

STRATEGIC PLAN TACTICS UPDATE

Strategic Planning Committee – May 15, 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.

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System Office Priorities 2024-2025

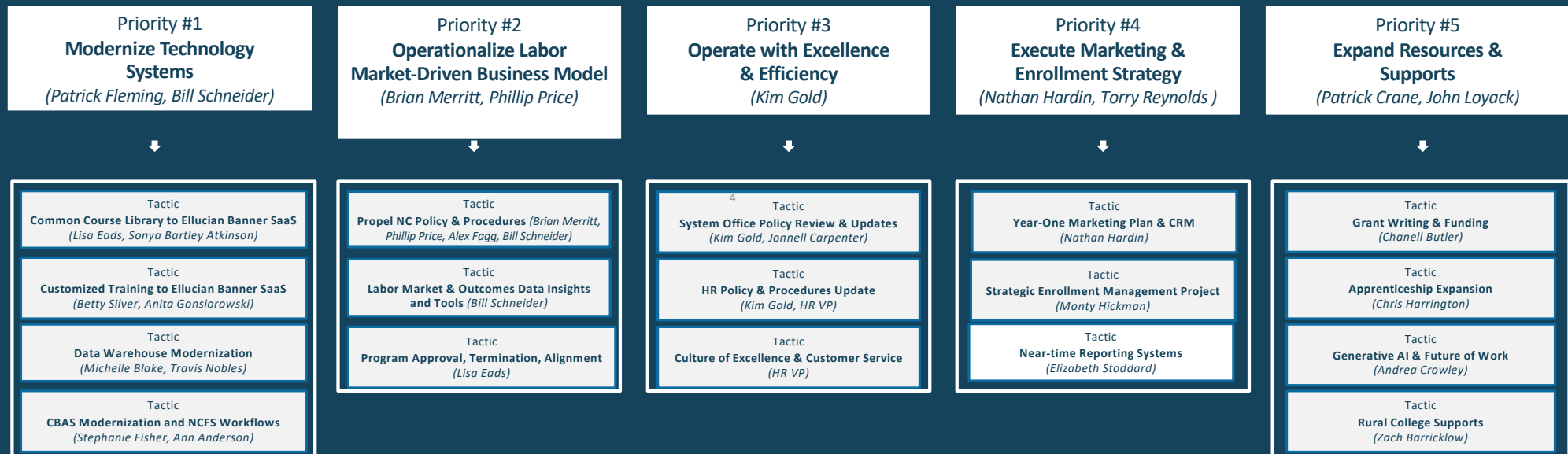
System Office Vision

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

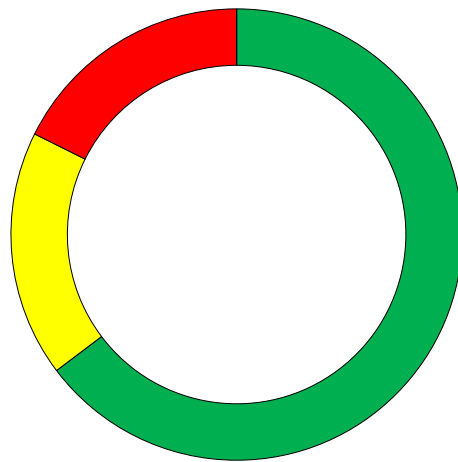
The System Office will deliver essential infrastructure, resources, and systems that enable North Carolina community colleges to increase the number of credential earners in high-demand workforce sectors.
(President Jeff Cox)



North Carolina Community College System

TACTICS STATUS DASHBOARD

17 TACTICS: May 6



Legend

- On Track
- At Risk
- Delayed/Recovering
- On Hold

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

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**NC COMMUNITY
COLLEGES**
CREATING SUCCESS

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 April 1, 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 April 4, 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 May 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

- Implement model that consistently funds Curriculum and Workforce Continuing Education programs based on 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

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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>Incorporate Workforce Sectors into dashboards and reports.</i>	●	
Develop a methodology to evaluate the impact of Propel NC	●	07/31/25
<i>Establish metrics to evaluate progress of Propel NC</i>	●	
Educate colleges and other partners on updated policies	●	05/06/25
<i>Create a draft of Propel NC Implementation Guidebook.</i>	☑	

Key Performance Indicators

- 100% establishment of FTE model for Propel NC
- 100% development of methodology to evaluate the impact of Propel NC
- 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 NC Department of Commerce.
- Updated Memorandum of Understanding with NC Department of 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	✓	04/30/25
Release Subject-driven Labor Market Outcomes Dashboard	✓	04/30/25
Establish system providing college access to individual student wage records	●	06/30/25
<i>Updated MOU with NC Department of Commerce drafted</i>	✓	
<i>Signed MOU with NC Department of Commerce</i>	●	
Provide professional development to stakeholders	●	06/30/25
<i>College Webinar on Subject-driven Labor Market Outcomes Dashboard</i>	✓	
<i>College Webinar on Regional Labor Market Analysis Reports</i>	●	

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>Demo of portal shared with Programs and Workforce Development Leadership – March 12, 2025</i>	☑	
<i>SO Team test the portal</i>	●	
Update SBCC Code and complete procedural updates	●	06/30/25
<i>Presidents voted on the SBCC Code recommendations – February 19, 2025</i>	☑	
<i>SO initiated the rule making process – April 4, 2025</i>	●	
Policy, procedure, and/or program implemented	●	06/30/25
<i>New Career and College Promise (CCP) Curriculum Pathway under development</i>	☑	
<i>New Pathway went to the State Board for future action and was approved – February 21, 2025</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

- Review and approve suggested Code changes



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	●	04/01/25
<i>Policy owners will receive email reminders to update policies in accordance with policy update schedule.</i>	●	
Review and update 17 internal policy items	●	06/30/25
<i>Policy owners are updating policies.</i>	●	
<i>Updated policies are published in ServiceNow.</i>	●	
Review and update 17 prioritized SBCC Code items	●	08/01/25
<i>Present the public comment to the SBPG Committee regarding the temporary code items – April 2025</i>	●	
<i>Present suggested amendments to Chapter D – April 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>Onboarding the VP of HR</i>	●	
Remeasure the turnaround time for making an offer to a candidate using the new software.	●	05/19/25
<i>Remeasure the turnaround time using 2024 hiring data.</i>	●	

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	●	06/04/2025
<i>Develop a customer service policy document</i>	●	
Review Customer Service Policy with the Senior Leadership Team.	●	
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>Kickoff completed for CCR Rebranding project</i>	☑	
CRM and Marketing Funnel Implementation for Cohort 1A and 1B	●	06/30/25
<i>Marketing Contract executed</i>	●	
<i>CRM Cohort 1A implementation underway</i>	●	
<i>Kickoff Call with remaining 5 colleges in May 2025</i>	●	
<i>Community Workforce Development Assessments launched</i>	●	
Call Center Pilot Established	●	06/30/25
Initial Creative Campaigns Deployed Across Channels	●	06/30/25

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. Torry L. Reynolds
Associate Vice President
Student Services



Tactic Lead

Dr. Monty Hickman
Executive Director
Strategic Enrollment
Management

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 financial aid 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 collect reporting requirements associated with college 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	●	05/31/25
<i>Data validation complete for Curriculum and Con. Ed enrollment and FTE estimates</i>	☑	
<i>Working with IT for access to additional fields required to calculate Basic Skills enrollment and FTE estimates in daily data</i>	●	
<i>Dashboard currently in development</i>	●	
Near-Time Financial Aid Data Dashboard	⏸	
Access to and Implementation of Ellucian Insight Tools	●	06/30/25
<i>College data available in Insights to System Effectiveness team</i>	●	
<i>Core team members and colleges receiving training on using Insights</i>	●	
<i>Reporting inventory established and preliminary reports prioritized</i>	☑	
<i>Requirements gathering ongoing for prioritized reports</i>	●	

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 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 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.
- Understand that the federal grants landscape has vastly changed this spring.



Tactic Lead
Dr. Chanell Butler
Director of
Grants

5.1 GRANT WRITING & FUNDING

Deliverables	Status	Due
Grants Approval Process Review	●	06/30/25
<i>Grant Policies and Procedures 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 over \$10 million in grants (Federal grant funding currently being monitored)</i>	☑	
<i>Building a SO foundational Grants Management Process w/auditor</i>	●	
College Communications and Partnership Plan	●	06/30/25
<i>Relationships built with System Office and local CC staff</i>	●	

Key Performance Indicators

- Increase System Office capacity to apply for federal funding*.
- Increase community college 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
Socialized ANC strategic plan with all college presidents		08/08/24
Aligned county-level workforce ecosystem		06/30/25
<i>"Best Practices" identified, documented, and shared</i>		06/30/25
Defined and optimized processes		06/30/25
Website rebuild		05/01/25
Communities of Practice rolled out with employer partners		09/30/25
Secure \$3.1 million in recurring state funding.		06/30/25
Active apprenticeship and pre-apprenticeship growth		06/30/25
<i>Executed annual Apprenticeship Contest for NC State Fair</i>		10/21-10/26/24
<i>Annual ApprenticeshipNC Conference</i>		3/10-3/11/25

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

- Continued investment and funding to build state-wide capacity through Train-the-Trainers training, convene partners, engage national experts to guide innovation with evidence, and accelerate local innovation through AI-Ready programs
- Partnership funding strategy with national partners

Board Role

- Advocacy for funding for community college innovation investments.
- Leadership for state agency cooperative task force.



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	●	06/30/25
<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	●	06/30/25

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 and regional collaboration through strategic planning support, curation of promising practices, and rural stakeholder engagement that informs System Office policies and priorities impacting rural NC.

Project Description

- Develop and deliver planning 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

- 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 & Board Planning</i>	●	06/30/25
<i>6 Phase 1 Retreats Conducted with Strategic Planning Roadmaps</i>	☑	
<i>85 Phase 2 Stakeholder Focus Groups Supported</i>	☑	
<i>5 Phase 2 Stakeholder Surveys Administered</i>	☑	
<i>30+ Phase 2 and 3 Working Group Planning Sessions Conducted</i>	☑	
Strategic Planning Toolkit for Rural Colleges	●	06/30/25
Rural Partnership Toolkits for High-Demand Workforce Sectors	☑	
Rural Sustainability & Success Recommendations for System	●	06/30/25
<i>17 publications, presentations, and reports 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