



**North Carolina Community College
System Office**

**STRATEGIC & INFORMATION
TECHNOLOGY PLAN
FY 2017 - 2019**

By

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1. North Carolina Community College System Office Strategic Plan Executive Summary

The North Carolina Community College System Office presents the goals, objectives, and initiatives contained in this strategic and information technology plan to create measurable student success and industry engagement. President Williamson and the Executive Leadership Council are committed to move beyond traditional agency-IT alignment and drive higher education innovation through new enterprise resource planning (ERP) technology acquisition, community college engagement, and alignment across all levels of the community college enterprise. This strategy will increase the value of North Carolina's Community College System for citizens and industry by contributing relevant education and training to promote economic growth for our state.

Background

In 2014 and 2015, the NC Community College System sought input to develop its **strategic plan for workforce development, "Align4NCWorks."** The System Office held 21 Workforce Learning Summits involving all 58 community colleges and their local industry, workforce and education partners to learn about community colleges' best practices and obtain input from their local business communities. Based on the local input and recommendations from partner agencies and colleges, the North Carolina Community College System Office developed Align4NCWorks as a "plan of plans" that wove in strategies from existing state strategic plans for workforce development, economic development and education (e.g., NCWorks Commission strategic plan, NC Jobs Plan, and strategic plans of the State Board of Education and UNC Board of Governors). In May 2015, the State Board of Community Colleges adopted Align4NCWorks as its strategic plan for 2015-18, and this plan will be used as the basis for this document.

The Align4NCWorks strategic plan for collaborative workforce development outlines eight goals for the North Carolina Community College System:

- 1) Increase and sustain employer engagement as part of an integrated, customer-centered workforce system.
- 2) Connect students to quality careers and employers to quality employees.
- 3) Ensure education and training address and validate skill and competency needs and attainment.
- 4) Expand work-based learning opportunities.
- 5) Improve career awareness and mapping.
- 6) Increase opportunities for college access while keeping education and training affordable.
- 7) Promote demand-driven and data-informed decision-making and evaluation to more effectively meet workforce customer needs and enhance system accountability.
- 8) Strengthen the foundations of success for workforce development.



Consistent with the North Carolina workforce system’s focus on Career Pathways, these goals aim to meet people wherever they are in their education and workforce journey and help them reach their education, training and career goals expeditiously, without unnecessary detours. The themes reflected in the Align4NCWorks goals and shown in the graphic above are part of the state’s NCWorks Certified Career Pathway framework. They also help the state reach the Governor’s goal for postsecondary education, announced in October 2015 at a joint meeting of the state’s education and workforce boards and commissions, to have 67% of working-age adults in the state with education or training beyond high school by the year 2025. Based on national research showing an increase in the education/training needs of employers, this goal and the work by the NC Community College System toward it directly address the Governor’s overall state government aims (“the 3 e’s”) *to improve the **economy**, strengthen our **education** system, and create a more **efficient**, customer-service oriented state government.*

Just as Align4NCWorks connects the dots between the NC Community College System, the aims of the Governor, and other agencies in state government, this plan connects the dots among the tools the North Carolina Community College System Office uses to support the community colleges: strategic goals and objectives, program and policy initiatives, legislative and budget priorities, and technology. The System Office will use this document to drive alignment within the Community College System, increase impacts for customers, and engineer a replacement enterprise resource planning system that meets current and future business needs.

Goals for Joint Strategic/IT Plan

To simplify and emphasize clusters of goals, the NC Community College System collapses the eight goals of the Align4NCWorks strategic plan into **four overarching goals**:

- 1) Increase employer engagement, work-based learning and the relevance of education, training and credentials.**
- 2) Promote career pathways, which include strategies such as career awareness and helping students connect to jobs and careers.**
- 3) Improve college access, affordability and student success.**
- 4) Strengthen the foundations for system success.**

Recognizing the importance of student success and the ongoing work driven by the last strategic plan (SuccessNC), the consolidated goals include language from SuccessNC and tie its concepts into this NCCCS plan for workforce development.

Workforce development aims to simultaneously meet the needs of employers and people in the workforce. The following plan emphasizes the combination of strategies the NC Community College System will use in the 2017-19 biennium to meet the needs of both sets of customers.

2. North Carolina Community College System Office Quick Reference Guide

Goal 1 – Increase employer engagement, work-based learning opportunities and the relevance of education, training and credentials.		
Objective 1.1 -- <i>Invest in workforce education and training to build in-demand skills.</i>		
1.1.1 Measure of Success: Funding targeted to community college programming with demonstrated workforce development impacts	Strategy	Workforce Training Program Funds: -Start-up fund for demand-driven programs with higher costs - Funding to incentivize colleges to provide short-term workforce training and enable greater responsiveness to industry -Research-based funding increase to address workforce program costs
	Strategy	Performance-Based Funding Focused on Wage Gains
	IT Strategy	RFP for ERP Replacement
	The NC Community College System will use the proposed funding strategies to make a greater investment in high impact/high cost workforce education and training programs and reward colleges that enable their students to realize significant wage gains. The System Office will develop an RFP for ERP replacement that is essential infrastructure for all programmatic activity.	
Objective 1.2 – <i>Ensure the workforce system is relevant, valuable and easy to access by the business community.</i>		
1.2.1 – Measure of Success: Development of protocols with partners for serving businesses as a unified business services team <ul style="list-style-type: none"> • Written protocol templates/ best practices • Observation of implementation of team-based approach 	Initiative	Existing Industry Engagement Initiative
	Initiative	Cross-Training of Workforce System Partners
	IT Strategy	RFP for ERP Replacement
	The Community College System and the network of Workforce Development Boards will bring in various workforce development and education partners to develop a unified service strategy to serve businesses already in the state. This initiative is modeled after the Governor’s 2014 “1,000 in 100” initiative, in which he sent local workforce/education teams out to businesses to ascertain their	

	<i>needs. Cross-training and ERP replacement will support effective service delivery.</i>	
1.2.2 Measures of Success: <ul style="list-style-type: none"> • Creation of protocols for businesses to contribute to the development/revision of curricula at community colleges (written protocols) • # of industry associations/businesses represented in Industry Associations Outreach and other initiatives coordinated directly by the System Office • Revised BioWork curriculum and other curricula/ resources developed for businesses/ industries by System Office • Increased enrollment in BioNetwork programming and other STEM disciplines that have had direct NCCCSO STEM pipeline support 	Strategy	Alignment Projects
	Initiative	Industry Associations Outreach/Related Employer Engagement
	Initiative	BioNetwork Industry Alignment and STEM Pipeline Initiatives
	Strategy	Integrated Instruction (Adult Basic Education/English Language Learner programs), per federal Workforce Investment and Opportunity Act
	Strategy	Career and Technical Education Advisory Groups
	IT Strategy	RFP for ERP Replacement
	<i>The NC Community College System draws on various strategies and initiatives to establish clear protocols for business and industry to contribute to course development throughout the various program areas of the community colleges. It also works with community colleges and K-12/senior institution partners to build the STEM (Science, Technology, Engineering and Math) talent pipeline.</i>	
Objective 1.3– Expand work-based learning opportunities.		
1.3.1 – Measures of Success: <ul style="list-style-type: none"> • # of community college students participating in college-sponsored “Work-based Learning” (WBL) courses (compare over time) • % of Career & Technical Education (CTE) students enrolled in experiential WBL courses • % of colleges with enrollment in WBL courses in certain semester or academic year • If possible, build capacity to measure # of colleges with training being used during the 	Initiative	Federal Apprenticeship Grants
	Initiative	Advancing Postsecondary Apprenticeship Project
	Strategy	Work-based Learning via Career Pathways
	Strategy	Boosting Participation in Community College Work-based Learning
	IT Strategy	RFP for ERP Replacement
	<i>The NC Community College System will leverage apprenticeship initiatives involving multiple partners and the Work-based Learning courses (formerly known as Cooperative Education) offered by the community colleges to track and boost participation in different forms of work-based learning.</i>	

<i>year toward Registered Apprenticeship or Pre-Apprenticeship.</i>		
1.3.2 – Measure of Success: <i>Catalogue of/communications about back-to-industry opportunities offered statewide for teachers/ instructors</i>	Initiative	<i>“Taste of Industry” Initiative</i>
	Strategy	<i>Perkins-supported industry-based professional development</i>
	IT Strategy	<i>RFP for ERP Replacement</i>
	<i>For community colleges and public schools to offer relevant instruction, it is important for faculty and staff to have exposure to business and industry. Perkins funded activities by community colleges can include industry exposure experiences, and a “Taste of Industry” pilot sponsored by the State Board of Community Colleges in 2016 demonstrated key learnings among participating teachers and instructors and validated experiential learning as a tool to increase alignment of instruction to the work world.</i>	
Objective 1.4 – Ensure education and training address skill needs and validate competency attainment.		
1.4.1 Overall Measure of Success: reduction of skills gap in NC thru focus in training and education on attainment of industry-validated credentials Specific Measures of Success: <ul style="list-style-type: none"> • <i>Enrollment in Workforce Continuing Education programs tied to credentials</i> • <i># of Career and Technical Education certificates/ diplomas/associate degrees awarded each year</i> • <i>(As capacity to capture data on credentials improves) credential attainment/counts of various types of credentials over time</i> • <i>(If possible to build in tracking mechanism) # of individuals benefited through various types of credit for prior learning initiatives/# and type of credentials gained through these strategies</i> 	Initiative	<i>Continuing Education Data System Re-Write</i>
	Initiative	<i>Data Pipeline Project</i>
	Strategy	<i>Workforce Credentials and Analytics:</i> <ul style="list-style-type: none"> • <i>Pilot Site for National Credential Registry</i> • <i>Co-Leadership of (national) Workforce Credentials Coalition</i>
	Strategy	<i>Credit for Prior Learning</i>
	Strategy	<i>Reverse Transfer</i>
	Strategy	<i>Registered Apprenticeship College Consortium (RACC)</i>
	Initiative	<i>Transcript Initiatives</i>
	IT Strategy	<i>RFP for ERP Replacement</i>
	<i>To reduce the “skills gap” experienced by some NC employers and increase the ability of students/trainees to obtain high quality jobs, the Community College System is focusing on education, training and credential attainment approaches resulting in industry-validated credentials (academic credentials in demand by</i>	

<ul style="list-style-type: none"> Tracking of local or statewide progress toward transcript innovations 	<p>employers, industry-recognized, 3rd party credentials, etc.). Credentials indicate to employers what an individual's competencies are. Additional credential strategies such as "credit for prior learning" give students academic credit if they can demonstrate how other learning or experience have provided them with the competencies they would otherwise gain in class.</p>
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Goal 2 – Promote career pathways, which include strategies such as career awareness and helping students connect to jobs and careers.

Objective 2.1 – Coordinate career and educational services, improve the clarity of information about viable career opportunities, and encourage development of/enrollment in career pathways.

2.1.1— Measures of Success: <ul style="list-style-type: none"> Enrollment in ACA courses and Human Resources Development courses (information about career opportunities) NCWorks Career Coach outcome measures (current career pathway options available in career coach service areas; increase in career pathway enrollment, etc.) # colleges, students, industries/businesses served through NCCCS career pathway initiatives 	Strategy	Additional NCWorks Career Coaches
	Strategy	Student Success Funds
	Strategy	Career Pathways (CTE 9-14 pathways plus support for NCWorks Certified Career Pathways)
	IT Strategy	RFP for ERP Replacement
	<p>The NC Community College System is one of the key partners that developed and supports the NCWorks Certified Career Pathway program. Comprehensive Career Pathways such as the certified pathways require a wide variety of strategies and approaches reflected throughout this strategic plan, including employer engagement and work-based learning. This objective focuses on the career awareness, planning, and education/workforce program work to connect the dots between different levels of education and connect students/jobseekers to careers.</p>	

Objective 2.2 – Provide timely academic and career information and “early warning” advising to help students succeed in college and prepare for success in quality careers.

2.2.1 Measures of Success: <ul style="list-style-type: none"> Participation in/evaluation of NCCCS-sponsored career information training NCWorks Career Coach data on # students served through consulting/advising; enrollment in a Career & College Promise pathway # of colleges using early warning/alert systems 	Initiative	Interagency Collaboration on Career Information
	Strategy	Integrated Academic/Career Advising
	Initiative	Perkins-sponsored Advising Initiatives
	IT Strategy	RFP for ERP Replacement
	<p>Community colleges are increasingly connecting career advising to its academic advising as a way of keeping students’ “eyes on the prize,” maintaining academic momentum, and ensuring that students are moving toward an attainable career goal. In addition,</p>	

<ul style="list-style-type: none"> # of colleges/students served through state career portal (if created before end of biennium) 	<p>many colleges are putting in place alert systems that warn community college staff/faculty if a student is missing class or doing poorly so the college can intervene to prevent failure/dropout.</p>	
<p>Goal 3 – Improve college access, affordability and student success.</p>		
<p>Objective 3.1 – Establish and strengthen policies and practices that enables students and adult learners to enter into and proceed successfully through career pathways and into a quality career.</p>		
<p>Measures of Success:</p> <p>3.1.1. Governor’s 67% goal:</p> <ul style="list-style-type: none"> 67% of working-age North Carolinians with education or training beyond high school by 2025. Any NCCCS metrics established as part of the Governor’s Education Cabinet work toward the 67% goal <p>3.1.2 Suggested affordability/ accessibility measure: Cost of community college education vs. university (ratio of tuition per hour at NC community college vs. average NC public university) for first two years</p> <p>3.1.3 Performance Measures for Student Success:</p> <ul style="list-style-type: none"> Basic Skills Student Progress Student Success Rate in College-level English Courses Student Success Rate in College-level Math Courses First Year Progression Curriculum Student Completion Licensure and Certification Passing Rate College Transfer Performance Development of Earnings Gain Measure 	<p>Strategy</p> <p>Strategy</p> <p>Strategy</p> <p>Initiative</p> <p>Strategy</p> <p>Strategy</p> <p>Strategy</p> <p>Initiative</p> <p>Strategy</p> <p>Initiative</p> <p>Initiative</p> <p>IT Strategy</p>	<p>Community College Transfer Incentive</p> <p>NC Student Success Center</p> <p>Multiple Measures</p> <p>Developmental Education Reform</p> <p>Career-and-College-Ready Graduate Alignment Partnership</p> <p>Minority Male Success Initiative</p> <p>Competency-based Education Initiative</p> <p>SNAP to Skills</p> <p>Federal Workforce & Education Policy Input</p> <p>Centralized Residency Determination Plan</p> <p>High School Equivalency Contract</p> <p>RFP for ERP Replacement</p> <p><i>Dallas Herring, one of the founders of the NC Community College System, once said, “...the doors to the institutions of North Carolina’s system of community colleges must never be closed to anyone of suitable age who can learn what [community colleges] teach. We must take people where they are and carry them as far as they can go...”</i></p> <p><i>The strategies and initiatives listed above address this vision and are undergirded by a performance measurement system that evaluates each college on its ability to help students progress successfully to completion and onto either further education or a career.</i></p> <p><i>Ultimately, these actions will help the State of North Carolina meet the Governor’s/Education Cabinet’s postsecondary goal: <u>At least</u></i></p>

3.1.4 Minority Male Success Initiative Progress and Persistence Measures: <ul style="list-style-type: none"> • Academic Progress Standard • First Year Successful Credit Hour Completion • Aggregate First-Year GPA • First Year Progression • Postsecondary Retention • Postsecondary Completion • Student Success (English, math courses) 	<p><i>67% of working-age North Carolinians will have education beyond high school by 2025.</i></p> <p><i>This measure, in turn, is a proxy for the preparedness of our state workforce for the jobs and careers in demand in our changing economy.</i></p>
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Objective 3.2 – Improve and expand education and training opportunities for veterans and for currently serving military personnel.

3.2.1 Measures of Success: <ul style="list-style-type: none"> • # of transitioning military/veterans gaining credit for prior learning through new initiative • Evidence of capacity to track and count military/veterans and other special populations • # of veterans developing business plans • # veterans launching or expanding businesses 	Initiative	Military Credit for Prior Learning
	IT Strategy	Counting and Identifying Military/Veterans & Other Special Populations
	Initiative	Boots to Business
	IT Strategy	RFP for ERP Replacement
	<p><i>As home to multiple military bases and thousands of people connected to the military (active duty, reserve, or veterans), North Carolina has an important duty to serve the people who have served our country. Furthermore, the 10-year NC Jobs Plan (2013) considers this population a key part of its talent and retiree attraction strategy. (“Attract and retain highly skilled military retirees and returning veterans.”) Building off state policy that makes veterans eligible for in-state tuition at community colleges/universities, the NCCCS is working actively to help veterans/members of the military move along educational pathways, receive training/credentialing support to transition to good civilian jobs, and create their own businesses.</i></p> <p><i>To support services to members of the military/veterans (as well as other special populations), the new ERP must build in the capability and related reporting systems to track special populations.</i></p>	

Goal 4 – Strengthen the foundations for system success.

Objective 4.1 – Ensure that North Carolina has the nation’s most talented, collaborative educators and professionals.

<p>4.1.1 Measures of Success:</p> <ul style="list-style-type: none"> Community college faculty salaries relative to national/Southeastern benchmarks (--average salary figures, ranks) Evidence of successful completion of NCVIP tasks by System Office staff– % compliance Perception of quality/access to professional development support among System Office staff (Climate Survey, biennial) Overall NC Community College System Office climate survey results over time (biennial) # trained thanks to System-sponsored professional development initiatives (CDF, Taste of Industry, and others) 	Strategy	Faculty/Staff Salary Boost
	Initiative	Performance Bonuses for Community College Faculty/Staff (use of existing carry-forward funds)
	Initiative	Implementation of NCVIP at System Office
	Strategy	Career Development Facilitator Training
	Initiative	Excellence in Research and Analytics Initiative
	Initiative	System sponsored professional development opportunities
	IT Strategy	RFP for ERP Replacement
	<p><i>In line with OSHR, the NC Community College System recognizes the importance of well-prepared, collaborative and results-oriented staff to organizational effectiveness. The NCCCS sets as an intended outcome in Align4NCWorks, “Top-rate professional development and human resource management that reinforce teamwork and raise the bar for the field.” The NC Community College System strategies include support and professional development for community college faculty and staff, while also focusing inward on System Office capacity via its staff and technology capacity.</i></p>	

Objective 4.2 – Develop the organizational tools, structures and cross-agency protocols needed to implement Align4NCWorks and support the vision of the NC Community College System.

<p>4.2.1 Measures of Success:</p> <ul style="list-style-type: none"> Agreed-upon collaboration roles with partners (e.g., MOU, letter of support/commitment) Create assessment tool(s) re: our effectiveness in servicing the colleges Increase in external (non-State) financial resources for the System and colleges (through 	Strategy	Budget Stabilization Reserve
	IT Initiative	RFP for ERP Replacement
	Strategy	Data Governance Committee
	Initiative	Tier Funding Review
	Strategy	Grant Management System
	IT Initiative	Workforce Continuing Education Customer Relationship and Enrollment Management System

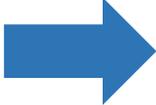
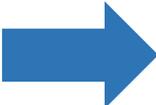
<p>grants, innovative resource development efforts)</p> <ul style="list-style-type: none"> Increased and improved communication with colleges (as reported by survey) Tracking and oversight regarding use of funds for approved bond projects 	Initiative	WIOA Implementation
	IT Initiative	Web Attendance for Basic Skills
	Strategy	Ongoing Workforce Development Collaboration
	Initiative	Resource Development Funding Exploration
	IT Initiative	Learning Management System – Communication Tool
	Strategy	Support for Contracts
	Initiative	Manage/Oversee Connect NC Bond Funds
<p>The NC Community College System Office’s “supporting role” to the 58 community colleges is one of the most important ways the System Office adds value to the System. Colleges rely heavily on IT, financial management, resource development, interagency agreements and other organizational infrastructure/tools provided by the System Office. The System Office serves the 58 colleges as its direct customers, which in turn provide educational and training services to more than 700,000 students/adult learners.</p>		
<p>Objective 4.3 – Integrate and use education and workforce data to inform policy, track progress and measure success.</p>		
<p>4.3.1 Measures of Success:</p> <p>Workforce and education data and reporting systems that are accessible and used systematically to assess and improve services for customers.</p> <ul style="list-style-type: none"> Compliance with WIOA reporting requirements by NCCCS and provision of technical assistance to colleges Meaningful and comprehensible data tools for policy makers, community college leaders, instructors, prospective students, etc. Feedback loops - data and research findings tied to System Office and college strategies for resource targeting, quality improvement, 	Strategy	Performance-Based Funding
	Initiative	Performance Partnership Program and Biennial Summit
	Strategy	Employment Outcomes Analysis for Colleges
	IT Strategy	Data Management System for WIOA Required Outcomes
	Strategy	Contracts for Data Management System— Title II required reporting
	IT Initiative	Centralized Application to Manage Continuing Education Integrity/Accountability Plan
	IT Strategy	RFP for ERP Replacement
<p>Objective 4.3 is the same as Objective 7.B. in the Align4NCWorks strategic plan. The overall Goal 7 in Align4NCWorks is to “Promote demand-driven and data-informed decision making and evaluation</p>		

<p><i>professional development/ instructional practices, program development and policy making</i></p> <ul style="list-style-type: none"> • Engagement of colleges in outcome-focused evaluation and quality improvement processes (# of colleges and individuals from colleges attending Performance Partnership Summit) 	<p><i>to more effectively meet workforce customer needs and enhance system accountability.” These strategies support the governor’s and the General Assembly’s emphasis on accountability and the NC VIP system’s behavioral values of “accountability,” “results-oriented,” and “customer service.”</i></p>
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3. Enterprise Opportunities

3.1. Potential Initiatives

The NC Community College System has identified multiple potential initiatives that it will embark upon if funding becomes available. Listed first (in the table below) are the highest state budget funding priorities, as reflected in the DRAFT NCCCS Legislative Agenda as of 10/21/2016 (subject to change):

STRATEGIC PLAN GOAL		LEGISLATIVE PRIORITY
<p>GOAL 1: Increase employer engagement, work-based learning and the relevance of education, training, and credentials.</p> <p><i>(Align4NCWorks plan goals 1, 3, 4 and part of goal 7)</i></p>		<p>Workforce Training Program Funds.</p> <ul style="list-style-type: none"> • <u>Start-Up Fund</u>. Provide a recurring source of funds for start-up of high cost workforce programs. • <u>Increased Funding for Workforce Programs</u>. Incentivize colleges to better respond to industry needs by providing additional funds for short-term workforce training that leads to industry credentials. Also, provide non-recurring funds in 2017-18 to study workforce program costs. <p>Performance-Based Funding. Reward colleges for preparing students for better-paying jobs.</p>
<p>GOAL 2: Promote career pathways, which include strategies such as career awareness and helping students connect to jobs and careers.</p> <p><i>(Align4NCWorks plan goals 2, 5)</i></p>		<p>Fund Additional Career Coaches. Funds to expand number of Career Coaches imbedded in high schools.</p> <p>Student Success Funds to Increase Student Completion. Improve student completion rates by investing in student supports.</p>
<p>GOAL 3: Improve college access, affordability, and student success.</p> <p><i>(Align4NCWorks plan goal 6 and part of goal 5. Also supports continuing initiatives from Success NC)</i></p>		<p>Community College Transfer Incentive. Incentivize students to choose a NC community college transfer program by providing a scholarship/tuition discount to students who complete an associate degree and then transfer to a UNC institution.</p>
<p>GOAL 4: Strengthen the foundations for success for community colleges, as institutions and for their roles in the workforce system.</p> <p><i>(Align4NCWorks goal 8 and part of goal 7)</i></p>		<p>Budget Stabilization Reserve. Fund to mitigate significant enrollment changes experienced by colleges, both in enrollment decline and enrollment growth.</p> <p>Raise Faculty & Staff Salaries. Continue to request funds to raise faculty & staff salaries.</p> <p>Use Performance-Based Carry Forward Funds for Bonuses. Allow existing PBF to be used to provide one-time bonuses to faculty & staff.</p>

A number of other initiatives throughout the plan are dependent upon funding availability to be implemented or to be successful in achieving NCCCS goals. Four examples:

- **Boosting Work-based Learning for Students and Giving Educators and Advisors a “Taste of Industry.”** By exposing students, K-12 educators, community college general education instructors, school, and college administrators, workforce partners and counselors/career advisors at all educational levels to industry experiences, community colleges can address a root cause of the skills gap – the “interest gap.”
- **Tools for Business and Industry**, including reliable investments in BioNetwork and the Small Business Center Network.
- Moving toward a **Competency Based Education framework**, including strategies ranging from Credit for Prior Learning to industry certifications and transcript initiatives.
- Realizing the full promise of the **NC Student Success Center**. Initial funding has been secured, but its ability to scale up best practices across the NC community colleges will depend on the continuation and scale of funding.

As noted under initiatives (Section 5 of the plan) the NC Community College System is prioritizing resource development, and will be exploring strategies to diversify and expand funding for the Community College System and individual community colleges.

3.2. Collaborative Opportunities

The vast majority of strategies and initiatives that the NC Community College System carries out are planned and/or implemented in partnership with the local community colleges and the colleges’ Presidents’ Association. One major recent addition to this list is the NC Student Success Center, designed specifically to support the community colleges in their efforts to support students.

Beyond these, there are many strategies and initiatives that involve extensive collaboration with other agencies or educational systems. To follow are the subset of the external partnerships that are still developing and which could represent significant opportunities for the customers of the NC Community College System:

- **ERP RFP** – the single most important tool for the 58 community colleges and the System Office is the ERP (Enterprise Resource Planning) software that serves as the Community College System’s technology backbone. The process to replace the current ERP must begin during the biennium, and a timely, smooth, and effective procurement process that delivers the required ERP system will be reliant on collaboration with the Department of Information Technology and Office of State Budget and Management.
- **Workforce Innovation and Opportunity Act** – Collaborate with workforce and education system partners to implement the requirements of the new law/regulations and establish strategies to uphold WIOA’s vision for a collaborative workforce development system that includes adult education. Provide the leadership in the state envisioned in federal law for a system of services for individuals needing foundational skills, including English Language Learners, high school dropouts,

individuals with low literacy skills and/or special needs, and those (often in poverty) with limited access to educational resources and role models.

- **Unified Workforce Services for Business and Industry** – Play a leadership role in partnership with workforce development boards and state/local economic development partners to connect workforce and economic development resources and serve business and industry in a more efficient, unified team approach. Unified services for business & industry will include a variety of strategies, including Apprenticeship/other work-based learning, certifications, etc. A new federal grant for apprenticeship, awarded by the US Department of Labor to the NC Department of Commerce in 10/2016, is expected to support increased collaboration with community colleges and offer some funding and enrollment growth.
- **Career Pathways and Seamless Education** – Work with partners such as the NCWorks Commission/Department of Commerce, DPI and UNC-GA to connect the various Career Pathway model initiatives into a coherent system and continue articulation strategies. The NCCCS has a unique leadership role as the educational/workforce system that connects directly to the most partners – K-12, universities, workforce development boards/Career Centers, etc.
- **Common Follow-up System**– Assist the NC Department of Commerce’s efforts to modernize data requirements associated with the Common Follow-up System (CFS) and help identify reporting needs that will facilitate employer engagement and program improvement.
- **P-20W State Longitudinal Data System (SchoolWorks) Implementation** – Assist in the launch of Schoolworks and encourage system modifications that will enable community colleges, other education/workforce system providers, policy makers, and other stakeholders to access data and reports easily, without requiring users to have data programming and analysis skillsets.
- **Grant Management System** – The System Office plans to align with other state agencies that share similar needs for a system to manage solicitations for grant awards, review of proposals, notification of award, track activity during award periods, and provide programmatic/financial reporting on this activity.

4. North Carolina Community College System Office Vision, Mission, and Values

4.1 Vision

One Team with One Voice ... Serving 58.

4.2 Mission

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

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

4.3 Values

Accountability – Taking responsibility to deliver excellent service while maintaining transparency.

Collaboration – Exhibiting a sense of community by encouraging teamwork, support and open communication.

Integrity – Demonstrating professional ethics in a fair and honest manner.

Service – Being responsive, dedicated and committed to the people we serve.

5. North Carolina Community College System Office Goals, Objectives, and Measures of Success

Goal 1 - Increase employer engagement, work-based learning opportunities and the relevance of education, training, and credentials.

{Align4NCWorks Goals 1, 3, 4, 7}

This goal addresses the aim Governor McCrory has articulated of strengthening the connection between education and business needs, which is also a goal articulated frequently by legislative leaders. Stronger connections help the businesses find the talent they need and fill skill gaps, while increasing the ability of jobseekers/graduates to find well-paying jobs and build careers offering economic mobility.

1.1 Objective – Invest in workforce education and training to build in-demand

skills. {Align4NCWorks Action Step 7.B.i. re: targeting resources/in-demand occupations.}

1.1.1 Measure of success - funding targeted to community college programming with demonstrated workforce development impacts.

- Funding dedicated to workforce education and training that is high cost but higher ROI than traditional programming.
- Performance bonuses reserved for colleges demonstrating high wage gains for their student completers.

Strategies/Initiatives –

- **Workforce Training Program Funds** (*proposed*)
 - **Start-up Fund.** Seek support to provide a recurring source of funds for start-up of high cost, high impact workforce programs.
 - **Increased Funding for Workforce Programs.** Seek additional funding for workforce programs leading to a credential to incentivize colleges to better respond to industry needs. This would be achieved through FTE parity for Continuing Education programming (making Tier 1-A through Tier 2 FTE the same value as Curriculum FTE). Also, request non-recurring funds for 2017-18 to study workforce program costs.
(Led by Executive Division, in collaboration with Programs & Student Services Division and Finance/Operations Divisions)
- **Performance Based Funding** (*proposed*). Reward colleges for preparing students for better paying jobs by adding a wage gain measure to the NC Community College System’s performance measure system. This measure focuses on colleges’ workforce development impacts. (Led by Executive Division/Research & Performance Management, in collaboration with Finance & Operations Division)

- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)
- *Initiatives mentioned elsewhere that contribute to this objective as well:*
 - *Career and Technical Education (CTE) 9-14 Career Pathways + Support for NCWorks Certified Career Pathways*
 - *Resource Development Exploration*
 - *WIOA Implementation*

1.2 Objective - Ensure the workforce system is relevant, valuable, and easy to access by the business community. {Align4NCWorks Obj. 1.A.}

1.2.1 Measure of Success – In collaboration with workforce and education partners, develop protocols for serving businesses as a unified business services team.

Measurable by provision of deliverables (written protocol templates/best practices) and observation (evidence of workforce and education partners meeting with businesses in teams).

Strategies/Initiatives -

- **Existing Industry Engagement Initiative** – Co-led by the Community College System’s Customized Training program and the network of local workforce development boards, with the involvement of the NC Department of Commerce and varied local partners, the initiative connects dots within the workforce system while creating a streamlined structure to serve existing North Carolina businesses as one team. The initiative will lead to the development of interagency protocols that meet businesses’ workforce needs more efficiently and effectively. (Led by Executive Division/Customized Training Program)
- **Cross-Training of Workforce System Partners** - As North Carolina continues to strengthen its workforce system, agencies that address solutions for recruitment, screening, assessment and training for business and industry are working together to better understand the “value-add” of each agency. These partners (NCCCS’ Customized Training, Commerce’s Apprenticeship program, Workforce Development Boards and the NCWorks Career Centers they oversee) cross-train employees who can then speak knowledgeably about each other’s programs and make referrals. (Led by Executive Division/Customized Training Program)
- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful

execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)

- *Initiatives mentioned elsewhere that also contribute:*
 - *Alignment Projects*
 - *BioNetwork Industry Alignment and STEM Pipeline Initiatives*
 - *Career and Technical Education (CTE) 9-14 Career Pathways + Support for NCWorks Certified Career Pathways*
 - *CTE Employer Engagement/Advisory Groups*
 - *Competency Based Education Initiative*
 - *Industry Associations Outreach/Related Employer Engagement*
 - *WIOA Implementation*

1.2.2 Measure of Success – Create protocols for business representatives, business associations, and industry sector groups to contribute to the design and delivery of top-quality coursework at all levels. {Align4NCWorks Action Step 1.B.i.}

- Creation of written protocols for businesses to engage with community colleges to contribute to the development/revision of education/training curricula
- Count of industry associations/businesses represented in Industry Associations initiative and other initiatives coordinated directly by the System Office
- Revised BioWork curriculum and other curricula/ resources developed for businesses/ industries by System Office
- Increased enrollment in BioNetwork programming and other STEM disciplines that have had direct NCCCSO STEM pipeline support

Strategies/Initiatives –

- **Alignment Projects** – initiatives to systematically draw on data and employer input to update a curriculum used across the state by community colleges for uniformity, relevance to employers’ needs/in-demand certifications, and connections with university and public school programming (career pathways). Another major focus of alignment projects is professional development for community colleges. (Led by Programs and Student Services Division)
- **Industry Associations Outreach/Related Employer Engagement** - Outreach is planned by the System Office to industry associations and licensing boards to increase employer/association engagement for

the purposes of greater alignment with industries' skill needs, more work-based learning opportunities for students, and greater career success for community college students transitioning into the workforce. The work will include efforts to ensure that industry associations understand how to engage with the Community College System and individual community colleges to meet their skill needs. (Led by Engagement and Strategic Innovation Division with close collaboration with Programs & Student Services Division)

- **BioNetwork Industry Alignment and STEM Pipeline Initiatives** – A standard of entry-level biomanufacturing training, BioWork and other BioNetwork industry training will be updated during the biennium to meet current Good Manufacturing Practices (cGMP) in the life science industry. Recognizing the leakage of talent from the STEM pipeline prior to college, leading to low enrollment in high-demand disciplines, BioNetwork is also revising its engagement strategies (outreach and programming for students in middle and high schools, media outreach and social media tools) to recruit the next generation of biotech and biosciences workers. (Led by Executive Division/BioNetwork Program)
- **Integrated Instruction** – College and Career Readiness' integration of occupational skills training into **Basic Skills & English Language Learner (ELL)** instruction, in line with the requirements of the federal Workforce Innovation and Opportunity Act (WIOA). (Led by Programs and Student Services Division/College & Career Readiness.)
- **CTE (Career and Technical Education) Employer Engagement/Advisory Groups**– Colleges engage with employers to develop CTE career pathways, offer suggestions and strategies for work based learning, review programs of study for learning outcomes and credentials to meet industry needs, serve as mentors and hire graduates. (Led by Programs & Student Services Division/Career and Technical Education)
- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)

1.3 Objective – Expand work-based learning opportunities. {Align4NCWorks Goal 4}

1.3.1 Measures of Success –

- # of community college students participating in college-sponsored “Work-based Learning” courses (compare over time)
- % of Career & Technical Education (CTE) students enrolled in experiential WBL courses
- % of colleges with enrollment in WBL courses in certain semester or academic year
- If possible, build capacity to measure # of colleges with training being used during the year toward Registered Apprenticeship or Pre-Apprenticeship.

Strategies/Initiatives –

- **Apprenticeship Initiatives—**
 - **Federal Apprenticeship Grants** – Participation in/support of North Carolina’s Apprenticeship USA Expansion grant, awarded to the State in October 2016 by the US Department of Labor. (Resource development led by Engagement and Strategic Innovation Division with Programs and Student Services Division input; implementation to be led by Programs & Student Services Division with Executive Division input.)
 - **Advancing Postsecondary Apprenticeship Project** – Development of a statewide model for growing apprenticeships for postsecondary students, by engaging faculty and employers in understanding the value of Registered Apprenticeship and empowering faculty to set up apprenticeship in their programs of study/career pathways. (Programs & Student Services Division/CTE with Perkins CTE Leadership Funds)
 - **Work-based Learning via Career and Technical Education (CTE) Career Pathways** - Promotion of work-based learning through CTE Career Pathways that integrate rigorous programs of study in grades 9-14 in with elements of career advising, exploratory, experiential, and engaged work based learning, resulting in employment. Sponsored by Perkins funding, this supports the original Align4NCWorks plan Obj. 4.C. and the concept of weaving work-based learning into career pathways. (Led by Programs & Student Services Division/CTE with support and collaboration with Engagement and Strategic Innovation Division)
 - **Boosting Participation in Community College Work-based Learning** Promote community colleges’ use of Work Based Learning courses for workforce development programming and track its use. (Co-led by Programs & Student Services Division and Engagement and Strategic Innovation Division)
 - **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry

need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)

- *Initiatives mentioned elsewhere that contribute to this objective as well:*
 - *Career and Technical Education (CTE) 9-14 Career Pathways + Support for NCWorks Certified Career Pathways*
 - *Cross-Training of Workforce System Partners*
 - *Existing Industry Engagement Initiative*
 - *Resource Development Exploration*
 - *WIOA Implementation*

1.3.2 Measure of Success – Identify back-to-industry opportunities for

teachers/instructors to help them stay current with industry trends, enhance curriculum, and integrate work-based learning into their programs.

{Align4NCWorks Obj. 4.B.}

Deliverables:

- Catalogue of back-to-industry opportunities sponsored statewide by NCCCS (Taste of Industry, if sustained), Governor’s Office Business Committee for Education (Teachers at Work), NCSU (Friday Fellows), etc. and where to look for locally-driven back-to-industry opportunities (e.g., if sponsored by local colleges using their Perkins funds, school systems, business partnerships).
- Communications by NCCCS about back-to-industry opportunities to educators/staff in community colleges and partner educational institutions and workforce agencies.

Data, if available:

- Counts of educators/staff (by level of education/role) participating in state-sponsored back-to-industry opportunities.
- Any data on changes to instruction/curriculum or incorporation of work-based learning based on the back-to-industry opportunity

Strategies/Initiatives –

- **“Taste of Industry” initiative** – Seek continuation and expansion of pilot supported by State Board of Community Colleges to engage teachers, instructors, administrators, and others in industry experiences in community college technical labs. (Led by Engagement and Strategic Innovation Division, in communication with Programs/CTE)
- **Perkins Industry Based Professional Development** teaches all aspects of industry, through Perkins basic grant and leadership activities that encourage faculty returning to industry and modernizing curriculum , career fairs for faculty and student exploration of industry, and Advanced

Manufacturing Week to raise student, parent and faculty awareness of technology in careers. (Led by Programs & Student Services Division/CTE)

- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)
- *Initiatives mentioned elsewhere that contribute to this objective as well:*
 - *BioNetwork Industry Alignment and STEM Pipeline Initiatives*
 - *Resource Development Exploration*

1.4 Objective – Ensure education and training address skill needs and validate competency attainment. {Align4NCWorks Goal 3}

1.4.1 Measure of Success – The skills gap in NC will be significantly reduced by the output of students from our education systems possessing industry required and validated skills and competencies.

Measurable by:

- Enrollment in Workforce Continuing Education programs tied to credentials
- # of Career and Technical Education certificates/ diplomas/associate degrees awarded each year
- (As capacity to capture data on credentials improves) credential attainment/ counts of various types of credentials over time
- (If possible to build in tracking mechanism) # of individuals benefited through various types of credit for prior learning initiatives/# and type of credentials gained through these strategies
- Tracking of local or statewide progress toward transcript innovations

Strategies/Initiatives –

- **Continuing Education Data System Re-Write** – An expansion of data elements collected from colleges through their semester registration report, this involves System Office work to capture data on credentials in community college programming. The re-write is essential to support colleges’ reporting needs and initiatives linking credentials and training as well as commerce. (Led by Programs & Student Services Division/Workforce Continuing Education, with IT Division, Executive Division/Research/Program Evaluation and Engagement and Strategic Innovation Division)
- **Data Pipeline Project** – NCCCS will participate as a pilot site involving the Manufacturing Institute, National Student Clearinghouse and the U.S. Census

Bureau in matching non-degree student data to wage and occupation data. Projected timeline: November 2016-January 2018. This project is dependent upon the success of the Continuing Education Data Re-Write. (Led by Engagement and Strategic Innovation Division)

- **Workforce Credentials and Analytics**
 - **Possible Pilot Site:** NCCCS is vetting a proposal to participate as a pilot site for the National Credential Registry, which will provide important information for students, parents, educators and industry on competencies related to credentials. This is dependent on the success of the Data Re-Write and the Data Pipeline Project. (Led by Engagement and Strategic Innovation Division)
 - **Co-Leadership of national Workforce Credentials Coalition/Related Advocacy:** NC and CA co-founded and co-leads a national coalition of community colleges on workforce credentials policy and practice. Membership of other state systems or individual colleges reflects 80% of the community colleges in the nation. The Coalition explores issues/ways to test strategies and promotes policy change through the Workforce Data Quality Campaign and other national policy groups. (Led by Engagement and Strategic Innovation Division)
- **Credit for Prior Learning** – a set of initiatives to promote awarding of credit for prior experience, education, and/or credentials. Part of a larger Competency Based Education framework, Credit for Prior Learning strategies help students translate various forms of learning into academic credit and move students through academic programs more quickly. Aims include higher completion rates, less time to completion and lower costs. (Led by Programs & Student Services Division)
- **Reverse Transfer** – A form of credit for prior learning for individuals who leave universities/senior institutions without graduating, Reverse Transfer allows for awarding of associate’s degrees or other academic credentials if there is sufficient documentation of mastery of the competencies that would be gained in the academic program. The Reverse Transfer Committee (with equal NCCCS/UNC System membership) is seeking ways to increase use of Reverse Transfer, including addition of an automated process for colleges/universities to identify potential candidates. (Led by Programs & Student Services Division)
- **Registered Apprenticeship College Consortium (RACC)** – Promotion of community college participation in the federal RACC, which serves to validate past training and experience and allow it to be counted as college credit. (9/2016 Apprenticeship USA grant application proposes short-term position to work with colleges on grant implementation and college efforts to meet RACC standards) (Co-led by Engagement and Strategic Innovation Division and Programs & Student Services Division)

- **Transcript Initiatives** such as competency-based transcripts or co-curricular transcripts -- Awarding credit when credit is due is essential to support education and training of students if we are to meet the Governor's 67% goal by 2025. In addition to developing standardized processes for awarding credit earned through alternative means (work-based learning, experiential learning, competency-based learning, etc.), transcribing this credit is necessary to ensure effective documentation and communication of what has been awarded. (Programs & Student Services Division)
- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)
- *Initiatives mentioned elsewhere that contribute to this objective as well:*
 - *Competency Based Education Initiative*
 - *Military Credit for Prior Learning*
 - *Performance Based Funding (based on wage gains)*
 - *Resource Development Exploration*
 - *Workforce Training Program Funds (startup funds; increased funding for workforce programs leading to credentials)*

Goal 2 – Promote career pathways, which include strategies such as career awareness and helping students connect to jobs and careers.

{from Align4NCWorks goals 5 & 2}

From an educational perspective, career pathways ensure that curricula at different levels of education or within educational institutions are aligned and planned as a seamless service, without a need for unnecessary detours. Undergirding this kind of academic structure with coordinated career information and advising enables students to make informed decisions that enable them succeed in the labor force.

2.1 Objective – Coordinate career and educational services, improve the clarity of information about viable career opportunities, and encourage development of/enrollment in career pathways. {Align4NCWorks Obj. 5.A.}

This objective focuses on the career awareness, planning, and education/workforce program work to connect the dots between different levels of education and connect students/jobseekers to careers.

2.1.1 Measure of Success – Increase the number of students in career pathways and shorten their time to completion/credential/employment. {From Align4NCWorks outcome statement, Obj. 6.A.}

Measurable by:

- Enrollment in ACA courses and Human Resources Development courses (information about career opportunities)
- NCWorks Career Coach outcome measures (current career pathway options available in career coach service areas; increase in career pathway enrollment, etc.)
- # colleges, students, industries/businesses served through NCCCS career pathway initiatives

Strategies/Initiatives –

- **Additional NCWorks Career Coaches** – Seeking expansion of state appropriation to scale up the Career Coach program and allow more schools to participate in the program, which helps students understand in-demand fields and pathways (such as Career and College Promise) into or through community colleges. (Led by Programs & Student Services Division, with Executive Division/Legislative Affairs)
- **Student Success Funds** – Seeking state funds to invest in student supports such as wrap-around services (tutoring, early alert systems if a student is not doing well, academic counseling, etc.). These kinds of student supports are critical to help students persist and complete their education or training program. (Co-led by Executive Division/leadership and Legislative Affairs and Programs & Student Services Division, with Finance/Operations if funded)
- **CTE 9-14 Career Pathways + Support for NCWorks Certified Career Pathways** – CTE 9-14 Career Pathways involve implementation of three (3) CTE Career Pathways at each college that link with High School Programs of Study. Each pathway will include engaged employers, career advising, rigorous programs of study, exploratory, experiential and engage work based learning. These pathways will begin to look into awarding credit for previously obtained Credentials (certifications); prior learning (CBE); military service (MOS); and apprenticeships (RAAC). The Statewide high school to community college articulation agreement will be incorporated into this work. The NCCCS (through its CTE pathways) also worked with DPI to develop/implement pilot programs that laid the foundation for the NCWorks Certified Career Pathways, and System Office staff continue to support the NCWorks certified pathway process (led by Commerce) as committee members and reviewers. (Led by Programs & Student Services Division)

- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)
- *Initiatives mentioned elsewhere that contribute to this objective as well:*
 - *Apprenticeship Initiatives*
 - *Boosting Participation in Community College Work-based Learning*
 - *Career Development Facilitator Training*
 - *Cross-Training of Workforce System Partners*
 - *Integrated Academic/Career Advising*
 - *Interagency Collaboration on Career Information*
 - *WIOA Implementation*
 - *Work-based Learning through CTE Career Pathways*

2.2 Objective – Provide timely academic and career information and “early warning” advising to help students succeed in college and prepare for success in quality careers. {From Align4NCWorks Objective 5.B.}

Community colleges are increasingly connecting career advising to its academic advising as a way of keeping students’ “eyes on the prize,” maintaining academic momentum, and ensuring that students are moving toward an attainable career goal. In addition, many colleges are putting in place alert systems that warn community college staff/faculty if a student is missing class or doing poorly so the college can intervene to prevent failure/dropout.

2.2.1 Measures of Success -

- Participation in/evaluation of NCCCS-sponsored career information training
- NCWorks Career Coach data on number of students served through consulting/advising; enrollment in a Career and College Promise pathway
- Number of colleges using early warning/alert systems (if possible to track or survey colleges periodically)
- Number of colleges/students served through state career portal (if completed during biennium)

Strategies/Initiatives –

- **Interagency Collaboration on Career Information:**
 - Updating/publication of Career Clusters Guide (Programs & Student Services Division/Career & Technical Education)

- Development of online tools (e.g., statewide/interagency career portal) – engage as a member of the Career Portal interagency team and vet the concept and tools as it relates to community college students and colleges. (Portal work led by Department of Commerce with involvement by NCCCS Engagement and Strategic Innovation Division, Executive Division/Research & Performance Management, and Programs & Student Services Division)
 - Webinars on use of career information (Programs & Student Services Division/CTE)
- **Integrated Academic/Career Advising**-- Academic and career advising are increasingly being used together in strategic ways to contribute to student learning and success. NCCCS is establishing connections with partners such as DPI and UNC (e.g., space, support services and data collection) and exploring academic success factors (e.g., retention, progression, GPA, engagement, completion, and career preparedness) with projects such as NCWorks Career Coach Program, Male Success Initiative, and Structured Pathways. These initiatives will foster success of our diverse student population as the students clarify, develop, and plan their career and education pathways. (Led by Programs & Student Services Division)
- **Perkins-sponsored Advising Initiatives** -- Through the Basic Perkins Grant to community colleges, the NC Community College System encourages the enhancement of career advising services through webinars, Career Development Facilitator training, use of online career advising tools, and infusing of career coaches into 9-14 career pathways. This strategy is consistent with goals of the CTE Act to strengthen CTE programs of study and infuse all aspects of industry while modernizing the curriculum. (Led by Programs & Student Services Division/CTE)
- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)
- *Initiatives mentioned elsewhere that contribute to this objective as well:*
 - *Boosting Participation in Community College Work-based Learning*
 - *Career Development Facilitator Training*
 - *Cross-Training of Workforce System Partners*
 - *NCWorks Career Coaches*

Goal 3 - Improve college access, affordability, and student success.

{Align4NCWorks goal 6 objectives related to student success}

Goal three addresses core community college system activities that impact enrollment, persistence in education and training programs, and completion. These map to the Governor's post-secondary goal developed and attended to by the NC Education Cabinet: by 2025, 67% of working age adults will have some postsecondary education.

3.1 Objective – Establish and strengthen policies and practices that enable students and adult learners to enter into and proceed successfully through career pathways and into a quality career. {Align4NCWorks Obj. 6.A.}

As reflected in Align4NCWorks, and building on the Success NC strategic initiative, the Community College System continues to emphasize its commitment to college access and the student momentum framework of **connection, entry, progress and completion**.

3.1.1 Measures of Success -- Governor's 67% goal:

- 67% of working-age North Carolinians with education or training beyond high school by 2025
- Any NCCCS objectives set toward goal as part of Education Cabinet work

3.1.2 Suggested affordability/ accessibility measure:

Cost of community college education vs. university (ratio of tuition per hour at NC community college vs. average NC public university) for first two years

3.1.3 Performance Measures for Student Success:

- Basic Skills Student Progress
- Student Success Rate in College-level English Courses
- Student Success Rate in College-level Math Courses
- First Year Progression
- Curriculum Student Completion
- Licensure and Certification Passing Rate
- College Transfer Performance
- *Development of Earnings Gain Measure*

The NCCCS 2016 Performance Measures for Student Success Report is the North Carolina Community College System's major accountability document and serves to inform colleges and the public on the performance of our 58 community colleges. A copy of the report is located here: <http://www.nccommunitycolleges.edu/analytics/state-and-federal-performance-measures>

3.1.4 Progress and Persistence Measures for Minority Male Success Initiative:

- Academic Progress Standard
- First Year Successful Credit Hour Completion
- Aggregate First-Year GPA
- First Year Progression
- Postsecondary Retention
- Postsecondary Completion
- Student Success (English, math courses)

A copy of the 2016 Minority Male Success Initiative Progress and Persistence Report is located here: http://www.nccommunitycolleges.edu/sites/default/files/basic-pages/student-services/2016_minority_male_report.pdf

Strategies/Initiatives:

- **Community College Transfer Incentive** – Incentivize students to choose a NC community college transfer program by providing a scholarship/tuition discount to students who complete an associate degree and then transfer to a UNC institution. (Led by Executive Division/Legislative Affairs, with Programs & Student Services Division)
- **NC Student Success Center** – a major initiative to enable colleges to learn from research and each other to accelerate their efforts to improve student outcomes. (Led by Programs & Student Services Division/NC Student Success Center)
 - **Professional & Organizational Development**—Through high-quality state-wide and regional convenings, publications, and online modules, provide shared learning about national, state, and local research and best practices that will increase capacity of all 58 colleges to mitigate the barriers to significant student learning, progression in programs of study, and completion of credentials across all sectors of the system.
 - **Scholarship of Teaching and Learning: Developing Faculty Research Capacity** -- Provide a summer institute and ongoing learning opportunities, publications, and shared learning experiences for faculty that focuses on classroom research and the scholarship of teaching and learning to add to the knowledge base, skills, and capacity to improve student outcomes and faculty learning across all sectors at the 58 colleges.
 - **Threshold**—Create and maintain *Threshold*, a free online portal for shared learning, resources, publications, and communication about student success research, data, initiatives, grants, and related content for practitioners across all sectors at all 58 colleges.
- **Multiple Measures** – ongoing implementation of the initiative that offers alternatives to purely test-based placement of students, allowing other

considerations and enabling more students to avoid developmental education. (Led by Programs & Student Services)

- **Developmental Education Reform** is the ongoing reform of developmental education in North Carolina community colleges. It involves assessing the original developmental education redesign and the new diagnostic and placement test (NC DAP) with faculty from the 58 colleges, determining where improvements can be made in the short- and long-term. (Led by Programs & Student Services Division)
- **Career-and-College-Ready Graduate Alignment Partnership (CCRGAP)** – Targeting high school juniors that are not career-and-college ready as indicated by the ACT benchmarks, the CCRGAP initiative will develop model programs that introduce developmental math and English programs in the high school senior year and mandate remediation prior to high school graduation. The General Assembly has mandated that NCCCS lead CCRGAP program development, with public schools to offer the instruction. (Community College System work is led by NCCCS’ Programs & Student Services Division, and this initiative is being planned in collaboration with NC Department of Public Instruction.)
- **Minority Male Success Initiative**- formerly known as the Minority Male Mentoring Program, the Minority Male Success Initiative has been redesigned to more closely align with the college access, affordability, student success initiatives throughout our system, and as a result, contribute to academic progression and persistence. The two main objectives of the initiative seek to: (1) Increase the progression and success of first-year minority male students, and (2) increase the utilization of campus resources and services through deliberate and intentional interactions between students and the campus community. The Minority Male Success Initiative is guided by monitoring and assessing performance, improving the data used for assessments, collaborating with stakeholders, implementing recommendations, and reassessing performance to enhance the success of minority male students. (Led by Programs & Student Services Division/Student Services)
- **Competency Based Education Initiative** – ongoing exploration and implementation of projects to advance competency based education in North Carolina. (Led by Programs & Student Services Division/Career and Technical Education, using federal Perkins funding and with intra-agency participation from other divisions.) Education based on competency attainment rather than seat time could enable students to progress more efficiently and have higher completion/graduation rates. (Led by Programs & Student Services Division)
- **SNAP to Skills** - SNAP to Skills is a multi-state federal grant led in NC by the Department of Health and Human Services/Division of Social Services to implement SNAP Employment and Training Programs across the 100 county DSS

offices, utilizing community colleges as a centralized training resource. This relationship supports the DSS and community college goals to assist members of the workforce in obtaining jobs earning family-sustaining wages. (Led in System Office by Programs & Student Services Division/Continuing Education)

- **Federal Workforce and Education Policy** – Pell Grants are the primary federal source of financial aid, and its policies have major impacts on students and community colleges. As the Higher Education Act is up for reauthorization, or as opportunities arise with other workforce-oriented legislation (WIOA, Perkins, etc.), staff offer input via program channels (Programs & Student Services Division), the federal advocacy agenda and national policy discussions (Executive Division – legislative services, Engagement and Strategic Innovation Division, with Programs & Student Services Division)
- **Centralized Residency Determination Plan** – The Centralized and Uniform Residency Determination Plan was legislatively mandated in S.B. 402 in 2013. Per the bill, the NCCCS is working collaboratively with the UNC-General Administration, NC State Education Assistance Authority, and the NC Independent Colleges and Universities to create and implement a centralized process for determining residency for the purpose of tuition and administration of state financial aid. (Led by Programs & Student Services Division/Student Services)
- **High School Equivalency Contract** – Historically, the NC Community College System administered General Educational Development (GED) tests as the single set of benchmarks of high school equivalency. In recent years, other High School Equivalency (HSE) exam systems have been introduced, and North Carolina has allowed local flexibility regarding testing. While preserving local flexibility, the NC Community College System seeks efficiencies as part of the procurement process. (Led by Programs & Student Services Division/College & Career Readiness Office, in collaboration with Finance & Operations Division)
- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)
- *Initiatives mentioned elsewhere that contribute to this objective as well:*
 - *Credit for Prior Learning*
 - *Military Credit for Prior Learning*
 - *Resource Development Exploration*
 - *Reverse Transfer*
 - *NCWorks Career Coaches*
 - *WIOA Implementation*

3.2 Objective – Improve and expand education and training opportunities for veterans and for currently serving military personnel {Align4NCWorks Obj. 6.C.}

3.2.1 Measures of Success:

- # of transitioning military/veterans gaining credit for prior learning through new initiative
- Evidence of capacity to track and count military/veterans and other special populations
- # of veterans developing business plans
- # veterans launching or expanding businesses

Strategies/Initiatives –

- **Military Credit for Prior Learning** – per N.C. Senate Bill 761 (ratified 7/2014), the State Board of Community Colleges and UNC Board of Governors are developing a joint plan for awarding academic credit to students with military training and experience, and to establish a system to transfer the credits between junior and senior public institutions in NC in a uniform manner. (Programs & Student Services Division.)
- **Counting and Identifying Military/Veterans & Other Special Populations** - Build in capacity in data systems to track metrics and report on special populations including active military/reservists, veterans, SNAP (Supplemental Nutrition Assistance Program) participants, students with disabilities and possibly others. (Programs & Student Services Division, Engagement and Strategic Innovation Division)
- **Boots to Business** is a two-day, 16-hour entrepreneurial education and training program offered by the U.S. Small Business Administration as part of the Department of Defense's Transition Assistance Program (TAP) to help those transitioning out of the military. In North Carolina, the Small Business Centers at four colleges provide "Boots to Business" or a related "Reboot" program for veterans that have already transitioned out. These are used in conjunction with existing Small Business Center resources to help veterans and transitioning military personnel explore entrepreneurship as an opportunity, learn the steps for evaluating the feasibility of a business and learn key concepts about business plans. (Engagement and Strategic Innovation Division)
- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)
- *Initiatives mentioned elsewhere that contribute to this objective as well:*

- *Apprenticeship Initiatives*
- *Competency Based Education Initiative*
- *Credit for Prior Learning*
- *Cross-Training of Workforce System Partners*
- *Interagency Collaboration on Career Information*

Goal 4 - Strengthen the foundations for system success.

{From Align4NCWorks Goal 8}

Goal 4 refers to the need to build a strong organizational infrastructure for the NC Community College System, starting with the best community college educators, a replacement information technology (ERP) system, a framework of collaboration promoted by the Community College System Office, and tools, protocols and (last but not least) a reliable resource base for community colleges. Many of these themes are reflected in education and workforce strategic plans, and indeed, the Community College System must continue to be built as a key part of the education, economic development and workforce development systems in North Carolina.

4.1 Objective – Ensure that North Carolina has the nation’s most talented, collaborative educators and professionals. {From Align4NCWorks Obj. 8A.}

BEST NC, a group of businesses supporting education in North Carolina, may have said it best when it coined the phrase, “Top talent preparing top talent.” Education is a labor-intensive field that relies heavily on the quality of educators. For career pathways and other key strategies to be successful, community college educators and administrators will increasingly need to partner with business and each other.

4.1.1 Measures of Success:

- Community college faculty salaries relative to national/Southeastern benchmarks (--average salary figures, ranks)
- Evidence of successful completion of NCVIP tasks by System Office staff-- % compliance
- Perception of quality/access to professional development support among System Office staff (Climate Survey, biennial)
- Overall NC Community College System Office climate survey results over time (biennial)
- # trained thanks to System-sponsored professional development initiatives (CDF, Taste of Industry, and others)

Strategies/Initiatives:

- **Faculty/Staff Salary Boost** – seeking state funding to enable community colleges to recruit and retain highly qualified faculty and staff. (Executive Division/leadership and Legislative Affairs, with Finance/Operations if funded)

- **Performance Based Carry Forward Funds for Bonuses** – seeking statutory change only to allow Performance Based Funding to be used to provide one-time bonuses to faculty and staff. (Led by Executive Division, with Finance/Administration Division if funded)
- **Implementation of NCVIP at System Office** – continued implementation of the Office of State Human Resources’ performance management initiative. (Finance/Operations Division-Human Resources)
- **Career Development Facilitator (CDF) Training** – promotion of Career Development Facilitator training for NCWorks Career Coaches and career advising staff throughout community colleges. (Engagement and Strategic Innovation Division and Programs & Student Services Division)
- **Excellence in Research and Analytics Initiative** -- will promote, support, and build the capacity for research and analytics within North Carolina community colleges in order to facilitate institutional effectiveness with a focus on student success. The initiative will focus on expanding the talent base for institutional research, expand data accessibility, disseminate research and support a data-driven culture within the Community College System. (Executive Division/Research & Performance Management)
- **System Sponsored Professional Development** opportunities – professional development developed by and/or paid for by the NC Community College System Office to promote teamwork and build productivity skills. Recent examples include Career Development Facilitator training for targeted community college staff, training of System Office staff in Group Dynamics, and a proposal for a Leadership Shadowing Program for System Office staff. (Led by Executive Division/Human Resources and Engagement and Strategic Innovation Division)
- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)
- *Initiatives mentioned elsewhere that contribute to this objective as well:*
 - *Cross-Training of Workforce System Partners*
 - *NC Student Success Center*
 - *Performance Partnership Initiative and Biannual Summit*
 - *Perkins Industry Based Professional Development*
 - *Resource Development Exploration*
 - *“Taste of Industry” Initiative*

4.2 Objective – Develop the organizational tools, structures and cross-agency protocols needed to implement Align4NCWorks and support the vision of the NC Community College System. {Align4NCWorks Objective 8.B.}

4.2.1. Measures of Success:

- Agreed-upon collaboration roles with partners (e.g., MOU, letter of support/commitment)
- Create assessment tool(s) re: System effectiveness in serving the colleges
- Increase in external (non-State) financial resources for the System and colleges (through grants, innovative resource development efforts)
- Increased and improved communication with colleges (if can be captured via survey)
- Tracking and oversight regarding use of funds for approved bond projects

Strategies/Initiatives –

- **Budget Stabilization Reserve** – sought in the General Assembly to mitigate significant enrollment changes experienced by colleges, both in enrollment decline and enrollment growth. (Executive Division/leadership and Legislative Affairs, with Finance/Operations if funded)
- **New and Modernized Technology Infrastructure (ERP RFP)** – Begin planning and design of a replacement ERP for the State's 58 community colleges that address, at a minimum, student information system, core financial management, grants, human resource management, and payroll. (Led by ERP PMO)
- **Data Governance Committee** - was established in 2016 to maintain and sustain effective data systems to ensure data quality, efficient processes, and effective reporting capabilities within the North Carolina Community College System (NCCCS). The DGC, with a majority of local community college representation, will help set the strategic direction to ensure systems are effective and maximize economies of scale. Community college membership draws on associations representing community college presidents, institutional researchers, information technology officers, and programmatic leadership throughout the colleges. (Executive Division/Research & Performance Management)
- **Tier Funding Review** – review current course prefix and associated tiers to ensure course classification and rate structure for funding aligns with the current needs of North Carolina citizens. (Finance/Operations Division, with Programs & Student Services Division)
- **Grant Management System** – The System Office plans to align with other state agencies who share similar needs for a system to manage solicitations for grant awards, review of proposals, notification of award,

track activity during award periods, and provide programmatic and financial reporting on this activity. (Finance/Operations Division)

- **Workforce Continuing Education Customer Relationship and Enrollment Management System** – Workforce CE programs require a web-based solution for customer relationship and enrollment management. The programs currently have no online tool to serve businesses, students or internal clients. A SaaS model provides the ability to integrate into existing ERP as well as providing flexibility for ERP modifications. This solution responds to student demands, business requirements for quality engagements and internal needs for data supporting business decisions. (Led by Programs & Student Services Division/Workforce Continuing Education)
- **WIOA Implementation** primarily refers to core partner alignment required by implementation of Workforce Innovation and Opportunity Act. A system of common outcome measures for all partners requires data integration and careful counting to ensure no duplication of services. Implementation of new programmatic requirements and the state-developed strategies outlined in the Unified State WIOA Plan will also require focused attention over the biennium. (Led by Programs & Student Services Division/College & Career Readiness)
- **Web Attendance for Basic Skills**- needs to be customized in the ERP for data retrieval as required by WIOA – Title II. The changes needed will offer real-time data on attendance in Basic Skills Courses. (Led by Programs & Student Services Division/College & Career Readiness)
- **Ongoing Workforce Collaboration** – collaboration externally and internally to ensure that we use workforce funding strategically and work as “one team with one voice” in workforce development arenas. (Programs & Student Services Division and Engagement and Strategic Innovation Division)
- **Learning Management System as Communication Tool**— Perkins and Adult and Family Literacy Act programs are required to provide technical assistance to providers. To ensure equal access to all providers, a learning management system is needed to serve as an efficient communication tool and can provide consistent messages regarding career pathways development and implementation. (Led by Programs & Student Services Division/College & Career Readiness)
- **Support for Contracts**— Given the System Office’s role in supporting the 58 colleges and its role in procuring a variety of contracts that enable the colleges to successfully carry out their missions, support for contracts is a priority for the System Office. Timely and well-scoped contracts are essential for the System Office to add value to colleges. (Led by Finance & Operations Division)

- **Resource Development Exploration** - Exploration of innovative approaches to building resources for the System and supporting colleges in accessing grants/other resources. (Led by Engagement and Strategic Innovation Division, with Programs and Finance/Administration Divisions)
- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)
- *Initiatives mentioned elsewhere that contribute to this objective as well:*
 - *Continuing Education Data System Re-Write*
 - *Contracts for Data Management System – Title II Required Reporting*
 - *Data Management System for WIOA Required Outcomes*
 - *Existing Industry Engagement Initiative*
 - *High School Equivalency Contract*
 - *NCWorks Career Coaches*
 - *Support for Contracts*

4.3 Objective – Integrate and use education and workforce data to inform policy, track progress and measure success. {Alig4NCWorks Obj. 7.B.}

Desired outcome: workforce and education data and reporting systems that are accessible and used systematically to assess and improve services for customers.

4.3.1 Measures of Success:

- Compliance with WIOA reporting requirements by NCCCS and provision of technical assistance to colleges
- Meaningful and comprehensible data tools for policy makers, community college leaders, instructors, prospective students, etc.
- Feedback loops - data and research findings tied to System Office and college strategies for resource targeting, quality improvement, professional development/ instructional practices, program development and policy making
- Engagement of colleges in outcome-focused evaluation and quality improvement processes (# of colleges and individuals from colleges attending Performance Partnership Summit)

Strategies/Initiatives –

- **Performance Based Funding** – seek legislative approval to add an earnings gain measure to the Performance Based Funding model (starting with 2017 report) to more adequately capture the workforce development impact of community college programming. (Executive

Division-leadership, Legislative Affairs, Research & Performance Management; if funded, Finance and Operations)

- **Performance Partnership Program and Biannual Summit** – ensure colleges have a deep understanding of the statewide performance measures and best practices to facilitate increases in student success. This is inclusive of college collaborations, peer-to-peer mentoring and a biannual summit focused on the analysis of student outcomes data to identify and share best practices across the Community College System. (Executive Division-Research & Performance Management)
- **Employment Outcomes Analysis for Colleges**– collaborate with the Department of Commerce/LEAD to expand access to analysis related to community college student employment outcomes. (Executive Division-Research & Performance Management; Legal Affairs; Engagement and Strategic Innovation Division)
- **Data Management System for WIOA Required Outcomes**— (Programs & Student Services Division/College & Career Readiness and Workforce Continuing Education; Executive Division/Research & Performance Management; IT Division)
- **Contracts for Data Management System—Title II Required Reporting** The current data management system requires customization to be in keeping with federal regulations governing Title II, Adult Education and Family Literacy Act. (Led by Programs & Student Services Division/College & Career Readiness.)
- **Centralized Application to Manage Continuing Education-- Integrity/Accountability Plan**— All community college Workforce Continuing Education divisions will utilize an Accountability and Integrity structure, which will provide an opportunity to align local strategies around governance, academic integrity and employer engagement. For the most effective utilization of the tool, colleges require a means to develop their plans and a repository that allows for local real time updates and state level reporting of objectives and outcomes. (Led by Programs & Student Services Division/Continuing Education, with IT Division and Research/Performance Management)
- **RFP for ERP Replacement** – Development of an RFP for a new ERP system for the NC Community College System is a critical component for successful execution of agency goals and objectives. Implementation of the modernized system will increase value for students, meet industry need, increase data quality, and drive sustainable economic growth for the state. (Led by ERP PMO)
- *Initiatives mentioned elsewhere that contribute to this objective as well:*
 - *Continuing Education Data System Re-Write*
 - *Data Governance Committee*

- *Data Pipeline Project*
- *Excellence in Research and Analytics Initiative*
- *Federal Workforce and Education Policy*
- *Performance Based Funding for Wage Gains*
- *Resource Development Exploration*
- *Web Attendance for Basic Skills*
- *WIOA Implementation*
- *Workforce Continuing Education Customer Relationship and Enrollment Management System*
- *Workforce Credentials and Analytics (including Workforce Credentials Coalition)*

6. North Carolina Community College System Office Information Technology Plan Executive Summary

This planning document describes how the agency will maintain current System Office and Community College System business technologies while simultaneously planning for the replacement of the current enterprise resource planning (ERP) system as defined in North Carolina General Assembly Session Law 2016-94 Sections 7.10A.(a) and 7.10A.(b). The System Office Executive Leadership Committee is committed to sustain current business technology services while a new, supportable, reliable, and scalable cloud-first ERP is planned.

During the next five years, the System Office's Technology Solutions and Distance Learning Division will:

- Collaborate with the General Assembly, the Department of Information Technology (DIT), Office of State Budget Management and the 58 community colleges in the planning, development and implementation of a replacement ERP system.
- Continue to support the current ERP system by performing routine maintenance and enhancements in order to maintain business continuity and initiatives for the agency, the 58 community colleges, and their partners.
- Align agency and community college staff, invest in professional development, and continually improve process and procedures that support current and future technology solutions.

This plan aligns with agency strategic vision and includes tasks designed to reduce business disruption during a period of technology change. These tasks sustain the current level of support, guidance, and service expected by our customers while increasing the business technology value provided by the System Office to the 58 community colleges, our partner agencies at the federal, state, and local levels, and above all, the students, citizens, and industry who benefit from the educational and economic growth opportunities provided by the North Carolina Community College System.

7. North Carolina Community College System Office Information Technology Quick Reference Guide

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
Goal 1 Increase employer engagement, work-based learning opportunities and the relevance of education, training and credentials.	Invest in workforce education and training to build in-demand skills.	Begin planning and design of a replacement ERP for the State's 58 community colleges that address, at a minimum, student information system, core financial management, grants, human resource management, and payroll.	<ol style="list-style-type: none"> 1. Report to the Joint Legislative Oversight Committee on Information Technology and identify the results of the planning and design effort. 2. Issue Enterprise Resource Planning (ERP) Request for Proposal (RFP). 3. Evaluate RFP responses for a replacement system and award initial contract(s) as requested in Session Law 2016-94 Section 7.10A(a). 	Fund Source: State Appropriations 26802-Special Revenue Fund	<ol style="list-style-type: none"> 1. Jan 2017 2. Oct 2017 3. Aug 2018
		Provide teaching and learning technologies that produce graduates workforce ready for leading North Carolina industry.	<p>Identify and license digital resource for system-wide use to provide curriculum support to faculty and students in the science, technology, engineering and math industries. Examples include:</p> <ul style="list-style-type: none"> • STAT!Ref® - resources that provide information and updated healthcare protocols in 50 healthcare disciplines. 	State Appropriation for 2 + 2 E-Learning Initiative Budget Code	June 30 2017

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
			<ul style="list-style-type: none"> • Board Vitals – exam banks for healthcare state certification tests and licensure. • Late Nite Labs - online laboratory simulation resources. • Animated Dissection of Anatomy for Medicine (ADAM) - online resource of research assets to support in allied health, nursing, and related science fields. • Science Learning Resources: V-Scope Explorer - collection of online biology, anatomy and physiology, and microbiology microscopy simulations are used to support courses in biology, nursing, allied health and higher-level science programs. 	12001210AA	
	Ensure the workforce system is relevant, valuable and easy to access by the business community	Adult High School Equivalency	Satisfy the State’s mandatory requirement for a paper-based (PBT) and/or a computer-based (CBT) High School Equivalency Assessment (HSEA). For both paper-based and computer-based approaches, test accommodations for individuals with disabilities must be available, including a vendor-developed process for approving accommodation requests.	To Be Determined	December 2017

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
		Migration of GED from 1984 to 2001 from a legacy system to the GED Diploma Sender	The migration of the 1984 to 2001 GED data to the same service used for 2001 to present GED data would place all GED in the location to make it easier for students to receive their GED scores and proof of graduation from a single source.	System Office operating budget	December 2018
	Expand work-based learning opportunities.	Deliver reporting solutions to track students in Registered Apprenticeships, Pre-Apprenticeships, WIOA On The Job Training and community college Work Based Learning	Improved data quality and reporting will enable the Community College System to measure planned expansion of apprenticeship and work based learning.	System Office operating budget	December 2018

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
	Ensure education and training address skill needs and validate competency attainment.	Improve Current Enterprise Resource Planning (ERP) Module for Continuing Education (CE)	Streamline student registration, grading, course creation, course documentation, accountability, marketing, community outreach and communications to reduce transaction costs within the unit and allow staff resources to be reallocated to higher value areas of support and growth <ul style="list-style-type: none"> CE – Re-write project - This project will make CE reporting much more robust, and improve data matching in order to access student outcomes. Improve National Student Clearinghouse reporting and participate in the "Data Pipeline Project" with other state agencies. 	State Appropriations	June 7, 2017
Goal 2 Promote career pathways, which include strategies such as career awareness and helping students connect to jobs and careers.	Coordinate career and educational services, improve the clarity of information about viable career opportunities, and encourage development of/enrollment in career pathways.	Begin planning and design of a replacement ERP for the State's 58 community colleges that address, at a minimum, student information system, core financial management, grants, human resource management, and payroll.	<ol style="list-style-type: none"> 1. Report to the Joint Legislative Oversight Committee on Information Technology and identify the results of the planning and design effort. 2. Issue Enterprise Resource Planning (ERP) Request for Proposal (RFP). 3. Evaluate RFP responses for a replacement system and award initial contract(s) as requested in Session Law 2016-94 Section 7.10A(a). 	Fund Source: State Appropriations 26802-Special Revenue Fund	<ol style="list-style-type: none"> 1. Jan 2017 2. Oct 2017 3. Aug 2018

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
	Provide timely academic and career information and intrusive, “early warning” advising to help students succeed in college and prepare for success in quality careers	Student Self-Service Enhancements	Deploy Ellucian updates as well as develop and implement changes to all modules in Self-Service. These include rewrite of student attendance tracking, literacy student attendance tracking to meet federal tracking requirements, Budget and Finance Module implementation, HR and Payroll Module, and movement of North Carolina specific Web Advisor customizations to Self-Service or to retirement.	System Office operating budget	December 2018
Goal 3 Improve college access, affordability and student success.	Establish and strengthen policies and practices that enable students and adult learners to enter into and proceed successfully through career pathways and into a quality career.	Begin planning and design of a replacement ERP for the State's 58 community colleges that address, at a minimum, student information system, core financial management, grants, human resource	<ol style="list-style-type: none"> 1. Report to the Joint Legislative Oversight Committee on Information Technology and identify the results of the planning and design effort. 2. Issue Enterprise Resource Planning (ERP) Request for Proposal (RFP). 3. Evaluate RFP responses for a replacement system and award initial contract(s) as requested in Session Law 2016-94 Section 7.10A(a). 	Fund Source: State Appropriations 26802-Special Revenue Fund	<ol style="list-style-type: none"> 1. Jan 2017 2. Oct 2017 3. Aug 2018

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
		management, and payroll.			
		Build and Pilot Enterprise Resource Planning (ERP) Module for Competency Based Education (CBE)	<p>Collaborate with Central Piedmont, Forsyth, Wake, and Stanly Community Colleges to design a sustainable and scalable competency-based Associates degree pathway in Information Technology for pilot by fall 2017. This program model will provide students a flexible way to:</p> <ul style="list-style-type: none"> • get credit for what they already know, • build on their knowledge and skills at their own pace, • earn high-quality, industry-validated degrees and credentials, • get a new job or advance along a career pathway, and earn a fair wage to support themselves and their family. 	Grant Funding	Fall 2017
		Residency Determination System	Legislative mandate, 2013 (SB 402; Sections 11.3 (a) and 11.3 (b) directed the University of North Carolina (UNCGA), the North Carolina Community College system (NCCCS), the North Carolina State Education Assistance Authority (NCSEAA), and the North Carolina Independent colleges and Universities (NCICU) to work together to create a centralized process for determining residency for purposes of tuition and administration of state financial aid.	College Foundation, Inc. & System Office operating budget	March 2017
		Develop and improve quality	The VLC is a collaborative effort of the North Carolina Community College System to increase the quality and	General Fund Appropriation	July 2017

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
		online course content with the Virtual Learning Community (VLC)	<p>availability of online learning and support services for the benefit and success of distance learning students.</p> <ul style="list-style-type: none"> Wake Technical Community College - VLC Professional Development Center coordinates efforts to deliver the training opportunities necessary to deliver online courses and programs based on sound pedagogy and the latest technology tools. Fayetteville Technical Community College - VLC Technology Center coordinates a vetting process for learning technologies to address the rapid changes in online course delivery. Surry Community College – VLC Quality and Assessment Center focuses on redesign, editing and content development, research, best practices and standards development, and needs assessment. 		
			<p>Legislative mandate to develop Municipal Finance Course NCCCS Virtual Learning Community legislatively mandated and funded to develop an online Municipal Finance Course for the NC Treasurer. Continuing education and curriculum courses will be developed and delivered at all 58 community colleges.</p>	To Be Determined	May 2017
			<p>Career-and-College-Ready Graduate Alignment Partnership (CCRGAP) - New status codes will be required and every high school student Moodle/Blackboard coursework will need to be accessed. Creation of a new course for the VLC, creating and delivery of professional development, and data collection/assessment constitute part of this initiative.</p>	System Office operating budget	December 2018

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
	Improve and expand education and training opportunities for veterans and for currently serving military personnel.	Military Credit for Prior Learning	Per N.C. Senate Bill 761 (ratified 7/2014), the State Board of Community Colleges and UNC Board of Governors are developing a joint plan for awarding academic credit to students with military training and experience, and to establish a system to transfer the credits between junior and senior public institutions in NC in a uniform manner. To comply with legislation, the community college system will establish a software service to accept joint services transcripts, identify community college course equivalents, apply academic credits at a local community college, and track (count) students, courses, credits, completions and non-completions.	To Be Determined	December 2018
Goal 4 Strengthen the foundations for system success.	Ensure that North Carolina has the nation's most talented, collaborative educators and professionals.	Increase college affiliate memberships with the Quality Matters application	Quality Matters (QM) is a faculty-centered, peer review process that is designed to certify the quality of online courses and online components. Benefits received from this subscription are: access to the QM higher education rubric for subscriber personnel across the system; access to web-based automated rubric tools, for informal (unofficial/internal/self) course reviews for the development and improvement of online and blended courses; discounts on QM professional development, official QM-managed course reviews, conferences, and events; and the license to facilitate QM's training on applying the QM Rubric. System trainers may facilitate course reviews at community colleges that are affiliate members in our system. This online course quality certification assists colleges to meet the national C-RAC (Council of Regional Accrediting Commissions) Standards for state authorization reciprocity.	State Appropriation for 2 + 2 E-Learning Initiative Budget Code 12001210AA	June 2017

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
	Develop the organizational tools, structures and cross-agency protocols needed to implement Align4NCWorks and support the vision of the NC Community College System.	Begin planning and design of a replacement ERP for the State's 58 community colleges that address, at a minimum, student information system, core financial management, grants, human resource management, and payroll.	<ol style="list-style-type: none"> 1. Report to the Joint Legislative Oversight Committee on Information Technology and identify the results of the planning and design effort. 2. Issue Enterprise Resource Planning (ERP) Request for Proposal (RFP). 3. Evaluate RFP responses for a replacement system and award initial contract(s) as requested in Session Law 2016-94 Section 7.10A(a). 	Fund Source: State Appropriations 26802-Special Revenue Fund	<ol style="list-style-type: none"> 1. Jan 2017 2. Oct 2017 3. Aug 2018
		Develop business requirements for Workforce Continuing Education Customer Relationship and Enrollment	Workforce CE programs require a web-based solution for customer relationship and enrollment management. The programs currently have no online tool to serve businesses, students or internal clients. A SaaS model provides the ability to integrate into existing ERP as well as providing flexibility for ERP modifications. This solution responds to student demands, business requirements for quality engagements and internal needs for data supporting business decisions.	To Be Determined	December 2017

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
		Management System			
		Web Attendance for Basic Skills	Configure ERP for data retrieval as required by WIOA – Title II. The changes needed will offer real-time data on attendance in Basic Skills Courses.	System Office Operating Budget	December 2018
		Library Systems content and contract management	<p>Issue Request For Proposals (RFP) For Integrated library system. Currently, Sirsi-Dynix, Inc. provides cloud-hosted software licensing, and maintenance support for the integrated library system for the Community College Libraries in North Carolina (CCLINC) consortium. SaaS services provide decreased hardware costs, a higher threshold for number of titles held in the shared catalog, and increased student access to library resources, as well as cost savings for NCCCS. Currently, 51 of 58 colleges belong to the CCLINC Consortium.</p> <p>In 2016-2017, NCCCS is posting a RFP for a new cloud-hosted contract for an integrated library system. The contract will be for one year with two options to renew and include mobile access.</p>	State Fund Appropriation Budget Code 16255005	December 2017
			Renew annual membership contract for OCLC (Online Computer Library Center). This system-wide service provides membership in a global consortium catalog of library resources, research and professional development opportunities.	State Fund Appropriation Budget Code 12001282	June 30, 2017

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
			Renew annual membership in LYRASIS. This system-wide service provides membership in a consortium that provides purchasing and licensing resources through economies of scale.	State Fund Appropriation Budget Code 12001282	June 30, 2017
			Continue Operations and Maintenance of the North Carolina Learning Object Repository (NCLOR). The NCLOR contains more than 200,000 learning objects that match the criteria of curriculum and continuing education courses or programs including: <ul style="list-style-type: none"> • <u>Monterey Institute for Technology and Education/National Repository of Online Content (NROC)</u> (contract renewal) - This system-wide resource of over 3400 multi-curriculum learning assets and over 1100 lessons of content is accessible to NCCCS faculty and students through the NCLOR. • <u>Intelecom Adult Basic Education Collection</u> (contract renewal) - This licensed collection of adult basic education video files is accessed by NCCCS faculty through the NCLOR. It supports teaching and learning in face-to-face, online, and hybrid courses. 	State Fund Appropriation for 2 + 2 E-Learning Initiative Budget Code 12001210AA	June 30, 2017
		Leverage the Virtual Computing Environment (VCE) to achieve cost savings through virtual, cloud	This collaborative project of the North Carolina Community College System and NC State University allows individual community colleges to provide computer lab services through cloud computing and to achieve cost efficiencies for software and hardware. Access to VCE services can be (1) at the direction of classroom instructors or (2) for individual	General Fund Appropriation	July 2017

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
		based access to software and hardware	student coursework on an anytime, anyplace basis. This platform is available to faculty and students on a 24/7/365 basis.		
		Patch Release Process	<p>The agency is required to maintain the current ERP solution for the community colleges through receipt of application and software updates, confirming compliance with state and State Board for Community College code, rule, regulation, legislative mandate and law, integration into ERP template, testing, and distribution to the 58 community colleges.</p> <p>Example: Developmental Education Reform – add/modify/remove diagnostic and placement test (NC DAP) code as required.</p>	System Office operating budget	Ongoing Operations and Maintenance
		Learning Management Systems (LMS) content and contract management	<p>Operate and maintain contract and related solicitation materials for LMS that enable the Community College System to provide communications and technical assistance to community colleges (adult education and Perkins) and other adult education service providers.</p> <p>The Community College System Office supports two learning management systems for the colleges: Blackboard Learn and Moodle. Colleges participate in either the Blackboard Learn license contract or the Moodle Cloud hosting contract.</p> <p>The Blackboard contract also provides for a 24/7/365 system-wide helpdesk to assist all faculty and students who are using Blackboard, Moodle, and Sakai learning management systems. Blackboard Collaborate Web Conferencing for NCCCS Office training staff.</p>	State Fund Appropriation Budget Code For Remote-Learner (Moodle Hosting Solution) and Blackboard Learn LMS and online helpdesk 16255006 Bb Collaborate:	Ongoing Operations and Maintenance

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
				State Fund Appropriation	
		Enterprise Cloud Based SharePoint Solution	Establish communication and data sharing technology platform to serve communication expectations of the community colleges and agency partners.	To Be Determined	December 2018
		College Information System Enhancements	<p><u>Student Enhancements:</u> Changes to the student functions of the CIS Template that support changes in business requirements must be developed and implemented. Areas impacted include Disability and Veterans Coding, Improved Golden LEAF Reporting, Multiple Pathway to High School Equivalency, NCDAP Delivery change, enhancements to Public Safety Training Calendar (Regional Calendar), Reverse Transfer Credit, Tier Funding Course Reporting, and Tuition Remission data file transfer.</p> <p><u>Finance, Human Resources, and Payroll Enhancements:</u> Develop and implement changes to College Finance, Human Resources, and Payroll systems and the CBAS system at the System Office to improve and streamline processes and improve efficiencies based on business requirements Areas impacted include return of cleared checks to the colleges and Pierce Group Insurance Employment Interface.</p> <p><u>Common Course Library (CCL)/Program of Study (POS) On-going Enhancements:</u> Ongoing maintenance and enhancements to the CBAS in support of the State Aid Section. Some of the changes include Career Cluster Identification on curriculum standards, Captive Programs of</p>	System Office operating budget	Per our standard release process, the changes are tested by the user and accepted. Acceptance criteria includes the software meets reporting requirements, improved or maintained operational efficiencies, and met business requirements.

Goal	Objective	Tasks	Brief Description	Funding Mechanism	Anticipated Completion Date
			Study/Approvals, Level-Three Instructional Service Agreements (ISAs) Participating Programs of Study and Web Enabled Curriculum Standards.		
		Broadband Data Connectivity	The System Office will continue to partner with all educational sectors in North Carolina for the most efficient connectivity to the internet and internet 2 via high-speed broadband for teaching and learning purposes. This includes the establishment of a four-year contract to ensure system availability.	General Fund appropriation	December 2016.
	Integrate and use education and workforce data to inform policy, track progress and measure success.	Ellucian Ethos Implementation	Ethos is a new service that is provided as part of the annual Ellucian Maintenance Agreement. This service severs three roles: identity management with single sign on, data integration between different High Education Information Systems, and Higher Education Reporting functions. This project would bring on time-lined staff to help support the deployment of the system to the colleges.	To Be Determined	December 2018
		Data Initiative & Data Governance Enhancements	These are new or enhanced data reporting changes for data send from the colleges to the System Office. These include a new Student Graduation Reporting System with a monthly reporting interval, rewrite of the data reported on Continuing Education students to enhance data analysis, update of the Instructional Delivery Method Codes to improve data reporting and collection, rewrite of the Staff information report, and data configurations for WIOA strategies.	To Be Determined	December 2018

8. North Carolina Community College System Office Technology Solutions and Distance Learning Division Vision, Mission, and Values

8.1 Technology Solutions and Distance Learning Division Vision

The North Carolina Community College System Office Technology Solutions and Distance Learning Division provides accessible, reliable, and modern learning technologies that enable North Carolina's community colleges to succeed through people, process, and technology.

8.2 Technology Solutions and Distance Learning Division Mission

Enable student success, access, and workforce development through technology solutions at the enterprise level by establishing common infrastructure, enterprise application operation and maintenance, and the delivery of business intelligence.

8.3 Technology Solutions and Distance Learning Division Values

Integrity – Transparency with citizens and vendors in which we do business

Accountability – Ownership of work that the Division performs

Collaboration – Identification and breakdown of system-wide silo technologies

Service – Simplify student, industry, and government ability to conduct business with the system

9. North Carolina Community College System Office IT Goals, Objectives, and Measures of Success

Goal 1 – Increase employer engagement, work-based learning opportunities and the relevance of education, training and credentials.

The System Office Technology Solutions and Distance Learning Division will deliver modern, enterprise-wide technologies that provide the community college system with the tools to recruit, educate, and graduate workforce ready citizens prepared to enter local and global industry.

1.1 Objective – Invest in workforce education and training to build in-demand skills.

Measures of Success – Plan and deliver required documentation for replacement ERP.

1.1.1 Initiative - Begin planning and design of a replacement ERP for the State's 58 community colleges.

The System Office Technology Solutions and Distance Learning Division, in collaboration with agency Executive Leadership Committee and legal counsel, the Department of Information Technology, and Office of State Budget Management, will prepare required presentation, business requirements, procurement documentation, and evaluation materials to successfully communicate, issue, and award contract(s) necessary to replace the current ERP system. (Responsibility - ERP PMO)

1.2 Objective – Provide teaching and learning technologies that produce graduates workforce ready for leading North Carolina industry.

Measures of Success –Submission of the *2+2 E-Learning Initiative Report* submitted to NC General Assembly annually on April 15. Monitor community college data reported to State Board of Community Colleges for pass/fail rates on certification exams.

1.2.1 Initiatives - STAT!Ref / Board Vitals, National Library Alliance / A.D.A.M. Interactive Anatomy Online, Late Nite Labs, Science Learning Resources, Collaboration with UNC Lineberger Comprehensive Cancer Center/ Webinar Series

Maintaining and operating enterprise level preparation applications for faculty and students in nursing, radiology technology, surgical technology, dental hygiene and emergency medical technology programs drive economic growth at the individual student and industry levels for North Carolina's critical healthcare sectors. (Responsibility – Portfolio Management Team)

1.3 Objective – Ensure the workforce system is relevant, valuable and easy to access by the business community.

Measures of Success – Contract(s) established prior December 2017.

1.3.1 Initiative - Adult High School Equivalency and Migration of GED from 1984 to 2001 from a legacy system to the GED™ Diploma Sender

The System Office and Community College System excel at providing pathways for North Carolina citizens to demonstrate and achieve high school equivalency diplomas. Maintaining and operating data from the GED™ will require the consolidation of data produced between 1984 and 2001 into a single, searchable database. Additionally, the system business requirement to make technologies available across the enterprise to provide, issue, and track Adult High School Equivalency testing methodology will continue in this biennium. (Responsibility – Portfolio Management Team)

1.4 Objective – Expand work-based learning opportunities.

Measures of Success – End user acceptance of updated reporting solutions for identified initiatives and improved ability to track Work Based Learning students.

1.4.1 Initiatives - Deliver reporting solutions to track students in Registered Apprenticeships, Pre-Apprenticeships, WIOA On The Job Training and community college Work Based Learning.

Improved data quality and reporting will enable the Community College System to measure planned expansion of apprenticeship and work based learning. (Responsibility - Application Solutions Development and Quality Assurance, Student Solutions Development, Business and System Solutions Development, Quality Assurance, Portfolio Management Office)

1.5 Objective – Ensure education and training address skill needs and validate competency attainment.

Measures of Success - Successful completion of the CE-Re-write project and participation in the Data Pipeline Project with other state agencies.

1.5.1 Initiative – Improve Current Continuing Education (CE) Module

Streamline student registration, grading, course creation, course documentation, accountability, marketing, community outreach and communications to reduce transaction costs within the unit and allow staff resources to be reallocated to higher value areas of support and growth. (Responsibility - Application Solutions Development and Quality Assurance, Student Solutions Development, Business and System Solutions Development, Quality Assurance, Portfolio Management Office)

Goal 2 - Promote career pathways, which include strategies such as career awareness and helping students connect to jobs and careers.

Development and delivery of technologies that integrate skills and industry trends will increase the communication and collaboration necessary for community college students to enter and remain in the workforce.

2.1 Objective – Coordinate career and educational services, improve the clarity of information about viable career opportunities, and encourage development of/enrollment in career pathways.

Measures of Success – Plan and deliver required documentation for replacement ERP.

2.1.1 Initiative – Begin planning and design of a replacement ERP for the State's 58 community colleges.

The System Office Technology Solutions and Distance Learning Division, in collaboration with agency Executive Leadership Committee and legal counsel, the Department of Information Technology, and Office of State Budget Management, will prepare required presentation, business requirements, procurement documentation, and evaluation materials to successfully communicate, issue, and award contract(s) necessary to replace the current Enterprise Resource Planning (ERP) system. (Responsibility – ERP PMO and Systems Architecture)

2.2 Objective - Provide timely academic and career information and intrusive, “early warning” advising to help students succeed in college and prepare for success in quality careers

Measures of Success – Configure, test, and distribute Student Self Service modules to the 58 community colleges.

2.2.1 Initiative – Student Self-Service Enhancements

Deploy Ellucian updates as well as develop and implement changes to all modules in Self-Service. These include rewrite of student attendance tracking, literacy student attendance tracking to meet federal tracking requirements, Budget and Finance Module implementation, HR and Payroll Module, and movement of North Carolina specific Web Advisor customizations to Self-Service or to retirement. (Responsibility - Application Solutions Development and Quality Assurance, Student Solutions Development, Business and System Solutions Development, Quality Assurance, Portfolio Management Office)

Goal 3 - Improve college access, affordability and student success.

Provide community college students, staff, and students with modern, automated processes that reduce data and process variance and provide state-of-the art digital teaching, learning, and library platforms that reduce costs associated with hardware, software, and educational service deliveries across the enterprise.

3.1 Objective - Establish and strengthen policies and practices that enable students and adult learners to enter into and proceed successfully through career pathways and into a quality career.

Measures of Success – Plan and deliver required documentation for replacement ERP.

3.1.1 Initiative – Begin planning and design of a replacement ERP for the State's 58 community colleges.

The System Office Technology Solutions and Distance Learning Division, in collaboration with agency Executive Leadership Committee and legal counsel, the Department of Information Technology, and Office of State Budget Management, will prepare required presentation, business requirements, procurement documentation, and evaluation materials to successfully communicate, issue, and award contract(s) necessary to

replace the current Enterprise Resource Planning (ERP) system. (Responsibility – ERP PMO and Systems Architecture)

3.1.2 Initiative - Build and Pilot Enterprise Resource Planning (ERP) Module for Competency Based Education (CBE)

Collaborate with Central Piedmont, Forsyth, Wake, and Stanly Community Colleges to design a sustainable and scalable competency-based Associates degree pathway in Information Technology for pilot by fall 2017. (Responsibility – Portfolio Management Office)

3.1.3 Initiative - Residency Determination System

Legislative mandate, 2013 (SB 402; Sections 11.3 (a) and 11.3 (b) directed the University of North Carolina (UNCGA), the North Carolina Community College system (NCCCS), the North Carolina State Education Assistance Authority (NCSEAA), and the North Carolina Independent colleges and Universities (NCICU) to work together to create a centralized process for determining residency for purposes of tuition and administration of state financial aid. (Responsibility - Application Solutions Development and Quality Assurance, Student Solutions Development, Business and System Solutions Development, Quality Assurance, Portfolio Management Office)

3.1.4 Initiative - Develop and improve quality online course content with the Virtual Learning Community (VLC)

1) The VLC is a collaborative effort of the North Carolina Community College System to increase the quality and availability of online learning and support services for the benefit and success of distance learning students.

2) Legislative mandate to develop Municipal Finance Course

NCCCS Virtual Learning Community legislatively mandated and funded to develop an online Municipal Finance Course for the NC Treasurer. Continuing education and curriculum courses will be developed and delivered at all 58 community colleges. (Responsibility – Portfolio Management Office)

3.2 Objective – Improve and expand education and training opportunities for veterans and for currently serving military personnel.

Measures of Success – Successful delivery of new application interface enabling veterans to enter joint services transcripts and receive community college course equivalent information.

3.2.1 – Initiatives - Military Credit for Curriculum Courses

To comply with legislation and meet a critical business need, the agency will establish a software service where a veteran can upload a joint services transcript and receive information about community college course equivalents the student can receive credit for at a local community college. (Responsibility - Application Solutions Development and Quality Assurance, Student Solutions Development, Business and System Solutions Development, Quality Assurance, Portfolio Management Office)

Goal 4 - Strengthen the foundations for system effectiveness and efficiency.

Operate and maintain in-place technology to meet current business needs and transition, build, and acquire quality solutions to a new, converged, cloud based enterprise resource planning system for the North Carolina Community College System.

4.1 Objective - Ensure that North Carolina has the nation's most talented, collaborative educators and professionals.

Measures of Success – Monitor and report affiliate membership growth.

4.1.1 – Initiatives – Increase college affiliate memberships with the Quality Matters application

This online course quality certification assists colleges to meet the national C-RAC (Council of Regional Accrediting Commissions) Standards for state authorization reciprocity. (Responsibility – Portfolio Management Office)

4.2 Objective - Develop the organizational tools, structures and cross-agency protocols needed to implement Align4NCWorks and support the vision of the NC Community College System.

Measures of Success – Plan and deliver required documentation for replacement ERP, documented delivery of operation and maintenance software patches for current ERP, contract renewals for virtual learning environments and broadband services, and successful migration of 57 community colleges to the Solaris 11 platform (Wake Technical Community College runs IBM AIX platform and will not participate in project).

4.2.1 Initiative – Begin planning and design of a replacement ERP for the State's 58 community colleges.

The System Office Technology Solutions and Distance Learning Division, in collaboration with agency Executive Leadership Committee and legal counsel, the Department of Information Technology, and Office of State Budget Management, will prepare required presentation, business requirements, procurement documentation, and evaluation materials to successfully communicate, issue, and award contract(s) necessary to replace the current ERP system. (Responsibility – ERP PMO and Systems Architecture)

4.2.2 Initiative - Library Systems content and contract management

- Issue Request for Proposals (RFP) For Integrated library system.
- Renew annual membership contract for OCLC (Online Computer Library Center).
- Renew annual membership in LYRASIS.
- Continue Operations and Maintenance of the North Carolina Learning Object Repository (NCLOR).

- Monterey Institute for Technology and Education/National Repository of Online Content (NROC)
- Intelcom Adult Basic Education Collection

These systems provide software licensing, and maintenance support for the integrated library system for the Community College Libraries in North Carolina (CCLINC) consortium that decrease hardware costs, provide for a higher threshold for number of titles held in the shared catalog, and increase student access to library resources, as well as cost savings across the enterprise. (Responsibility – Portfolio Management Office)

4.2.3 Initiative - Leverage the Virtual Computing Environment (VCE) to achieve cost savings through virtual, cloud based access to software and hardware

This collaborative project of the North Carolina Community College System and NC State University allows individual community colleges to provide computer lab services through cloud computing and to achieve cost efficiencies for software and hardware. Access to VCE services can be (1) at the direction of classroom instructors or (2) for individual student coursework on an anytime, anyplace basis. This platform is available to faculty and students on a 24/7/365 basis. (Responsibility – Portfolio Management Office)

4.2.4 Initiative – System Office Patch Release Process to the 58 Community Colleges

The agency is required to maintain the current ERP solution for the community colleges through receipt of application and software updates, confirming compliance with state and State Board for Community College code, rule, regulation, legislative mandate and law, integration into ERP template, testing, and distribution to the 58 community colleges. (Responsibility - Application Solutions Development and Quality Assurance, Student Solutions Development, Business and System Solutions Development, Quality Assurance, Portfolio Management Office)

4.2.5 Initiative - Solaris 11 Project

This project will maintain operating system integrity by transitioning from Solaris version 10 to Solaris version 11 for agency and community colleges. (Responsibility – IT Operations)

4.2.6 – Initiative – College Information System Enhancements

Student, Finance, Human Resources, and Common Course Library/Program of Study enhancements are critical application update processes required to maintain system stability and availability for the agency and community colleges. (Responsibility - Application Solutions Development and Quality Assurance, Student Solutions Development, Business and System Solutions Development, Quality Assurance, Portfolio Management Office)

4.2.7 – Initiative – Broadband Data Connectivity

The System Office provides contract services for internet connectivity for all 58 community colleges. This annual contract process is required to maintain and operate technology services across the enterprise. (Responsibility – Portfolio Management Office, IT Operations)

4.3 Objective - Integrate and use education and workforce data to inform policy, track progress and measure success.

Measures of Success – Successful delivery of required data exchange and reporting protocols between the System Office and community colleges.

4.3.1 - Ellucian Ethos Implementation

Ethos is a new service that is provided as part of the annual Ellucian Maintenance Agreement (ESSA) and provides:

- identity management with single sign on
- data integration between different Higher Education Information Systems
- reporting functions configured for higher education providers

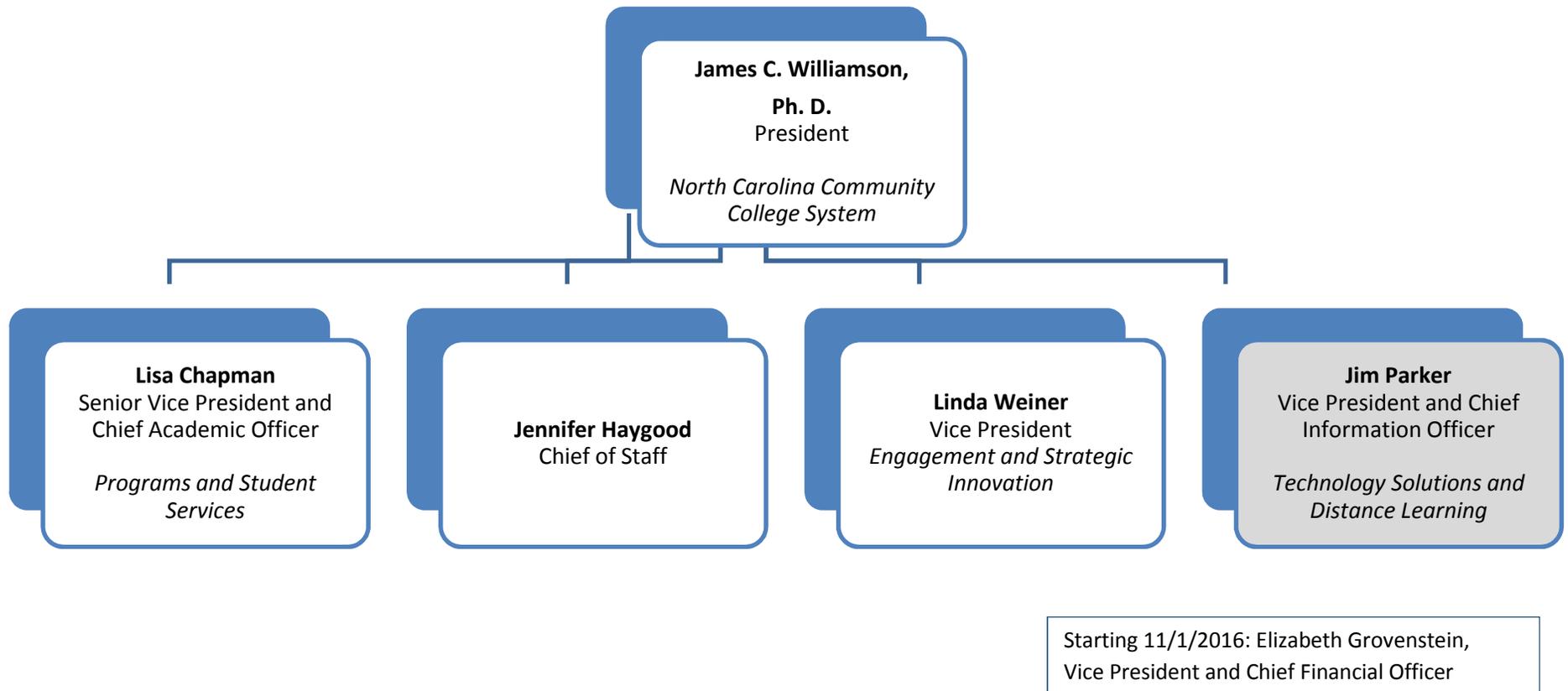
(Responsibility - Application Solutions Development and Quality Assurance, Student Solutions Development, Business and System Solutions Development, Quality Assurance, Portfolio Management Office)

4.3.2 - Data Initiative & Data Governance Enhancements

These are new or enhanced data reporting changes for data sent from the colleges to the System Office. These include a new Student Graduation Reporting System with a monthly reporting interval, rewrite of the data reported on Continuing Education students to enhance data analysis, update of the Instructional Delivery Method Codes to improve data reporting and collection, and rewrite of the Staff information report.

(Responsibility - Application Solutions Development and Quality Assurance, Student Solutions Development, Business and System Solutions Development, Quality Assurance, Portfolio Management Office)

10. North Carolina Community College System Office IT Organizational Structure (as of 10/31/16)



11. Enterprise IT Opportunities

11.1 Potential Initiatives

UNC Lineberger Comprehensive Cancer Center/ Webinar Series

- Collaboration between NCCCS and UNC Lineberger Comprehensive Cancer Center to produce and caption (to meet ADA compliance standards) sixty-minute webinars to support nursing curriculum.
- State General Fund Appropriation for 2 + 2 E-Learning Initiative (Budget Code 12001210AA)

11.2. Collaborative Opportunities

Grant Management – The System Office plans to investigate potential alignment with other state agencies who share similar needs for a system to manage solicitations for grant awards, review of proposals, notification of award, track activity during award periods, and provide programmatic and financial reporting on this activity.

Virtual Computing Environment – The System Office plans to continue to its collaboration with North Carolina State University to maintain and operate the VCE that provides students and faculty access to shared hardware and software platforms and licensing in an effort to reduce costs and increase accessibility to these required higher education resources.

The P20W - The statewide longitudinal data system envisioned by the P-20W SLDS Project enables North Carolina’s Department of Public Instruction (NCDPI) to satisfy key aspects of our state’s educational priorities, working with partner agencies (University of North Carolina General Administration, North Carolina Independent Colleges & Universities, North Carolina Department of Commerce) in workforce and higher education.

Appendix A: North Carolina Community College System Office Major IT Projects

Initiative/ Project	Short Description <i>(indicate if >\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
New Initiatives/Projects					
No New Initiatives/Projects as of Oct 31, 2016					
Existing Initiatives/Projects					
NCCCS - Solaris 11 Upgrade Support (Enterprise Project)	The vendor for the OS, Oracle, has announced the formal end-of-life for the current release of Solaris, Solaris 10, for January 2018. While the vendor may offer “best effort” support for its customers who may not have upgraded to Solaris 11 by this date, any level of support offered will be at an additional cost to any current annual relicense/support fees. Consequently, 57 community colleges and the System Office (SO) must upgrade to Solaris 11 prior to the end-of-life date in order to remain current and receive required support. Current Cost Estimate Total \$413,700.00 Current Cost Estimate 5 Years OM \$281,250.00 Current Cost Estimate TCO \$694,950.00	Goal 4 Strengthen the foundations of success.	Fund Source: State Appropriations Fully Funded: 26802-Special Revenue Fund	The SO will be operating under the current release of the OS. The SO will avoid any potential support constraints from the vendor for not being on the current release. The SO will avoid any potential additional support costs paid to the vendor for not being on the current release (annual fee + 10%, year 1; annual fee + 20% , year 2). The SO will realize a cost savings (approximately 40%) by consolidating the current	March 2018

Initiative/ Project	Short Description <i>(indicate if >\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
				number CIS/Colleague system servers to fewer servers.	
NCCCS - SLDS - NC SchoolWorks (Administrative Project)	<p>The statewide longitudinal data system envisioned by the P-20W SLDS Project enables North Carolina’s Department of Public Instruction (NCDPI) to satisfy key aspects of our state’s educational priorities, working with partner agencies in workforce and higher education.</p> <p>Baseline Project Cost \$423,396.96</p>	<p>Goal 4 Strengthen the foundations of success.</p>	<p>Fund Source: Grant Funds (P20W-DPI) Fully Funded: 16800- General Fund</p>	<p>Common Infrastructure for each student in post-secondary education systems and coordinate unique identifiers with workforce data.</p> <p>Establish a data broker based system for researchers to ask questions that each of the federated data systems can answer Automate regular cross-agency reporting (such as UNC’s Freshman Performance Report)</p> <p>Provide key data to empower the legislature and NC policymakers to make better decisions concerning funding, program assessments, as well as identifying trends in North Carolina education.</p>	<p>December 2016</p>

Initiative/ Project	Short Description <i>(indicate if >\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
NCCCS - Residency Determination Service (Administrative Project)	<p>Legislative mandate, 2013 (SB 402; Sections 11.3 (a) and 11.3 (b) directed the University of North Carolina (UNCGA), the North Carolina Community College system (NCCCS), the North Carolina State Education Assistance Authority (NCSEAA), and the North Carolina Independent colleges and Universities (NCICU) to work together to create a centralized process for determining residency for purposes of tuition and administration of state financial aid.</p> <p>Budget Total \$26,240.00</p>	<p>Goal 3</p> <p>Improve college access, affordability and student success.</p>	<p>Fund Source: State Appropriations Fully Funded: 16800- General Fund</p>	<p>All 58 colleges will have the capability to see residency status of student.</p> <p>Automated processes will reduce incorrect assignment of student residency and will allow efficiencies at the State level and college campus.</p>	<p>June 2017</p>
NCCCS - Moodle SaaS Hosting (Enterprise Project)	<p>The purpose of this project, it's resulting RFP and any contract award, is to solicit offers to meet the technical and functional specifications and associated services as described herein for the purchase of a fully managed and hosted enterprise solution for a service offering the Modular Object Oriented Dynamic Learning Environment (Moodle) learning management system (LMS).</p> <p>Current Estimate \$750,000.00</p> <p>TCO over 5 years O&M \$4,500,000.00</p>	<p>Goal 3 - Improve college access, affordability and student success.</p>	<p>Fund Source: State Appropriations Fully Funded: 16800- General Fund</p>	<p>Cost savings in economies of scale.</p> <p>Reduce hardware and support costs</p> <p>Standardize delivery of current solution</p> <p>Standardize integration processes</p>	<p>September 2017</p>

Initiative/ Project	Short Description <i>(indicate if >\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
NCCCS - Integrated Library System (Enterprise Project)	The purpose of this project is to solicit offers for a new SaaS contract, which will meet the technical and functional requirements articulated in the Request for Proposal (RFP) as well as providing scalability to include all 58 colleges. Current Cost Estimate Total \$475,000.00 Current Cost Estimate 5 Years OM \$2,375,000.00	Goal 3 Improve college access, affordability and student success.	Fund Source: State Appropriations Fully Funded: 16800-General Fund	Standardized platform across all colleges Integration with other services and applications. Economies of scale. Training and support standardized Hardware and support cost reduction	October 2017
NCCCS - Graduation Data Extract (Administrative Project)	The Project Goal/Objective is to provide a way for colleges to deliver student graduation information to the System Office as it is available and not at fixed times during the year. The project strategy is to create a pathway for the information independent of the CRPFA. No costs identified	Goal 4 Strengthen the foundations of success.	No Costs Identified	More timely and accurate Graduation information.	November 2016
NCCCS - ERP Planning RFP	During the 2016 legislative session, the North Carolina Community College System Office, in consultation with the Department of	Goal 1	Fund Source: State	A plan to implement a new ERP system for the North Carolina	October 2018

Initiative/ Project	Short Description <i>(indicate if >\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
	<p>Information Technology, was tasked to "begin planning and designing a replacement ERP for the State's 58 community colleges. The ERP system shall address, at a minimum, student information system, core financial management, grants, human resource management, and payroll.</p> <p>This project will develop overall business objectives and specific business requirements for an ERP to be used by all 58 community colleges</p> <p>Baseline Project Budget - \$1,000,000</p>	<p>Increase employer engagement, work-based learning opportunities and the relevance of education</p>	<p>Appropriations Fully Funded: 26802-Special Revenue Fund</p>	<p>Community College System.</p> <p>A plan to provide a more sustainable infrastructure for the North Carolina Community College System.</p> <p>A plan for improved efficiencies of operation for the community colleges and the system.</p>	
<p>NCCCS - Data Initiative (Administrative Project)</p>	<p>The goal of the Data Initiative is to establish a robust data system that provides accurate and accessible information that fosters a culture of data-driven decision making which addresses research questions and informs policies. This initiative takes a holistic approach.</p> <p>No costs identified</p>	<p>Goal 4 Strengthen the foundations of success.</p>	<p>No Costs Identified</p>	<p>Reduce support resources.</p> <p>Improved data quality for constituents and customers.</p>	<p>January 2018</p>
<p>NCCCS - Continuing</p>	<p>This project will provide methods for colleges to deliver much more Continuing Education (CE) student information to the System Office than is</p>	<p>Goal 4</p>	<p>Fund Source: Grant Funds (P20W-DPI)</p>	<p>Improve data quality and trend analysis.</p>	<p>June 2017</p>

Initiative/ Project	Short Description <i>(indicate if >\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
Education Rewrite (Administrative Project)	currently delivered. Currently only a limited amount of data is sent from the colleges to the System Office. Baseline Project Cost \$45,000.00	Strengthen the foundations of success.	Fully Funded: 16800-General Fund	Improved reporting. Ability to participate in the National Student Clearinghouse "Data Pipeline Project" with other state agencies.	
NCCCS - Common Follow-up System (Administrative Project)	The Labor and Economic Analysis Division (LEAD) seeks to migrate and modernize the current legacy longitudinal data system. The project will include, but not limited to, the migration of Common Follow-up System (CFS) data from both current mainframe and server platforms to a new server-based platform; the migration of all current CFS historical data; a new data architecture; and enhancements to the system's data management and analytical functionality. The enhanced CFS will be deployed within the Government Data Analytics Center (GDAC) environment. No costs identified	Goal 4 Strengthen the foundations of success.	No Costs Identified	LEAD will experience Business and TO&M cost benefits by Technology and Operational cost avoidance - \$1,038,229 (from mainly eliminating the legacy mainframe platform)	January 2017
NCCCS - CIS Community College Sizing and Costing	The North Carolina Community College System (NCCCS) which is comprised of the 58 NC community colleges and the System Office utilize Ellucian's Colleague Enterprise Resource Planning (ERP) system that currently runs on a Unidata platform. This system is the base of the	Goal 1 Increase employer engagement, work-based	Fund Source: State Appropriations Fully Funded:	Identify and document the current cost of ERP hosting. Create a plan (cost and strategy) to migrate	January 2017

Initiative/ Project	Short Description <i>(indicate if >\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
(Enterprise Project)	<p>NCCCS College Information System (CIS) Template utilized to support community college administrative and educational functions. The North Carolina Community System Office (NCCCSO) would like to migrate from the Unidata platform to a more modern platform. This endeavor would become a program with several projects for the 58 community colleges and the System Office (SO).</p> <p>Initial Project Cost External Personnel \$1,015,580.00</p> <p>Initial Project Cost Vendor RFP \$958,320.00</p> <p>Initial Project Cost for all cost categories \$1,973,900.00</p>	learning opportunities and the relevance of education	26802-Special Revenue Fund	<p>from Unidata on-premises hosting to a centralized hosting.</p> <p>Create a plan (cost and strategy) to migrate the Release System (path release) to the new platform.</p> <p>Create a plan (cost and strategy) to migrate the CIS Template to the new platform.</p> <p>Create a plan (cost and strategy) to perform data cleanup.</p>	

Appendix B: North Carolina Community College System Office IT Accomplishments and Progress Review

FY15-17 Goal	FY15-17 Objective	FY15-17 Initiative	Progress Review	Anticipated Completion Date
<p>Goal 1</p> <p>Work collaboratively to ensure that North Carolina's workforce is prepared to meet the needs of North Carolina by continuing to move forward with SuccessNC.</p>	<p>Objective 1.1</p> <p>Align Agency, community colleges, Department of Commerce, and other state and local partners' efforts with industry needs while providing pathways for student completion.</p>	<p>Initiative 1.1.1</p> <p>Align4NCWorks</p>	<p>Plan Completed</p>	<p>Implementation through December 2018</p>
		<p>Initiative 1.1.2</p> <p>Career and College Promise</p>	<p>Underway</p>	<p>2020</p>
		<p>Initiative 1.1.3</p> <p>North Carolina Comprehensive Articulation Agreement</p>	<p>Completed</p>	
		<p>Initiative 1.1.4</p> <p>Developmental Education Initiative</p>	<p>Initial Reforms Completed.</p>	<p>"Reform the Reforms" are ongoing initiative</p>
		<p>Initiative 1.1.5</p> <p>Basic Skills Plus</p>	<p>As of January 2016, All 58 colleges have documented BSP Career Pathways.</p>	<p>Ongoing Initiative</p>
		<p>Initiative 1.1.6</p> <p>High School Equivalency Assessments</p>	<p>Completed</p>	
		<p>Initiative 1.1.7</p> <p>Veterans and Credit for Prior Learning</p>	<p>Underway</p>	<p>December 2018</p>

FY15-17 Goal	FY15-17 Objective	FY15-17 Initiative	Progress Review	Anticipated Completion Date
		Initiative 1.1.8 P20-W	Underway	December 2016
Goal 2 Simplify business processes and enhance operations for academic citizens, community colleges, and the System Office.	Identify areas where efficiencies can be gained by improving agency governance and clarifying business processes for community colleges, staff, students, and citizens.	Initiative 2.1.1 State Board Code	Underway - 2.5 of 8 Chapters complete	December 2018
		Initiative 2.1.2 Tiered/ Performance Based Funding	Initial implementation completed.	Operations and Maintenance ongoing.
		Initiative 2.1.3 State Authorization of Distance Learning	Completed	
		Initiative 2.1.4 Financial Aid Simplification	Completed	
Goal 3 Modernize Information Technology, Information Technology Skills, and Information Technology Processes to meet current and future stakeholder requirements.	Create a technological environment that meets and exceeds current business need, encourages employee development, and promotes success.	Initiative 3.1.1 College Information System (CIS) Modernization Platform Migration	Underway	January 2017
		Initiative 3.1.2 Data Initiative	Completed	
		Initiative 3.1.3 Electronic Forms (DocuSign)	Completed	
		Initiative 3.1.4 Firewall Security Audit	Completed	

FY15-17 Goal	FY15-17 Objective	FY15-17 Initiative	Progress Review	Anticipated Completion Date
		Initiative 3.1.5 Student Self Service	Completed	
		Initiative 3.1.6 Mobile Technologies	Completed	
		Initiative 3.1.7 Moodle Managed Services (SaaS)	Completed	
		Initiative 3.1.8 North Carolina Learning Object Repository (NCLOR)	Completed	
		Initiative 3.1.9 Virtual Computing Environment (VCE) NCCCS/UNC Collaboration	Completed	
		Initiative 3.1.10 Virtual Learning Community (VLC)	Completed	
		Initiative 3.1.11 Broadband Data Connectivity	Completed	
		Initiative 3.1.12 Sirsi-Dynix	Completed	

FY15-17 Goal	FY15-17 Objective	FY15-17 Initiative	Progress Review	Anticipated Completion Date
		Initiative 3.1.13 Student Enhancements	Completed	
		Initiative 3.1.14 Finance Enhancements	Completed	