate Vice Director
Student Success
Support Services

4.2 STRATEGIC ENROLLMENT MANAGEMENT (SEM)

Deliverables	Status	Due
Increasing Financial Aid Efficiency and Timely Implementation	●	06/30/25
Developing CRM Training for 2025	●	06/30/25
<i>CRM Strategy Session to be provided</i>	●	
<i>CRM Advisory Committee established</i>	☑	
Streamlining and Shortening the Admissions Application	●	06/30/25
<i>Admissions applications for Curriculum (CU) and Career and College Promise (CCP) reviewed</i>	☑	
Strategic Enrollment Management (SEM) Training – Phase 2	●	05/30/25
<i>SEM Task Force reestablished</i>	☑	

Key Performance Indicators

- # of colleges that participate in CRM training.
- 100% of pilot colleges launch communication plan.
- Admissions application shortened by 15%.

Legend	● On Track	● At Risk	☑ Complete
	● Off Track/Recovering	● Not Started	On Hold

4.3 NEAR-TIME REPORTING TOOLS

Project Rationale

- This project enhances the ability of colleges to make real-time, data-informed decisions by expanding college users' near-time reporting capabilities and facilitating college reporting migrations to Insights.

Project Description

- Expand existing near-time reporting capabilities and facilitate college reporting migration to Insights by June 30, 2025.

Resource Needs

- Increased staff capacity to ensure tactic project prioritization.
- Collaboration with internal teams on projects involving data migration and modernization.

Board Role

- None at this time.



Tactic Lead
Elizabeth Stoddard
Director
Analytics & Reporting

4.3 NEAR-TIME REPORTING TOOLS

Deliverables	Status	Due
Near-Time Enrollment and FTE Estimates Dashboard	●	03/30/25
<i>Processes developed to calculate estimated enrollment and FTE from daily data for Curriculum, Continuing Education, and Basic Skills</i>	☑	
<i>Data alignment for Curriculum estimated enrollment and FTE increased from 83% of colleges initially to 100% by end of process</i>	☑	
<i>Continuing college data validations for Continuing Education and Basic Skills estimated enrollment and FTE</i>	●	
Near-Time Financial Aid Data Dashboard	●	02/28/25
<i>Process developed to collect required Financial Aid fields from daily data</i>	☑	
Access to and Implementation of Ellucian Insight Tools	●	06/30/25

Key Performance Indicators

- Percentage of Financial Aid dashboard project completed.
- Percentage of Estimated Enrollment and FTE dashboard project completed.
- Percentage of Ellucian Insights tool implementation project completed.

Legend	● On Track	● At Risk	☑ Complete
	● Off Track/Recovering	● Not Started	On Hold

5.1 GRANT WRITING & FUNDING

Project Rationale

- This project aims to secure federal grants to diversify funding, supporting NCCCS's efforts to enhance access, retention, and completion in high-demand workforce sectors.

Project Description

- Establish and implement a System Office strategy to expand federal grant acquisitions by June 30, 2025.

Resource Needs

- Significant internal and external stakeholder engagement is needed.
- Additional grants management staff needed within 24 months.

Board Role

- Advocacy for additional staff funding.
- Leverage networking to build engagement and communication between funding entities and Grants Director.
- Communicate funding opportunities to both external networks and System Office staff.



Tactic Lead
Dr. Chanell Butler
Director
Grants

5.1 GRANT WRITING & FUNDING

Deliverables	Status	Due
Grants Approval Process Review	●	06/30/25
<i>Grant Policies and Procedures Manual reviewed</i>	●	
Foundation Collaboration Plan	●	03/31/25
<i>Collaboration plan draft built with NCCC Foundation</i>		
Grants Management Process		06/30/25
<i>Successfully applied for \$9.9M federal grant and awaiting notification</i>		
<i>System alignment on grant opportunities started</i>		
College Communications and Partnership Plan		06/30/25
<i>Relationships built with System Office and community college staff</i>		

Key Performance Indicators

- Meet and exceed federal funding goals for FY2024-2025.
- Increase community college capacity to apply for federal funding.
- Increase System Office capacity to apply for federal funding.
- Increase collaboration between System Office and NCCC Foundation.

Legend	● On Track	● At Risk	☑ Complete
	● Off Track/Recovering	● Not Started	On Hold

5.2 APPRENTICESHIP EXPANSION

Project Rationale

- This project expands apprenticeships and work-based learning opportunities to enhance job success, aiming to meet growth goals in registered apprenticeships and industry collaboration.

Project Description

- Expand the use of pre-apprenticeships and apprenticeships state-wide to improve labor force participation and reduce the skills gap to meet employer needs in North Carolina.

Resource Needs

- Sustainable funding source to support ApprenticeshipNC program continuation
- Significant stakeholder engagement to spread awareness of benefits of apprenticeships in North Carolina.

Board Role

- Advocacy for funding.
- Engagement from State Board members to gain support from chief local elected officials.



Tactic Lead

Dr. Chris Harrington
Director of ApprenticeshipNC

5.2 APPRENTICESHIP EXPANSION

Deliverables	Status	Due
Aligned county-level workforce ecosystem	●	06/30/25
<i>"Best Practices" for County Workforce Ecosystem identified and documented</i>	☑	
Defined and optimized processes	●	06/01/25
<i>Website rebuild</i>	●	
<i>Socialized Strategic Plan with all college presidents</i>	☑	
Communities of Practice established	●	06/01/25
<i>Communities of Practice Kick-offs Complete</i>	☑	
Legislative funding and statutes secured	●	06/30/25
Active apprenticeship and pre-apprenticeship growth	●	06/30/25
<i>Executed annual Apprenticeship Contest for NC State Fair</i>	☑	

Key Performance Indicators

- New Registered Apprentices
- Active Participants
- New Registered Pre-Apprentices
- Participants per 1,000 workers

Legend	● On Track	● At Risk	☑ Complete
	● Off Track/Recovering	● Not Started	On Hold

5.3 ARTIFICIAL INTELLIGENCE IN NORTH CAROLINA (AI.INC)

Project Rationale

- This project is critical to addressing NCCCS priorities by providing guidance on artificial intelligence (AI) integration, fostering innovation, and preparing a future-ready workforce through professional development and collaboration.

Project Description

- Deliver guidance and resources to community colleges for talent development and educational strategy that accounts for disruptive technologies and the future of work by June 30, 2025.

Resource Needs

- Additional staff and funding for continued Future of Work pathway alignment projects.
- Digital repository and platform to host professional development and archive high-impact practices and research.

Board Role

- Advocacy for funding.
- Stakeholder engagement.
- Engagement with SBCC Programs and Student Success Committee and Professional Development Liaison for state vision alignment.



Tactic Lead
Dr. Andrea Crowley
Executive Director
NC Student Success
Center



Tactic Lead
Dr. Lane Freeman
Director
Online Learning

5.3 ARTIFICIAL INTELLIGENCE IN NORTH CAROLINA (AI.INC)

Deliverables	Status	Due
Establish and Deploy NCCC Future of Work Task Force	●	04/01/25
<i>Secured \$200,000 grant from Jobs for the Future (JFF) partnership</i>	☑	
<i>Select community college task force committee members</i>	●	
<i>AI as key theme at regional roundtables and NCCC System Conference</i>	☑	
Publish NCCCS Generative AI (GenAI) Guidance	●	06/30/25
<i>Define essential elements of education technology strategy</i>	●	
Create a GenAI Professional Learning Strategy		06/30/25
<i>Trained 2,500+ faculty and staff in-person and online on AI's role in the community college classroom</i>	☑	
AI in Education Pilot Model	●	04/30/25

Key Performance Indicators

- Increase in number of community colleges with technology use statement/philosophy.
- Increase in membership to AI Community of Practice.

Legend	● On Track	● At Risk	☑ Complete
	● Off Track/Recovering	● Not Started	On Hold

5.4 RURAL COLLEGES SUPPORT

Project Rationale

- This project strengthens rural colleges through strategic partnerships and resources, enhancing sustainability, and fostering regional collaboration to support North Carolina's underserved communities.

Project Description

- Develop and deliver services, toolkits, and recommendations related to bolstering rural colleges by June 30, 2025.

Resource Needs

- Funding for development of rural partnership toolkit focused on Public Safety and First Responders.
- Funding for development of rural partnership toolkit focused on Trades and Transportation.

Board Role

- Continued advocacy for Western NC community colleges following Hurricane Helene.



Tactic Lead

Dr. Zach Barricklow
Associate Vice President
Strategy and Rural Innovation

5.4 RURAL COLLEGES SUPPORT

Deliverables	Status	Due
Strategic Planning Services for Rural Colleges	●	06/30/25
<i>8 Colleges Supported with Strategic Planning</i>	●	
<i>20 Focus Groups Conducted</i>	☑	
Strategic Planning Toolkit for Rural Colleges	●	06/30/25
Rural Partnership Toolkits for High-Demand Workforce Sectors	●	06/30/25
Rural Sustainability & Success Recommendations for System	●	05/31/25
<i>41 Presidents Interviewed</i>	☑	
<i>9 System Office annual priorities/tactics for 2024-2025 informed by rural college stakeholder input</i>	☑	
<i>12 publications or presentations delivered</i>	☑	

Key Performance Indicators

- Number of *rural colleges supported* with strategic planning and organizational improvement efforts.
- Number of publications or presentations disseminating *impactful strategies and promising practices* for rural community college success.
- Number of rural community college *stakeholders engaged* for insight, support, and alignment Number of System Office annual *priorities and tactics informed by rural stakeholder needs*, supportive of rural college sustainability and success.

Legend	● On Track	● At Risk	☑ Complete
	● Off Track/Recovering	● Not Started	On Hold