NC State Continuing and Lifelong Education 2021-2022 Unit Level Annual Review and Strategic Plan Progress

The Vice Provost for Continuing Education, the unit directors and the employees of NC State Continuing and Lifelong Education (NCSCaLE) - formerly known as the McKimmon Center for Extension and Continuing Education (MCE&CE) - work diligently to provide high quality educational services and program offerings that serve both campus units and external constituents. Working within the fields of continuing education and academic outreach, NCSCaLE offers dynamic programs and high-quality services that align with the strategic goals of NC State University.

NCSCaLE is a key strategic leader, catalyst and partner in the development and delivery of market-driven continuing and lifelong education programs and services that benefit individuals, organizations and communities at all stages of their personal and professional development. NCSCaLE is comprised of the following units:
- Continuing and Professional Education
  - McKimmon Conference and Training Center
  - Office of Professional Development
  - Customized Training and Development
  - Audiovisual and Technology Services
  - Upper Coastal Plain Learning Council
  - The Collaborative
  - Print Services
- Osher Lifelong Learning Institute
- Center for Urban Affairs and Community Service
- Business and Finance Office
- Marketing Services
- Office of the Vice Provost

While the effects of COVID-19 restrictions continued to have an impact on programs and finances throughout the first half of FY 2021-2022, NCSCaLE was able to offer more programs and major conferences again, so much so that revenue projections show we will only require $220,000 to offset deficits compared to needing FY 2020-2021 support of $1.1 million. With the increased volume of activity at the McKimmon Conference and Training Center (MCTC), a healthy revenue stream through digital skills bootcamps, and an increased emphasis toward growing certificate programs, we are cautiously optimistic that we have turned the corner and are poised to return closer to pre-pandemic numbers in FY 2022-2023 and growth beyond next year.

Accomplishments for FY 2021-2022 included:

- In pre-pandemic years, NCSCaLE, a $22.6 million operation supported primarily by revenue-generating programs, generally served more than 230,000 participants through more than 2,600 events per year. However, due to the COVID-19 pandemic, we were significantly hampered over the past two and a half years. That being said, we have seen a positive trajectory particularly during the second half of this year. For FY 2021-2022, as of June 26, 2022, NCSCaLE held 1,269 programs/events (compared to 672 offerings in FY 2020-2021) with 95,065 participants (compared to 36,115 in FY 2020-2021). Considering that the first half of the fiscal year continued to see a lot of

cancellations/postponements, achieving an almost doubling of the number of events/programs and a nearly tripling of the number of enrollments is impressive.

● In its first full-year, our digital skills bootcamps partnership saw significant financial and enrollment success. Through June 6, 2022, 2,343 participants enrolled in an introductory one month course, and 632 participants continued on to enroll in 9-month intensive bootcamps. To date, we are aware of 36 individuals who have successfully secured employment either after completing a bootcamp or while still attending a bootcamp. We will exceed $1 million in revenue when we receive our next revenue share in early FY 23. This will help us to invest in new initiatives and seed fund new positions to grow the division. We are however keeping a keen eye on this programming. While 69% of students who responded to a survey (n=119) we conducted through NC State's Institutional Strategy and Analysis indicated that they are very satisfied or satisfied with the program, 14% indicated they were neither satisfied or dissatisfied, 11% indicated they were dissatisfied, and 6% stated they were very dissatisfied with the program. We are working with ThriveDX, our corporate partner, to monitor student satisfaction and career placement, as we wish to see a much lower percentage of students being dissatisfied with aspects of the program. Our contract with the company runs through December 2023. While renewing is a hoped for goal, it is important we have satisfied students who get placed into jobs.

● Successfully rolled out our new division name - changing from the McKimmon Center for Extension and Continuing Education to NC State Continuing and Lifelong Education to better align with the university strategic plan and specifically university goal 1, empowering students for a lifetime of success and impact.

● Finalized our new division-wide strategic plan that aligns well with the new university strategic plan. The new plan includes a new division-wide mission and vision, new values, new strategic plan goals, and metrics of success. Awareness training in the division on the strategic plan will take place in the first quarter of FY 23.

● Hired Dan Gerger as the new Director of Continuing and Professional Education.

● Dr. Tammy L. Howard- NC DPI, was the recipient of the William L. Turner Award for Outstanding Contributions to Extension and Continuing Education. Dr. Howard was nominated by the Center for Urban Affairs and Community Services for her work with that department.

NCSCaLE Goals for FY2022-23 include:

1. Continue to grow back business with a goal of at least attaining enrollments last seen in FY19-20 (160,000 enrollments) and achieving revenues that guarantee no needed subsidies from other entities on campus.

2. Continue to add back staff in strategic capacities to support growth.

3. Utilize the assessment plan to successfully measure our success on our new strategic plan goals:

    a. Striving and attaining organizational excellence throughout our entire division.

b. Implementing business practices that are aligned with expected best practices at NC State University.
c. Becoming world-class in strategic program development that includes strategic market research and data-driven decision-making.
d. Continuing to develop and deliver high quality impactful academic outreach programs and technical assistance and research services to the individuals, organizations and communities of North Carolina.
e. Serving as a model for a best practice workplace that champions respect and professional growth, and fully embraces diversity, equity and inclusion.

The remainder of the report focuses on NCSCaLE's various unit accomplishments for FY 21-22 and specific unit goals for FY 23 including their relevance to the university's strategic plan and the division's strategic plan. Within the contents below, scope and volume of activities are outlined, along with major initiatives. The report ends with major new appointments, kudos, professional activities and recognition.

McKimmon Conference and Training Center (MCTC): *(supports University Goal 1: Empower Students for a lifetime of success and impact and Division Goal 4: Continuing to develop and deliver high quality impactful academic outreach programs and technical assistance and research services to the individuals, organizations and communities of North Carolina):*

MCTC began to see a significant return to in-person events during the 2021-2022 fiscal year. This return is reflected in the number of face-to-face events increasing from 181 in FY 21 to 620 in FY 22 and from $350,065 in revenue generated in FY 21 to projected revenue of $1,612,629 (including $119k in deferred revenue from FY 21) in FY 22. There were also 27 fully virtual events held in FY 22. Overall, there were 68,983 participants in FY 22. However, COVID-19 still disrupted business especially early in the fiscal year. MCTC saw 98 events canceled and $391,435 in lost revenue due to COVID-19 cancellations. The majority of the cancellations were early in the fiscal year and coincided with the Delta & Omicron spikes. There were 14 cancellations in August 2021,17 in September of 2021 and 12 in January 2022. In contrast there was only 1 cancellation in April of 2022 and none in May or June. There is cautious optimism that the trend for more in-person meetings will continue.

There were sixty new clients (See attached) that signed on to have events in FY22. These included NC Department of Transportation -Technical Services Division, International Isotope Society, University of Delaware, Northwestern Mutual, and the IBM Women in Technology Conference. 🗎 New Business 2021-2022 - Sheet1.pdf

In terms of technology upgrades, our FY 21-22 upgrades were put on hold due to supply chain issues. We had intended on upgrading room 1 to be fully 4K and integrated with the other classrooms, but one of the keys to the project (new screens) was delayed. We are expecting them in early July. We did add 4 more Zoom Webinar licenses, so we have a total of 8 now, which enabled us to pull off the State Energy Conference this past Spring. Additionally, we purchased two extra 4K cameras to provide quality video for our live streams.

MCTC Goals for FY2022-2023 include:

- Increase MCTC Rates by 5% 🔢 MCTC 22-23 Rate Increase Worksheet .
- Increase Equipment Rates MCTC 2022-2023 Equipment Rates.docx.
- Explore filling the Assistant Director of MCTC position.
- Develop process and pricing structure for online/virtual offerings for external clients using a combination of Zoom, Mediasite, and Slack Technologies; integrate virtual conference services with existing services.
- Begin projects such as facility projects, LED parking lot lights, installation of new double doors in the annex and the installation phase of restroom renovations.

The Office of Professional Development (OPD): *supports University Goal 1: Empower Students for a lifetime of success and impact; University Goal 2: Ensure preeminence in research, scholarship, innovation and collaboration; University Goal 3: Expand and advance our engagement with and service to NC and beyond, defining the standard for a 21st century land-grant university; University Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do; and the five division strategic plan goals).*

- Currently OPD is working to empower students for a lifetime of success by providing non-traditional students, from elementary school students in Wilson and Rocky Mount to post graduate adults, through a variety of non-credit programs, certificate programs, professional development classes, customized training, and youth programs.
- OPD offered 187 professional development courses, had 2,695 enrollments, and 12 conferences and generated $2.9 million ($2.7 mil fees, $448k revenue sharing, and $665k deferred revenue from FY21.) Technology Training projected revenue is $170,671 ($110,085 plus $23,910 deferred revenue), slightly lower than FY21's $178,895. In FY22, 41 courses are active with 63 offerings with 368 participants.
- The Leadership Coaching for Organizational Performance was revised in the Spring of 2021 with a new organization, Heidrick & Struggles, providing the instructors and the curriculum. Thus far the program has been successful with interest from individuals looking to earn a certificate, local municipalities (Cary) sending employees, and inquiries from the federal government (Homeland Security) on the possibility of sending individuals.
- In June 2022, OPD entered into an agreement with Blue Summit to provide a Project Management certificate program.
- Another area that we began to focus on was exploring new academic opportunities. These new opportunities include remote and online learning, new innovative programs, and looking for new internal and external collaborations to grow enrollment.
- The Director of CPE and the Vice Provost for NC State Continuing and Lifelong Education met with the academic associate deans of a number of colleges to discuss collaborating on the development of programs designed and taught by NC State faculty. Some of the Colleges included the Wilson College of Textiles, The Poole College of Management, The College of Design, The College of Education, and The College of Engineering.
- Staff efficiency is the cornerstone of any effective and successful organization. To provide services for an ever expanding number of constituencies and programs, the Office of Professional Development is working towards a more centralized organizational structure that enables us to meet the goals of the strategic plan, grow enrollment, respond much more nimbly to the rapid changes in higher education, move forward with

our Future of Work initiative and other innovative programs, and provide a more empowering student experience. In the long term, a more centralized organization will allow us to have synergies in innovation and program development; reduce operational duplication, and allow staff to be cross-trained, ensuring superior customer service for our students.

- The Director of CPE began working on improving the operational efficiency to improve communication and centralize operations across the Continuing and Lifelong Education division. This centralization will allow Continuing and Lifelong Education to ensure that every facet of its mission – from marketing, to program offerings, to organizational structure and faculty and employee engagement – is aligned with the NC State strategic plan. To assist in improving operational efficiency CPE is hiring an Assistant Director of Operations and Project Management who will work to centralize the operations of the unit. This individual will focus on improving workflow/process to gain greater efficiencies.
- The Director of CPE has begun the process of implementing a digital badging program. Credly, a digital badge leader, will be hired to provide 500 digital badges for FY 23.
- OPD is at a unique inflection point where we are starting to expand and make more accessible the NC State Continuing and Lifelong Education brand and the dynamic professional education portfolio of offerings including non-credit certificates, professional development programs, and short courses that serve non-traditional students.
- The new non-credit certificate programs that are being discussed with the NC State colleges are relevant, innovative, advanced and specialized programs that today's workers can use to advance their career. By leveraging NC State's strengths, OPD is developing programs that meet the needs of the community we serve.
- OPD began the expansion of online programs in 2020, 2021, and 2022, and in 2023 the goal is to expand the availability of online non-credit certificate programs, micro-credentials tied to workforce advancement and life-long learning options for working adults. Informed by contemporary learning science and capitalizing upon innovations in learning technologies, we are creating a virtual campus offering non-traditional students and working adults broad access to NC State resources via online education.
- All OPD staff participated in University provided staff development training and education courses in the areas of diversity, equity, and inclusion.

OPD Goals for FY 2022-2023 include:

- Due to declining enrollment many of the current programs that are run under the Technology Training umbrella will be revised or eliminated. Over the next year, OPD will work with NC State colleges to develop three new non-credit certificates. These programs will be market driven and competitively priced. The goal of the OPD professional development courses will be to increase the number of conferences from 12 to 14 and the number of participants by 10%.
- The programs will be developed in new creative technologies for the industries we serve. Some potential programs would be developed in the areas of artificial intelligence, UX and UI design, blockchain, digital marketing, augmented/virtual reality, data science and other innovative programs.
- The goal is to create, deliver, support, and expand high quality academic and professional non-credit certificate programs in formats that meet the needs of nontraditional students and challenge them to achieve academic excellence. It is

critically important that we work closely with the deans and the faculty of the colleges at NC State. We need to work with faculty, staff, and administration to create short non-credit certificate programs, both in-person and online, that allow the adult learner to earn a credential in two to three months. These non-credit certificate programs will be academically rigorous and will meet the needs of the industry CPE and NC State serve.

● These changes will create exciting opportunities for continuing education, and it is in this context that CPE is setting out a plan that will be guided by market research to develop new non-credit certificate programs. CPE can be the leader in the state in providing relevant courses, certificates and programs that connect students with the needs of employers.

Customized Training and Development (CTD): *(supports University Goal 1: Empower students for a lifetime of success and impact; and Division Goal 4: Continuing to develop and deliver high quality impactful academic outreach programs and technical assistance and research services to the individuals, organizations and communities of North Carolina):*

Customized Training and Development is recognized as a resource by private, public, governmental and military organizations to obtain high-quality customized continuing education for their staff. For fiscal year 2021-2022, Customized Training and Development delivered 31 events to 415 people and generated $102,615 in revenue as compared to FY 21's $78,696 revenues achieved.

These programs covered topics such as Microsoft Office (Advanced Excel, SQL, and Presentation skills etc.), and several 2-day custom project management programs, Leadership/Management topics to a commercial construction company and middle managers at an Israeli agriculture company and many other programs. Overall, while CTD's revenue generation was dampened by the pandemic, they engaged with organizations to deliver quality programs for the development of each organization's staff.

CTD Goals for FY 2022-2023 include:

● Will generate $314,000 in customized training programs for the Office of Professional Development including technology training programs, project management, and leadership development.
● Work with NC State University faculty and staff to develop at least one new unique training for university units and outside organizations.
● Will work with the Associate Director of Marketing Services to update the digital marketing plan to promote Customized Training and Development programs to units of the university, government, and the private sector and promote new programs.
● Will review all evaluations within one week of the end of each course to monitor participant satisfaction and make modifications with instruction and/or curriculum as needed.

The Upper Coastal Plain Learning Council (_supports University Goal 1: Empower students for a lifetime of success and impact; University Goal 3: Expand and advance our engagement with and service to NC and beyond; and Division Goal 4: Continuing to develop and deliver high quality impactful academic outreach programs and technical assistance and research services to the individuals, organizations and communities of North Carolina):_

- The Upper Coastal Plain Learning Council (UCPLC) was created by HB 2436 in 2008 to address 2008 UNC-Tomorrow recommendations. The UCPLC serves Edgecombe, Halifax, Nash, Northampton and Wilson Counties; UCPLC utilizes their appropriated budget to support three primary goals: 1) teacher retention and student success; 2) healthcare initiatives; and 3) workforce development. UCPLC served 13,495 people through 4 programs in the FY 2021-2022 year.

- The Wisdom Tooth Program, the UCPLC's premier program, continued to thrive and grow. Each year the demand for this dental health outreach continues to be greater than the funds can support. The UCPLC provided supplies and sessions of the Wisdom Tooth Program to 13,401 adult and child participants in 204 education sessions. As of today, more than 43,000 people of all ages in the five-county stakeholder area have been impacted by this oral health education program.

- The UCPLC is working with the business and industry communities in Nash, Edgecombe and Wilson counties to continue to support the Hometown Hires program. This program is geared to impact generational poverty and is a substantive initiative that will be portable to other communities as well. Peacemakers Rocky Mount, the managing partner of Hometown Hires (HTH) Nash and Edgecombe County, hosted the inaugural HTH Boot Camp in September of 2019. Since the fall of 2020, Peacemakers has hosted week-long HTH Boot Camps resulting in participants who have completed the program and are being placed in jobs around the area. During the fall of 2021, HTH had three bootcamps with 15 participants. 2022 brought new focus, a new program coordinator, and many bootcamps. From January - June 2022, the program offered 9 bootcamps with a total of 65 participants.

- The Wilson Engineering Camp will return during the Summer 2022 on the campus of Wilson Community College where the campers will have access to a state-of-the-art robotics teaching facility and the Marine Corps Fab Lab, a mobile STEM Lab. The Wilson Engineering Camp will be offered in collaboration with The Engineering Place at the College of Engineering at NC State University and Wilson Community College. The UCPLC has continued developing, implementing and expanding the Wilson Engineering Camp to host a week of Elementary Camp and Middle School Camp over a two week period in order to ensure physical distancing among participants. Space and staffing have enabled the camp to plan to host fifteen middle school students and fourteen elementary students to attend camp.

- The UCPLC has created a new program, Enrichment Educators, where current educators offer enrichment to area organizations. The first group of enrichment educators worked with twenty five hispanic children (PreK-12 grade) with reading comprehension for the younger students and college/career opportunities for the older students during the 2021-2022 school year.

- The UCPLC continues to offer Mental Health First Aid training to the community. Through collaboration with Area L AHEC, the UCPLC has certified 40 individuals in Adult MHFA.

UCPLC Goals for FY2022-2023 include:
- Expand the Enrichment Educator program to include additional collaborations with other community agencies.
- Complete three community sessions of Mental Health First Aid (Adult).
- Continue to increase Wisdom Tooth programming to include the middle school population.
- Continue to search and write grants to continue to construct a local "STEM supply closet" for area teachers.

The Collaborative at the Gateway Technology Center (TCGTC): *(supports University Goal 1: Empower students for a lifetime of success and impact); University Goal 3: Expand and advance our engagement with and service to NC and beyond; and Division Goal 4: Continuing to develop and deliver high quality impactful academic outreach programs and technical assistance and research services to the individuals, organizations and communities of North Carolina):*

- There were 260 people served during fiscal year 21-22 with the TCGTC. Services reflect higher education classes, professional and doctoral degree programs, face-to-face non-degree professional and workforce development outreach, face-to-face CEU credit programs, K-12 youth developmental classes and youth enrichment summer camps from both North Carolina State University and East Carolina University (ECU). Since the inception of The Collaborative in 2006, more than 275 students have graduated from university degree programs offered face-to-face through May 2022, in Rocky Mount. NC State started their eighth cohort of the Master of School Administration program in May 2021 with 15 students.

- East Carolina University's Master of Public Administration program has been teaching a cohort of graduate students at the Gateway Center. They take one class per semester online and one on Saturdays F2F. There were 14 students participating in the 2021-2022 session. The instructor for the class surveyed the students and they preferred a synchronous DE format for the class due to COVID concerns.

- The Collaborative was able to resume in-person proctoring. We were able to proctor 60 exams to students from ECU, NC State, University of Alabama and Old Dominion. The UNC Online System will cease to exist at the end of the Spring 2022 semester. This may affect how proctoring will be offered. The Collaborative is still open to proctoring through the individual school portals as well as Smarterproctoring. Sophia Crudup is navigating the process of becoming a GED test center to accommodate the Collaborative Literacy Program.

- The Collaborative will again partner with the NC State College of Education and NC-MSEN to host a face to face STEM Scholars program. Students from Nash, Edgecombe, Wilson, Halifax, Pitt, North Hampton, Wayne and Wake counties have expressed interest in participating in the program. Sophia was able to secure several scholarship spots to serve Title 1 students from area high schools in Johnston County.

- The Collaborative will offer the Veterinary Camp with the NC State College of Veterinary Medicine in-person at the GTC in June 2022. The reputation of the camp has become a staple for the area youth. There will be 35 diverse students from multiple counties in attendance.

- The Collaborative will offer a FREE 3 day Math Camp for elementary students in grades 3-5 during the summer of 2022. Participants will be engaged in mathematical problem solving and algebraic understandings based around real world situations. The curriculum was infused with other core disciplines such as ELA and STREAM to allow students to build a natural connection of how math relates to them. Some of the topics these young mathematicians will explore are budgeting and menu design, geometry exploration allowing a correlation to engineering a geometric habitat, and measurement in the everyday world where they will participate in the first annual camp olympics.

- The Collaborative is providing support for an Adult Literacy Program where participants can prepare to take the GED test. This program is designed to help adults who have experienced educational barriers to employment. This program will continue to provide academic support to area adults who are seeking their High School Equivalency.

- The Collaborative is also working with the WE FIT.inc Leadership Academy during the summer of 2022. WE FIT.inc Leadership works with thirty African American Elementary/Middle school boys in a year long mentoring program. The Collaborative is offering opportunities for these young men to experience time on a college campus, time with LEGO Robotics, and STEM.

- The Collaborative has partnered with Brick Scholars to bring LEGO Robotics/Coding enrichment for area schools, Wayne County Boys & Girls Club, Rocky Mount Boys & Girls Club, and the Conetoe Family Life Center. Bricks Scholars will work with students over a six week period accumulating many hours of coding and builds.

- In the world's most successful companies, such as Apple and Google, company leaders develop new ideas for products that they then create, manufacture, market, and sell to consumers in order to maximize profit. To ensure our students are prepared for this future, The Collaborative will offer a free 3-day camp for students in grades 6-9 during the Summer 2022. In this camp, students will take part by developing a new product that will have a significant impact on our community. Each team will take part in designing a product, conduct market research, conduct a production cost analysis for your product, create a 3D Prototype of your product, manufacture your product using online software to utilize a 3D Printer for the final Prototype. Teams will also be involved in creating a marketing piece advertising their products that will be presented in the camps culminating activity.

- The Collaborative is actively searching for ways to improve student exposure to the Arts. Currently, plans are being developed to design an Art Camp/Music for the summer of 2023. This is in light of the recent trend of eliminating many extracurricular activities offered in the schools since the pandemic.

The Collaborative Goals for FY2022-2023 include:
- Continued outreach from NC State and ECU to the educationally underserved students located in eastern NC.
- The Collaborative would also like to continue to use resources to support local community colleges and schools' educational needs to enhance their current offerings.

McKimmon Center Print Services *(supports University Goal 5: Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data; and Division Goal 2: Striving and attaining organizational excellence throughout our entire division):* Print Services (MPS) signed a new lease with CEI production printers which will be installed in July 2022.

MPS Goals for FY 2022-2023 include:
- Increase outside customer base.

Osher Lifelong Learning Institute (OLLI): *(supports University Goal 2: Ensure preeminence in research, scholarship, innovation and collaboration; University Goal 3: Expand and advance our engagement with and service to NC and beyond, defining the standard for a 21st century land-grant university; University Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do; University Goal 7: Elevate the national and global reputation and visibility of NC State; Division Goal 3: Becoming world-class in strategic program development that includes strategic market research and data-driven decision-making; Division Goal 4: Continuing to develop and deliver high quality impactful academic outreach programs and technical assistance and research services to the individuals, organizations and communities of North Carolina; and Division Goal 5: Serving as a model for a best practice workplace that champions respect and professional growth, and fully embraces diversity, equity and inclusion):*

- Engagement with OLLI gave NC State faculty the opportunity to educate members of the general public about the importance of the university's mission and research impact, which meshes well with OLLI's goal to encourage members to stay current on a wide range of topics. This year, faculty presented their research on subjects such as climate change, CRISPR, space exploration, American politics and international relations, DEI, the COVID-19 pandemic, astrophysics, aquaculture, natural resource management, home horticulture, and bioarchaeology. NC State students presented a course on GLBT issues, which resulted in multidirectional and intergenerational learning.

- OLLI continued its relationship with the NC State Office of Sustainability, providing information about OLLI programs that had sustainability themes, as the university defines the term; 37% of OLLI offerings included sustainability themes, a rate consistent with previous years (34 courses, 32 lectures, and eight study trips).

- OLLI assisted Beth Ritter, Professor of Practice of Human Resource Management with Poole College of Management, with research she was conducting on knowledge transfer during the retirement process. OLLI staff connected her with NC State OLLI members and nine other Osher programs whose members also participated. More than 200 responded to the survey, including 70 OLLI at NC State members. A paper with the results of this research is in the process of peer review.

- In the fall, OLLI collaborated with Robin Kube, senior lecturer of foreign languages and literature at NC State, to launch Conversations and Coffee with international students. This new initiative pairs OLLI members with international students so the students can improve their conversational English, and OLLI members learn more about the students and their backgrounds. More than 20 international students were connected with OLLI members in this inaugural year, and several had opportunities to enjoy meals in OLLI member homes. A story about this new partnership was published in the University *Bulletin*, the May newsletter of the Osher National Resource Center, and the Global Eyes newsletter that is produced by the Office of Global Engagement.

- OLLI members once again contributed generously to NC State's Feed-the-Pack on-campus food pantry. Two week-long food drives, which included classroom donations and drive-through collection, once in November and again in late March, collected a total of 2,034 lbs. of food, a new OLLI donation record. This is the fourth year that OLLI has organized these food drives.

- OLLI contributed to NC State's fourth Day of Giving, and OLLI had its best showing yet. OLLI members, friends, and staff made 394 gifts to OLLI totaling $15,705. OLLI won the midnight to 1 a.m. Most Gifts Challenge, which resulted in $1,000 in Bonus Funds. OLLI finished #4 on the University Priorities Leaderboard, which earned $2,671 in Bonus Funds. And OLLI finished #6 on the Power Your Pack Leaderboard, which compared 2022 results to previous years and earned OLLI an additional $1,223. Although OLLI's DoG contributions were small in the scheme of things, members and staff enjoy being part of this annual university event.

- The Osher Lifelong Learning Institute at NC State offered 114 courses, 66 lectures, 20 study trips, and three events with a total enrollment of 5,874.

- Membership totaled 1,091, a six percent increase from last year's 1,030, but still far from pre-pandemic levels of 1,700+.

- On OLLI's end-of-year course evaluations, participants gave an average overall rating of 4.7 for both instructors and courses, and a rating of 4.8 for their overall OLLI experience (on a 5-point scale, where 5=Excellent). Evaluations for the study trips were also strong, with respondents giving an overall rating of 4.8 for those educational experiences. These ratings compare favorably with previous years.

- OLLI's membership renewal rate returned to more normal levels, with a renewal rate of 73%; of these returning members, 16% were returning to OLLI after a break of a year or more.

- 86% of OLLI's courses and lectures were newly developed for this program year.

- Fifty NC State current and emeriti faculty, staff, and students, from 25 different campus units, presented courses/lectures/study trips to the OLLI program. In addition to NC State faculty, 38 instructors came from other colleges and universities, with the remaining 94 instructors drawn from the community. Of the 182 instructors, 24 were also OLLI members.Ten of the Zoom instructors lived outside of the Triangle region; this way of connecting with subject experts is one of the positive outcomes of the pandemic and one that will continue.

- Twenty courses/lectures/study trips gave OLLI members the opportunity to develop their cultural competency, through subjects such as literature, history, economics, African-American genealogical research, and reflective courses on unconscious bias and race. The courses were developed both by OLLI's Program Development Committee and an ad hoc committee that meets periodically to identify course topics and strategies to advance this work.

- OLLI's director, Tricia Inlow-Hatcher, was one of six OLLI directors chosen to participate in the Sustainability Circle, an initiative of the Osher National Resource Center. The group met via Zoom throughout the winter and identified key areas and principles for strengthening programs and ensuring sustainability over the next five years. A video and key takeaways were produced and shared with staff at the 125 OLLIs located across the country.

OLLI Goals for FY 2022-23 include:

- The return to in-person learning and social events in FY 22 should position OLLI well for FY 23. While there will continue to be a place for Zoom learning, the vast majority of FY 22 members valued the return to in-person learning. In-person learning has the added benefit of building community and volunteerism, which is so important to OLLI's success.

- We are concerned that many FY 20 members who have not yet returned will not be returning to OLLI. Therefore, marketing to newcomers and other older adults will be important to growing membership. We expect that it will take a few years to return to the 1,700+ membership mark of 2020.

The Center for Urban Affairs and Community Services (CUACS) *(supports University Goal 2: Ensure preeminence in research, scholarship, innovation and research; University Goal 3: Expand and advance our service to the citizens of the state and beyond - defining the standard for a 21st-century land-grant university; University Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do; Division Goal 4: Continuing to develop and deliver high quality impactful academic outreach programs and technical assistance and research services to the individuals, organizations and communities of North Carolina; and Division Goal 5: Serving as a model for a best practice workplace that champions respect and professional growth, and fully embraces diversity, equity and inclusion):*

CUACS continued to emphasize longevity, continuity and its value to the citizens and state of North Carolina this fiscal year. Through its delivery of good work and its extensive experience, CUACS has been able to sustain long-term clients. Clients depend on CUACS and its experience to help them meet their state and federal mandates. As of May 21, 2022, CUACS generated a total of $9,367,506 in contract funding that supported its important initiatives.

CUACS began work with the North Carolina Department of Public Instruction (NC DPI) in 1982. This year the work continued in helping NC DPI advance online assessment and in the identification of learning resources for teachers through the Technical Outreach to Public Schools (TOPS) project. CUACS staff has doubled the number of assessments and resources over the past two years making North Carolina one of the top states in capacity for online assessment. North Carolina remains one of a handful of states that develop their own assessment and accountability program (over 143 individual assessments) including our in-house distributive scoring platform for NC DPI to use for constructed response assessments,

which processes student responses for seven assessment areas (over 1.5 million student responses were scored this year). CUACS expanded its assessment work with 145 Career and Technical Education (CTE) courses this year.

The NC Treatment Outcomes and Program Performance System (NC-TOPPS) project is a part of the North Carolina Department of Health and Human Services (NC DHHS). CUACS has had a continuous project with this department since 1984. Over the past year, CUACS expanded its capacity to track and report how various treatments are performing, based on patient outcome and cost. CUACS significantly expanded the types of treatments/services allowing for quick program review at the state and local levels to allow for easier realignment of services as well as providing assistance to guide policy decisions. The system collects information for all consumers with specified substance abuse and mental health service needs. NC-TOPPS continued to serve as a mechanism for consumer functional outcomes data. In addition to its ongoing customer service activities, deliverables included: continued development and upgrade of a User Profile Management System, development of a secure mental health/substance abuse Data Retrieval/Query system for users, upgrade of the NC-TOPPS Outcomes at a Glance Dashboard, maintenance of the user interface and maintenance of a database resulting from LME-MCO mergers, and routine maintenance of all NC-TOPPS online tools and IT products. CUACS has worked with NC DHHS since 1986.

CUACS is proud of another long-term partnership with the NC DHHS, Division of Child Care. CUACS has conducted the NC Child Care Market Rate Survey since 2001 for this Division. The Child Care Market Rate Study is a census of all eligible child care centers and homes in North Carolina regulated by DCDEE and analyses of data collected. The purpose of this census is to collect data on the rates charged for child care in order to develop reimbursement rates for child care providers that offer subsidized child care. By establishing up-to-date, valid market rates for child care, the North Carolina Department of Health and Human Services and DCDEE can ensure that the reimbursement rates are fair to providers of subsidized child care and that subsidized child care services are both affordable and accessible for families. Based on the success and reputation of this work with NCDHHS, Child Care Division, this year we were invited to conduct the SC Child Care Market Rate Survey. We were recommended by the U.S. Department of Health and Human Services.

All staff at CUACS participated in University provided staff development training and education courses in the areas of diversity, equity, and inclusion. Most staff members went beyond the minimum required by the University and completed additional modules. Further, we are diligent about striving for a diverse workforce. Our current staff is 78% white, 5% Asian, 2% Latino, and 15% Black.

CUACS' Goals for FY 2022-2023 include:

- CUACS' focus in FY 2022-23 includes continuing to positively serve the citizens of North Carolina through its important and continuing contract and grant efforts as described above, as well as efforts to secure new projects that make a positive difference to individuals, organizations and communities.

Finance and Administration *(supports University Goal 5: Drive institutional effectiveness through transformative technologies, cutting-edge processes and actionable data; Division Goal 1: Striving and attaining organizational excellence throughout our entire division; and Division Goal 2: Implementing business practices that are aligned with expected best practices at NC State University):*
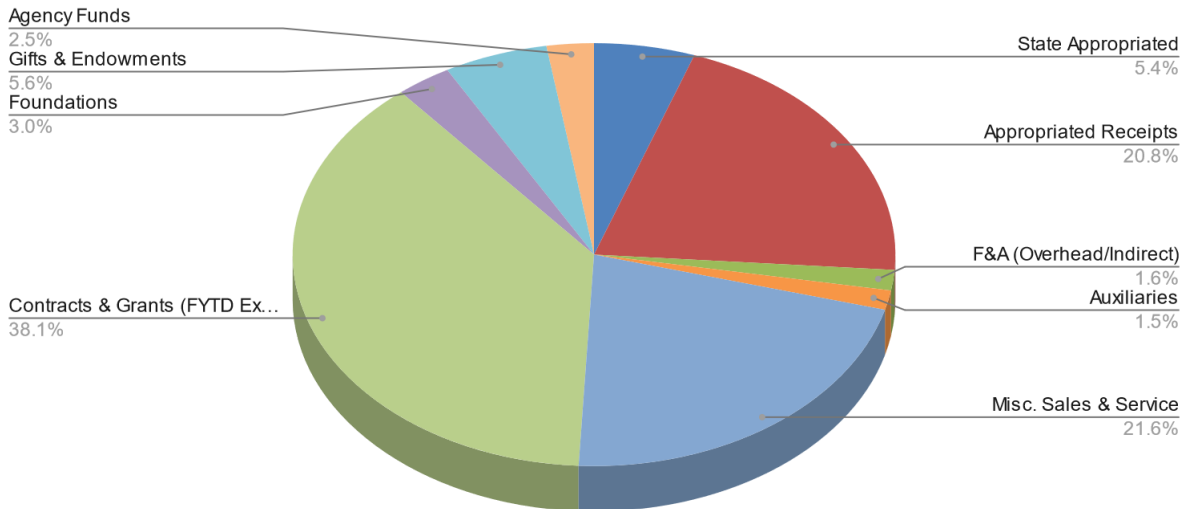
In FY 2021-2022, the Office of Finance and Administration (OFA):

- Restructured the Business Office. The current structure was not feasible for the complex organization that is NC State Continuing and Lifelong Education. Existing jobs and structures were not meeting department goals, hence, were operating under an approved short term plan until a permanent plan was approved October 2021 and moved forward with a restructure. Under a new structure, Lead Accountants would serve as the Business Lead, the subject matter expert, for each unit's business activities, and are responsible for an entire unit or program. These leads are classified as accountant - advanced and have one additional accountant at the journey level reporting to that position. This ensures a more reasonable span of control for the Assistant Vice Provost for Business Operations while retaining a highly active leadership role of all accountants and business office staff.
- Successfully staffed the business office with contracted and university temporary services until the new structures could be implemented. We have hired three (3) of the five (5) accountants and our search continues for the leads. Unfortunately the labor market has far more jobs than qualified candidates and is especially impacting the accounting industry.
- Human Resources Total Services. The Vice Provost for Business Operations and Strategic Resource Management approved our Human Resources Shared Services plan, phase 1 of an overall plan to provide shared services to NCSCaLE, Digital Education and Learning Technologies Applications (DELTA), NC Entrepreneurship, REPORTER Business Services and Wolfpack Investor Network. We implemented this plan June 1, 2022. After one year of providing consultative and mentoring services to the division, it has become clear that it is best to move the entire Human Resources function to the Academic Outreach and Entrepreneurship (AOE) Business Office for management and oversight, while maintaining current staffing. From May 2021, the AOE Business Office has provided oversight of the McKimmon Business Office. We are currently providing oversight over the cash management/accounts receivable, budget, accounting and finance functions for the division. The Human Resources functions require more direct oversight and supervision to assist the division and the Vice Provost in realizing their goals. Due to the current unique situation, and the broad impact this pandemic has had on our operations and possible changes to services we provide, we found we needed to think more about linkages and synergies between and among all the units in the AOE. In order to increase efficiencies and help the units we serve navigate in our new paradigm, we believe this action is necessary to achieve all our collective goals.
- Benefits of the redesigned structure:
    - Identifies skill gaps and training needs to meet the new challenges the team needs to assist our divisional units in achieving their goals
    - Retains institutional knowledge gained by experience passed from one team member to another, enhancing professional development and team member growth, providing a path to promotion and succession planning
    - Allows for coverage, backup and more efficient workload distribution

- o Lays the foundation and readiness to accept future challenges to provide solutions to meet those challenges
  - o Boosts team morale and retention
- Restructured the division's building operations and telecommunications unit from the Finance and Business Office to other units within the division. This ensures the business office is focused on human resources and finance and can provide better service to our internal and external customers.
- Efficiencies Gained:
  - o Inventory System. We are consolidating all inventories into one new system (AssetPanda) to enhance accountability, automate the home use process, and eliminate any manual, paper processes. We've completed the physical inventories and should onboard the new system in the 1st quarter of this next fiscal year with division implementation by the 2nd quarter, just in time for the annual university inventory process.
    - ▪ One of the other benefits of this project is the valuation of asset replacement costs for insurance purposes. Understanding these values allows us to ascertain whether we are under- or over-insured.
  - ▪ Developed FY22 sales forecasts for McKimmon receipt supported operations; submitted FY23 5-year auxiliary budget plan to University Budget Office; Completed the FY23 budget process for all of McKimmon division March 31, 2022 through a collaborative process with business leads and department heads.
  - ▪ Created a new Customized Training & Development tracking sheet to document agreements, parameters of trainings/offerings and revenues;
  - ▪ Monthly financial statements. Provide monthly statements to division senior leadership, providing detailed information, at the divisional and department level, of financial progress, milestones, and detailed analysis. Through this process and sharing, all decision makers gain an understanding of how the division is performing and how their day to day work makes an impact which boosts confidence and provides for effective decision making. An additional benefit is that everyone gets the same access to data, opportunities for collaboration and additional insights can grow.

MCE&CE FY2021-2022

As of May 31, 2022

Agency Funds 2.5%
Gifts & Endowments 5.6%
Foundations 3.0%
State Appropriated 5.4%
Appropriated Receipts 20.8%
F&A (Overhead/Indirect) 1.6%
Auxiliaries 1.5%
Contracts & Grants (FYTD Ex… 38.1%
Misc. Sales & Service 21.6%

- Developed division financial aid/loan business processes, administered through the business office. The division is not sponsored in any way by any agency or provider. We provide potential options for students who may wish to pursue funding. We work with Veterans Administration, NC Department of Health & Human Services, NC 529 College Savings Plan, MyCAA, AmeriCorps, Sallie Mae Career Training as well as accept loans from various private and personal loan entities.
- We will close the 2021-2022 fiscal year in good financial standing with achieving our requested deferred revenue to support activities this next fiscal year where we received revenues this fiscal year. Fund balances look very good across programs and departments with the exception of OLLI where lower than expected memberships revenues were realized. We believe this is a residual impact from the pandemic and look forward to next year's programming with higher levels of participation.
- Created internal and external standard operating procedures (SOPs) and published the SOPs on the new Business Office webpage.
- Print Services is now in the MarketPlace! We are hopeful this will give Print Services more exposure to our campus clients.
- Inventoried our telecommunications lines/fax lines/mailboxes/etc. As of a result of this project, we disconnected 72 lines that were disconnected (we were charged for 70) for annual cost savings of $6,720.
- Developed a new process for identifying contract and grant funds for billing purposes. We are not allowed to charge contracts and grants; however, we may charge contracts and grants for our services (print services, space rental, event/program management services) if resources are identified as federal grants or federal pass through funds.

- Successfully worked with University Advancement Services to automate the gift receipt process so that business units, specifically OLLI, could accept 'donations in the cart' when registering for their programs through REPORTER. A benefit to OLLI is that they will no longer have to prepare manual gift receipts for these types of donations, reducing their administrative workload. A weekly report is sent to University Advancement Services from REPORTER to send acknowledgements to donors and gift reporting.
- We are making great strides with our Accounts Receivables. Our new Accounts Receivable/Cash Management accountant has increased our collection efforts and we have been increasingly successful. Our efforts to send dunning letters for the 30, 60, and 90 receivables are included as notes to each outstanding invoice. We have established monthly AR meetings with unit staff and senior leadership. In FY 22 quarter 3, we have seen a significant decline in outstanding AR for MCTC and OPD. MCTC outstanding AR was reduced by 73% and OPD reduced by 53% with an overall reduction of 58%. We were able to collect over $55,000 of the previous quarter's outstanding AR of $84,000.
- Created and provided division senior leadership with a monthly cash flow analysis of our state appropriated receipts and auxiliary (Print Services).
- Successfully completed the division's PCI Compliance process for CY22.
- Created new Cash Management Procedures. We implemented our Cash Management Policy July 1, 2019 but needed a working document for the business office to ensure we followed our policy and documented our processes.
- Completed the All Funds Budgeting process for FY22 and FY23.

McKimmon Center											
All-Funds Budget		FY 2022					FY 2023				
		General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total	General Fund	Auxiliary & Other Trust Funds	Overhead Receipts	Restricted Trust Funds	Total
Revenues	State Appropriation	($1,430,000)	-	-	-	($1,430,000)	($1,450,000)	-	-	-	($1,450,000)
	Tuition & Fees	($4,310,000)	($790,000)	-	-	($5,100,000)	($4,310,000)	($830,000)	-	-	($5,140,000)
	Sales & Services	($1,880,000)	($1,390,000)	-		($3,270,000)	($1,940,000)	($1,400,000)	-	-	($3,340,000)
	Patient Services	-	-	-	-	-	-	-	-	-	-
	Contracts & Grants	-	-	-	($8,850,000)	($8,850,000)	-	-	-	($9,150,000)	($9,150,000)
	Gifts & Investments	-	-	-	($100,000)	($100,000)	-	-	-	($110,000)	($110,000)
	Other Revenues	-	-	($160,000)	-	($160,000)	-	-	($170,000)	-	($170,000)
Revenues Total		($7,620,000)	($2,180,000)	($160,000)	($8,950,000)	($18,910,000)	($7,700,000)	($2,230,000)	($170,000)	($9,260,000)	($19,360,000)
Expenses	Salaries and Wages	$2,440,000	$780,000	-	$4,060,000	$7,280,000	$2,480,000	$790,000	-	$4,200,000	$7,470,000
	Staff Benefits	$1,180,000	$260,000	-	$1,490,000	$2,930,000	$1,220,000	$270,000	-	$1,540,000	$3,030,000
	Supplies, Materials, & Equip	$360,000	$60,000	$20,000	$490,000	$930,000	$360,000	$60,000	$20,000	$510,000	$950,000
	Services	$3,640,000	$240,000	$140,000	$2,920,000	$6,940,000	$3,640,000	$240,000	$150,000	$3,020,000	$7,050,000
	Scholarships & Fellowships	-	-	-	-	-	-	-	-	-	-
	Debt Service	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	$20,000	$20,000	-	-	-	$30,000	$30,000
	Other Expenses	-	-	-	-	-	-	-	-	-	-
Expenses Total		$7,620,000	$1,340,000	$160,000	$8,980,000	$18,100,000	$7,700,000	$1,360,000	$170,000	$9,300,000	$18,530,000
Transfers	Transfers In	-	-	-	-	-	-	-	-	-	-
	Transfers Out	-	-	-	-	-	-	-	-	-	-
Net Transfers		-	-	-	-	-	-	-	-	-	-

OFA Goals for FY 2022-2023 include:
- **Business Continuity**
    - o Maintain adequate staffing to ensure excellent support for our faculty and students to provide recommendations to fund Instructional and Interdisciplinary Units' strategic plan (DELTA, NC State Continuing & Lifelong Education, NC Entrepreneurship, Wolfpack Investor Network, and REPORTER) new positions during the annual strategic plan refresh and the 2022-2023 budget planning process. This includes financial and business-associated positions at DELTA, NCSCaLE, REPORTER, NC ENT and WIN.
    - o Review, submit and plan resources to support NCSCaLE Salary Analysis by March 2023 (DELTA Salary Analysis completed May 2022; awaiting UHR review and approval).
    - o Streamline Onboarding/Offboarding across divisions.
    - o Transition NCSCaLE to Asset Panda, automated inventory and home use authorization with workflow.
    - o Continue working on building a Healthy Team, incorporating all business offices staff to form a more cohesive and inclusive team.
- **Financial Planning, Analysis & Challenges.** Continue to oversee and manage a budget composed of general funds (appropriations and appropriated receipts) auxiliary, sales & services, endowments, foundations, gifts, and student fee receipts for DELTA, NCSCaLE, ENT, WIN, and REPORTER. Assist units with financial and efficiency challenges:
    - Develop Business Services Shared Services strategies
        - ○ Total Human Resources Services - foundation approved February 2022; implementation June 1, 2022; complete implementation by January 1, 2023
        - ○ DEIB Initiatives and Lead by Example
            - ■ HR Team Lead Campus DEI collaborative share with Stan Martin
            - ■ Practice inclusion and belonging by supporting staff through changes, i.e. reorganization and divisional changes, collaboration with NCSCaLE.
        - ○ Develop plan for account administration, budget, and other business services for senior leadership review by December 2022
            - ■ Provide recommendations for senior leadership review
            - ■ Organize and reduce hard copy filing per University Disposition Schedule. Create a "paperless" filing process. This includes accounts receivable and collections files currently housed in the business office suite along with daily paperwork, catering fees, deposits, IDTs, etc.
                - ● Going through all on hand files and shred based on the University Disposition Schedule
                - ● Planning a process of going "paperless" for Business Office Financial records by December 31, 2022
            - ■ Update NCSCaLE AR Process/Customer Service. To provide excellent support to the NCSCaLE units with Accounts Receivables. Strengthen relationship between the Business office and NCSCaLE units.
                - ● Conduct customer service surveys for the NCSCaLE units to find out what their needs are, what is working, what is not working, and future needs.
                - ● Assess if Notary Public Services are needed.

- Provide a report to the Vice Provost of survey results and action plans based on survey feedback
  - DELTA, NC ENT, WIN, REPORTER, and NCSCaLE
  - Realign resources to assist Units with transformational goals to meet new challenges, post-pandemic
  - Assist the Office of Interdisciplinary Programs and the Office of Instructional Programs Vice Provosts & Business Office Teams with business services and processes, increasing efficiency and enhancing compliance and internal controls. Assist with maximizing resources.
  - Develop new NCSCaLE Sales Forecast, Event/Program Budgeting (300~) and feed to overall budgets through Smartsheet application
    - Cost/budget analyses and outcomes measures
    - ROI to achieve their transformation/revise goals and objectives
    - Consultation and development July-August 2022
- **REPORTER Business Analysis: Corporate Training and Development**. In collaboration with AVP Business Operations and customers, gather requirements and recommend a design for corporate training functionality that allows for bulk purchases and purchase order payments within REPORTER.
  - Work with the REPORTER support manager and team to determine the best development approach, functionality, and timelines.
  - Develop use case scenarios, testing cases, coordinate testing, and implementation of new functionality.
  - Develop support documentation
  - Train users on new functionality
  - Add Accounts Receivable Reporting (current, 30, 60, 90, and 120 days)

Marketing Services: *(supports University Goal 1: Empower students for a lifetime of success and impact; University Goal 2: Ensure preeminence in research, scholarship, innovation and collaboration; University Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do; University Goal 5: Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data; University Goal 6: Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving; Division Goal 1: Striving and attaining organizational excellence throughout our entire division; Division Goal 3: Becoming world-class in strategic program development that includes strategic market research and data-driven decision-making; and Division Goal 5: Serving as a model for a best practice workplace that champions respect and professional growth, and fully embraces diversity, equity and inclusion):*

- Ensured that marketing materials embraced diversity and inclusion--photographs featured diversity in terms of gender, race, ethnicity and age; images included alternative text; web pages and promotional materials were designed to be ADA compliant, including use of appropriate colors and typeface point size.
- Shared resources and provided programs and services to promote the physical and mental well-being of staff that included the installation of pedal desks in the community break area, participation in step challenges, division-sponsored tailgate party in the McKimmon Center parking lot, and informational webinars that addressed a variety of topics.
- Developed, executed, and analyzed market research to assist in the development of programs and direct future marketing efforts. Research included surveys, evaluations, registration questions, Google Analytics and other digital tracking tools, informal

discussions with event/program participants, and research studies utilizing Burning Glass. Collection of data from past participants played a crucial role in our planning processes—after two years of programs being canceled or offered online, the ability to hear firsthand from our target populations enabled us to determine whether participation preferences had changed and learn future intentions, and then adapt our programs and their delivery accordingly.

- Partnered with ThriveDX (formerly HackerU) and Heidrick & Struggles to offer innovative, in-demand programs and certificates to help individuals advance their careers. Both organizations are well known and respected nationally; offering programs in affiliation with these entities provides additional "clout" to newly launched certificates bearing the NC State name.
- Partnered with NC State departments in the launching and continued development of ThriveDX programs, to ensure the curriculum and instructional faculty meet NC State's standards of content and quality.
- Collaborated with the Alumni Association to participate in their career fair on May 10, in order to provide alumni--from recent graduates to experienced professionals—with information on continuing education opportunities available to strengthen their skill sets and advance their careers. With our table adjacent to that of the Alumni Association outside the "exhibit hall," we were able to speak with alumni after they completed their discussions with potential employers. We solicited input as to what skill gaps they may have and what professional development they may need to help them land their "dream job."
- Established partnership with Town of Cary to develop customized training programs to meet their specific needs. This model of relationship building will be applied to developing relationships with other municipalities and government entities.
- Sought out and pursued marketing practices that made the most efficient use of resources, minimizing expenses while maximizing ROI. This included almost exclusive use of digital marketing efforts, testing of campaigns and digital platforms, use of email campaigns and e-newsletters.
- We ran 21 campaigns utilizing Google Ads that produced 287,511 impressions, 10,580 interactions with an average interaction rate of 3.68% at an average cost of $1.67. The total cost for these campaigns was $17,712.92 for 1,561 conversions, for an average cost of $11.35 per conversion and an average conversion rate of 14.75%.
- We ran 22 Facebook ads, reaching 1,055,500 with 2,109,967 impressions. Campaign spending totaled $11,293.88, with an average cost of $0.85 per result.
- We ran five campaigns on LinkedIn, spending a total of $2,675 that garnered 150,891 impressions and 969 clicks, with an average click-through rate of 0.68%. The average CPM was $15.476 and the average CPC was $2.466. Total engagement was 972 with an average engagement rate of 0.69%. The Leadership Coaching for Organizational Performance campaign was our first use of video testimonial usage; it garnered 16,580 video plays.
- To improve deliverability and effectiveness, email broadcast settings were adjusted that resulted in a 100% improvement in open rates and a 200-300% improvement in response rates. Two monthly e-newsletters that reached a combined total of approximately 15,000 individuals per month, along with approximately 125 standalone, program-specific email broadcasts that were sent to targeted audiences ranging from 105 to 31,000 recipients apiece.

Marketing Services Goals for FY 2022-2023 include:
- Continue enhancements to the NCSCaLE website to improve user-friendliness of the web pages and enhance functionality.
- Continue to reduce and eliminate use of printed materials, including onsite program books.
- Implement Salesforce as a CRM tool and discontinue use of ListPilot.
- Incorporate additional efficiency tools to aid in our marketing processes.
- Continue extensive use of digital marketing, including social media posts, video testimonials, and editorial content.
- Implement Google Analytics into all online marketing efforts and utilize the data to guide future marketing decisions.
- Reduce creation of brochure pdf's by creating more informative program and course web pages and drive traffic to those pages.
- Develop internal and external announcement campaigns to announce division name change.

Office of the Vice Provost - CEU Administration: *(support University Goal 1: Empower students for a lifetime of success and impact; and Division Goal 3: Becoming world-class in strategic program development that includes strategic market research and data-driven decision-making*): CEU administration continued to support on-campus and external clients with revenues of $44,000 as of June 23, 2022 as compared to $24,845 as of June 21, 2021. CEUs awarded for the period of July 1, 2022 through June 27, 2022 is 5,692 with the total number of participants receiving CEUs being 2,679. For more details, click to view ⊞ CEU Report 6-27-2022

CEU Goals for FY 2022-2023 include:
- Increase annual revenue attainment by 10% through enhanced new client engagement and marketing.
- Provide training to appropriate departments on CEU processes and procedures.
- Ensure that all CEU processes and procedures are in digital formats.
- Successfully transition CEU coordination from the Vice Provost's office to the Office of Professional Development.

Staff: Major new appointments, kudos, professional activities and recognition

- OLLI's business and communications coordinator resigned last summer and Kim Mahl was hired in January to fill this position. OLLI's assistant director, Joan Hardman-Cobb, retired on May 1, and minor restructuring of duties resulted in Kim Little being named interim assistant director and Lindsey Hale hired as special programs coordinator.
- OLLI's director, Tricia Inlow-Hatcher, was one of six OLLI directors chosen to participate in the Sustainability Circle, an initiative of the Osher National Resource Center. The group identified key areas and principles for strengthening programs and ensuring sustainability over the next five years. A video and key takeaways were produced and shared with staff at the 125 OLLIs located across the country.
- Stacie Varner (CUACS) was promoted to Business Officer as of March 1, 2022.
- Marketing services hired two part-time social media specialists to help us expand and enhance our digital marketing efforts.

- Ryan Savin was given a Pride of the Wolfpack award. Ryan also completed all his credits to renew his CTS certification. (Avixa Certified Technology Specialist)
- Sandy Slezak and Carolyn Howard each received a "Pride of the Wolfpack" Award.
- Janice Sitzes was elected to a two-year term as the secretary of the UNC System Staff Assembly; she also served as the director for the 2022 Chancellors' Cup Golf Tournament.
- Janice Sitzes had an article published in The Community College Enterprise, based on her doctoral research.
- Adalia A. Sova served on 9 different committees at NC State, including serving as chair of the NC State University Enterprise Applications Committee from October 2021-September 2022.
- Dr. Tammy L. Howard with the NC Department of Public Instruction was the recipient of the William L. Turner Award for Outstanding Contributions to Extension and Continuing Education. Dr. Howard was nominated by the Center for Urban Affairs and Community Services for her work with that department.

Challenges: Recommendations and Concerns for the Future:

- CUACS must continue to maintain IT services at the high level making sure the equipment, software and other peripherals are updated frequently to ensure delivery of client and contractual requirements.

- CUACS will increase efforts to market services this coming years as prospective clients are returning and reconnecting with CUACS for delayed services during the pandemic.

- For OLLI: The return to in-person learning and social events in FY 22 should position OLLI well for FY 23. While there will continue to be a place for Zoom learning, the vast majority of FY 22 members valued the return to in-person learning. In-person learning has the added benefit of building community and volunteerism, which is so important to OLLI's success. We are concerned that many FY 20 members who have not yet returned will not be returning to OLLI. Therefore marketing to newcomers and other older adults will be important to growing membership. We expect that it will take a few years to return to the 1,700+ membership mark of 2020.

- The major challenge and opportunity for Continuing and Professional Education is to help non-traditional students gain a foothold in the new economy. To meet the needs of these students, CPE needs to provide students opportunities to succeed. For adults who have not been in college for a decade or more, things have changed on campus. The options now include online programs, accelerated degrees, certificates, credentials, hybrid programs, evening, weekend classes and more. Flexibility is the key to success for many non-traditional students, who are juggling careers and families, and colleges are providing it in different formats. For some adults, continuing their education can present obstacles that would make going back to school an unjustifiable challenge. However, having the right type of program can minimize the difficulties the nontraditional student faces. In order for CPE to attract these students, we must begin to adapt our programs and services to support this new type of student. The primary purpose

of most non-traditional students when returning to the classroom is to gain new skills and relevant credentials that will help them succeed in the workforce.

- CPE should expand its non-credit certificate programs, which give working adults a means of gaining a useful set of skills, as well as a credential, without having to go through the entire degree process. We should also have non-degree-to-degree options. We should consider examining stackable degrees, which enable students to get on track and move up the career ladder with solid skills and credentials that employers want and value.

- Finally, we should create alternate forms of credentialing such as badges and certificates that have currency with employers in today's workplace. According to a report from the Lumina Foundation, "Along the traditional pathway (which culminates in an associate, bachelor's or master's degree), students interested in certain jobs may need specific, industry-awarded credentials (e.g., the CPA for Accounting majors). Combining the traditional pathway with these industry-specific pathways helps students effectively stack credentials in a meaningful way."