

McKimmon Center for Extension & Continuing Education 2019-2020 Unit Level Annual Review and Strategic Plan Progress

The Vice Provost for Continuing Education, the unit directors and the employees of 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, MCE&CE offers dynamic programs and high-quality services that align with the strategic goals of NC State University.

This year has proven to be a year of transition, change and disruption. Dr. Mark Bernhard joined MCE&CE as the new Vice Provost for Continuing Education on August 26, 2019. Division-wide accomplishments achieved in Dr. Bernhard's first ten months include:

- Worked on MCE&CE's first Pack Ready emergency action plan which is all but complete (will be finalized after training can take place once staff are back on campus).
- Restructured elements of the organization with the goal of achieving strategic efficiencies and productivity with Marketing Services now reporting to the Vice Provost; The Collaborative at The Gateway Center and the Upper Coastal Plain Learning Council now reporting to the Director of Continuing and Professional Education; and consolidated finance, facilities operations, information technology services and human resources under the auspices of a new Director of Finance and Administration.
- Successfully secured funding support to have two DELTA colleagues, Kay Zimmerman, Associate Vice Provost for Marketing and Partnership Development, and Katie Bean, Associate Director of Marketing Operations and Strategy, spend 50% and 20%, respectively, of their time working in partnership with Janice Sitzes and marketing services with the goal of developing a new strategic marketing and sales plan that will be developed and implemented in the next fiscal year.
- Began work on MCE&CE's new strategic plan that will be completed in concert with the new university strategic plan. Discussions in senior management currently are focused on revamping the division-wide mission and vision statements, with completion of a new strategic plan occurring in the next fiscal year.
- Carrie Bjorkquist was this year's recipient of the Mary Frances Hester Award.
- Rob Chapman and Carmen Dunn were both nominated for the Provost's Unit Award for Excellence in the customer service category with Rob Chapman being this year's university recipient of that prestigious award.

- Janice Sitzes served as Chair of the University Staff Senate.
- Mark Bernhard was named co-chair of the University Strategic Plan Taskforce on Re-envisioning Lifelong Education and Credentialing, and Janice Sitzes also served on this taskforce.
- Work continued in earnest to convert MCE&CE's registration system from Destiny Solutions to NC State's REPORTER system, which will eventually amount to significant cost savings. Successfully secured funding to contract with a vendor who worked to accelerate key areas of functionality needed to complete the system conversion process.

COVID-19 had a major impact on programs and finances from March through June 2020. MCE&CE's lost revenues from mid-March through June 12, 2020 was reported to be \$1,085,748 with the majority of this lost revenue attributed to cancelled events, training and conferences conducted by the Office of Professional Development (OPD) and the McKimmon Conference and Training Center (MCTC). With most of MCE&CE's revenue generation being derived from receipts-based revenue activities, significant one-time financial support was provided through state appropriations transferred to MCE&CE by the University Budget Office (\$326,000) and Academic Outreach and Entrepreneurship (\$576,000). In addition, the Provost provided funding (\$60,000) to purchase much needed carpet that will be installed next fiscal year.

MCE&CE Goals and Accomplishments for 2020-21 include:

- Work with campus as necessary to support the need to offer face-to-face classes at MCTC through at least Fall Semester 2020.
- Ensure the implementation of a safe and responsible transition back to work plan.
- Continue development and finalize implementation of a new division-wide strategic plan by January 2021 which will include a new mission statement, new vision statement, core values, strategic goals and priorities, and metrics of success. This new strategic plan will focus on significant revenue and program growth over the next 3-5 years, with an immediate emphasis on sustaining programs utilizing various modes of delivery during the ongoing pandemic crisis. While the plan is a work in progress, emphasis will include:
 - Utilizing new technology tools to enhance organizational excellence.
 - Becoming much more strategically data-driven and market-research focused to enhance current program success, new program development and marketing efforts.
 - Transitioning from a focus on print-based marketing to one that primarily emphasizes digital marketing, search engine optimization and strategic social media placement.
 - Developing and growing online programs and explore the potential of becoming a national leader in virtual conferencing.
 - Delivering diversity, equity and inclusion training and educational programming to staff and external constituencies.

- Implementing three enterprise-wide solutions that have the potential to scale up beyond MCE&CE: REPORTER, Salesforce and a new website that integrates with Burning Glass labor market insights and has a career focus.
- Re-branding the name of the division and also possibly re-branding some of the MCE&CE units.
- Increasing the focus and development of new faculty and academic partnerships that contribute to new, innovative and/or interdisciplinary programming that meets market needs.
- Significantly increasing efforts to increase customized contractual education programming and revenue.
- Continuing to develop and deliver high quality impactful academic outreach programs and services that benefit the individuals, organizations and communities of North Carolina.

While the division is in the process of developing its own strategic plan, MCE&CE remains committed to linking its accomplishments to NC State University's overall strategic plan goals. The remainder of the report focuses on MCE&CE's various units and its respective unit accomplishments that are tied to various goals from the university strategic plan.

The Center for Urban Affairs and Community Services (CUACS) (University Goal 5 - Engage Locally and Globally): 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 the building up of 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, 2020, CUACS generated a total of \$10,087,267 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 88 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 143 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 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' Goals and Accomplishments for FY2020-21 include: CUACS' focus in 2020-21 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.

Customized Contractual Education (CCE) (University Goal 5 - Engage Locally and Globally): Customized education programs were delivered to over 2,200 participants over 65 program days. These programs were delivered with the help of three units of Continuing and Professional Education (CPE): Technology Training (TT), Office of Professional Development (OPD), and the McKimmon Conference and Training Center (MCTC), with training either in person or online.

The majority of the CCE programs delivered and sold this year were multiple classes per client via formalized, non-credit certificate programs. The content areas included software training (Excel, SQL, Python, PowerPoint, SharePoint, etc.), a customized Python course of three levels in nine weeks, and seventeen days of leadership/management training. Overall, CCE had a successful year by continuing to increase revenue from last year and engaging with a wide variety of organizations who contracted with CCE to deliver programs for the development of their staff.

Due to the COVID-19 pandemic, three programs that were to have face-to-face programming were delivered online to Sanford Contracting, the Environmental Protection Agency and the NC Housing Finance Agency. All three clients were very pleased with the online delivery and content.

While Covid-19 has had an adverse impact on the efforts to contact previous clients and new organizations to propose CCE programs, marketing is being utilized to continue to inform all current and past TT, OPD and MCTC clients via e-letter informing them about programs that CCE can deliver primarily in an online format.

CCE Goals and Accomplishments for FY2020-2021 include:

- Continue to grow revenue for customized contractual education deliveries
- Add an online Business Writing Certificate program for both open-enrollment and group deliveries.
- Deliver at least one Project Management Certificate program online to a client's employees.
- Work to develop at least one more online certificate program in a new area.
- Use new online marketing methods to enhance the visibility of CCE.
- Partner with College of Management for a joint program delivery.
- Build a working partnership of shared, customized training with Industry Expansion Solutions (IES).
- Build a partnership with the Nonwovens Institute.
- Build a partnership with the Center for Geospatial Analytics in the College of Natural Resources.

- Sell at least \$314,000 in program revenue contracted through CCE and at least \$450,000 for all customized training.

Office of Finance and Administration (University Goal 4 - Pursue Organizational Excellence): Mark Dutton joined the Office of Finance and Administration (OFA) as the new Director of Finance and Administration in April 2020 as part of a restructure within the division. Mr. Dutton oversees the Finance Office, Human Resources Office, Facilities Operations, and Information Technology Services.

The Finance Office continues to implement the latest version of the software from Ungerboeck. With this software, the Finance Office will begin utilizing the new pay online option for the clients of Client Relations/McKimmon Conference & Training Center.

The Finance Office will continue utilizing the Bluefin encryption SREDKeys with NelNet for all Destiny Solutions' credit card transactions. The SREDKeys should replace the existing POS Terminals. A review is underway to place Bluefins in OPD, TT and the Osher Lifelong Learning Institute (OLLI).

The Human Resources Office (HRO) will continue to evaluate the overall processes and HR employees' roles related to Human Resources administration within the unit. Last year, an additional 0.5 FTE was added to the HRO within the unit. Joyce Barron, in concert with the Director, leads the efforts of the HRO.

Facilities Operations will monitor all activities, capital projects, cleaning, facility maintenance, facility resources, etc. Ryan Lawrence, in conjunction with the Director, oversees this area as the Building Superintendent.

Information Technology Services (ITS) will be tasked with many items to assist the unit with the goals and objectives of moving more of the unit's efforts to an online environment. ITS will also be tasked with the organization and cataloging of hardware for the unit including lifecycle of personal devices. ITS is overseen by Odis Newsome and Chris LaBrie with leadership and guidance from the Director.

OFA Goals and Accomplishments for FY2020-21 include:

- The OFA, under its new structure and leadership, are currently reviewing all processes, personnel bandwidths, etc. As a result of this review process, all job responsibilities will be reviewed and updated. Deliverables out of this review will include, but not be limited to: a new OFA website, new policies, new procedures, possible further restructuring within OFA, and possible restructuring within MCE&CE.

Marketing Services (University Goal 4 - Pursue Organizational Excellence): Marketing services sought to position NC State and the programs and services offered by MCE&CE units as the preeminent source for continuing and professional education. Strategies and tactics were chosen to maximize the impact of efforts and dollars spent. In seeking to be both efficient and effective, marketing campaigns spent 20% (or less) of a program's anticipated revenue. To

broaden our reach and attract new audiences to our programs, new avenues were sought, including renting new mailing lists for existing audience segments, renting mailing lists for new audience segments, placing electronic and print ads, and utilizing social media campaigns.

In order to increase profitability, strategies were employed to reduce costs and increase revenues. Cost reduction efforts included: all-electronic marketing campaigns (without a printed brochure); downsizing the printed mailing piece (i.e., a six-page brochure) to mail a smaller, less expensive mailing piece (i.e., a postcard) and providing a full-version electronic brochure; eliminating the use of insufficiently productive mailing lists (as measured by the registrant-provided priority code associated with each list); reducing the quantity of brochures printed; cross-marketing programs within brochures; and making more extensive use of social media tools.

Revenue-enhancing efforts included: more extensive use of “click report” follow-up efforts (after an e-newsletter or standalone email broadcast is sent, a “click report” is produced, showing who has clicked on what link; personalized, customized follow-up emails are sent to individuals who have clicked on OPD, TT or CCE class links); expanded reach to new audiences through print ads (*Business North Carolina* and *NC State* alumni magazine) and banner ads (Transmission & Distribution World’s *Energizing News* e-newsletter); placement of a white paper in conjunction with a print ad (*Building Services Management* magazine); and an educational sponsorship of a local chapter of a professional association (ICF-Raleigh).

Electronic marketing—including e-newsletters, email broadcasts and social media—played an expanded role in MCE&CE’s marketing efforts, combining low-cost, far-reaching benefits. The four monthly e-newsletters reached a combined total of approximately 122,000 individuals per month. In addition, approximately 110 standalone, program-specific email broadcasts were sent during 2019-2020. These communications promoted programs owned by CPE as well as programs owned by clients that OPD serves. Since there is an administration fee charged to outside clients for each broadcast and newsletter article, this service translates to increased revenues. The e-newsletters, in conjunction with the email broadcasts, reached over 2,527,000 viewers. MCE&CE units have a presence on Facebook; efforts such as consolidation and more frequent postings have been made to ensure these pages have greater impact.

Printed marketing materials continued to play a role in the success of MCE&CE’s programs, with over 288,000 pieces printed during 2019-2020; this represents an 18% reduction in our reliance on printed materials. To ensure we continue to maintain the lowest production costs, this spring Marketing Services worked with Procurement & Business Services to post a Request for Quotation for its print jobs on the state purchasing system.

This year saw the culmination of a multi-year effort to research customer relationship management (CRM) systems to replace the existing CRM system (ListPilot). ListPilot has been utilized by CPE for approximately 20 years, during which time its features and capabilities have not kept pace with the increasingly competitive business environment. After extensive due diligence, a decision was made to purchase Salesforce in June 2020, which will enable CPE to make more informed decisions and launch more data-based campaigns.

This year also saw the need for innovative tactics to help communicate and market CPE’s transition to the COVID-19 business environment. Most notable was the almost complete

elimination of print materials to exclusive online marketing. In addition to already existing electronic communication tools, a listing of available online programs was promoted on the units' landing pages, informational webinars (to promote programs) were offered, and a "Top 10 Reasons to Take an Online Class" video was created.

Marketing Services' efforts were bolstered in March 2020 with a formed partnership with DELTA Marketing and Partnership Development (MPD). At the direction of the Vice Provost for Continuing Education, Kay Zimmernan and Katie Bean have partnered with Janice Sitzes as well as OPD and CPE leadership to provide thought leadership and support implementation of key initiatives including:

- MCE&CE Strategic Planning.
- New program development strategy.
- New strategic Marketing Plan for FY20/21, including digital marketing plan.
- New strategic FY20/21 Sales Plan.
- Marketing Services and OPD operations and processes assessment (SWOT Analysis) and development of Next Steps Plan for how to address strategic change, revise roles and responsibilities, support the development of FY20/21 Work Plans that are aligned to the new MCE&CE Strategic Plan and the new Marketing and Sales Strategic Plan.
- Social Media: collaboration and consulting to transition to a new Social Media strategy that includes new messaging, creative, ad campaigns, consolidation of multiple existing social platforms to a single platform, train staff on new social media technologies (Hootsuite).
- Collaborative partnership support for the development of, and delivery transformation of face-to-face courses/programs into online format offering.
- Collaborative consultation of new program development strategic model and new revenue stream.
- Strategic recommendations for new marketing strategies, initiatives, campaigns: Careers focus, use of new technologies-messaging-creative to reach new audiences through strategic digital marketing campaigns.
- Established a new strategic partnership with CHASS NSF grant submission team.
- Coordinated Education Advisory Board (EAB) Market Research including:
 - New Non-credit Professional Development of Continuing Education Program Opportunities for NC State University Report - McKimmon Center request
 - Competing on Student Outcomes to Attract Today's Career Changer
 - Knowledge and Skills Heatmaps for Software Development, Web Development and Information Technology
 - The New Geography of Skills in Demand
- Coordinated University Professional and Continuing Education (UPCEA) Non-Credit Market Research including:
 - Occupational Opportunity Model for Non-credit Offerings for McKimmon Center
 - Portfolio Decision Making Model Report for Non-credit Offerings for McKimmon Center
 - Non-credit Benchmarking Analysis Report for McKimmon Center
 - Recommendations for Top Six Skills Needed to Create New Non-Credit Programs
 - Program Asset Mapping Report for NC State University, McKimmon Center
- Coordinated Burning Glass Non-Credit Market Research Reports including:

- Demand for Specialized Skills for Non-credit / Credit Offerings based on Employment Trends (AA, AS).
- Demand for Specialized Skills for Non-credit / Credit Offerings based on Employment Trends (BA, BS).
- Skills Market Research: 5G.
- Skills Market Research: Artificial Intelligence.
- Skills Market Research: Top Skills Employment Trends.
- Video Gaming Skills Market Research.
- Conducted independent research projects:
 - DELTA Collaboratively Implemented a SWOT Analysis for Marketing Services and OPD as an independent study.
 - New business model and revenue stream on Virtual Conferences.
 - RTI - Wake Co./Raleigh Chamber of Commerce Employer Skills Demand Survey.
- Introduced and will implement in the future marketing best practices and the use of strategic technologies including shared licenses with training being provided including:
 - Project Management: Teamwork PM.
 - Ziflow: creative review process platform.
 - Burning Glass: Labor Insight, Program Insight, Career Insight.
 - Jamboard: shared online collaboration tool.
 - Google Suites, required use of Google Folders, Calendar, Docs for all projects.
 - Hootsuite: social media management platform.
- Served on the following MCE&CE Committees:
 - Kay Zimmerman:
 - Team Lead for the New Website Development Project Committee
 - REPORTER Team
 - Salesforce Implementation Team
 - MCE&CE Senior Management Team
 - MCE&CE Advisory Council
 - MCE&CE Strategic Planning Team
 - Katie Bean:
 - Team Lead for the New Website Development Project Committee
 - REPORTER Team
 - Salesforce Implementation Team

Marketing Services Goals and accomplishments for FY2020-21 include:

- Implement Salesforce (Janice Sitzes - Team Lead), including migration of data from ListPilot and interfaces with Ungerboeck and Reporter.
- Utilize Salesforce for more informed insights into our customers and develop marketing campaigns based on those insights.
- Utilize Burning Glass to gather insights into demand for occupations and skill sets for use in program development and marketing efforts.
- Develop a new comprehensive OPD website that includes more user-friendly web pages.
- Incorporate more efficient tools (such as Ziflow) to aid in our marketing processes.
- Have all review processes be electronic-based, utilizing Ziflow.
- Reduce use of print marketing by at least 50%.
- Make more extensive the use of digital marketing, including social media posts and online ads.

McKimmon Conference and Training Center (MCTC) (University Goal 4 - Pursue Organizational Excellence): The McKimmon Conference & Training Center (MCTC) continued to live up to its reputation of being a premier conference and training facility in North Carolina by providing excellent resources and support for all clients and staff. This past year, the seven LCD projectors in the two largest multi-purpose rooms were upgraded to Ultra High Definition Laser models that offer widescreen formats to match new screens with the same dimensions that were installed in Room 2 in December 2019. A completely new sound system with digital processing and upgraded touch panels was also installed in Room 2 as well as a fourth screen and projector added in this second largest space. There were upgrades to the projectors to make them fully digital. In addition, MCTC upgraded the 3 computer labs and a fourth multi-purpose room to large screen LED/LCD flat panel monitors, ceiling speaker systems and full digital control systems that can be controlled locally by the instructors. These upgrades will enhance the capabilities of these rooms and offer a much better experience for visitors. MCTC also installed and programmed a network of 28 digital signage players and monitors to enhance communication with our visitors, provide current events, wayfinding assistance and publicize programs offered by other internal units.

MCTC was poised to surpass last year's receipts total in the 2019-2020 fiscal year until COVID-19 brought operations to a halt and forced the cancellation of 331 events. From July 1, 2019 through June 30, 2020, MCTC is projected to receive \$1,641,664 in revenue compared to \$1,789,397 through the same timeframe the year prior; a decrease of 9% compared to the time period of July 1, 2019 through June 30, 2020.

Client Relations members Carmen Dunn and Carrie Bjorkquist were nominated for the Mary Frances Hester Award, which was awarded to Carrie Bjorkquist. Carmen Dunn and Rob Chapman were nominated for the 2020 Provost's Unit Award for Excellence in the customer service category, with Rob Chapman being selected as this year's university award winner in that category.

New clients that signed on to have events at the McKimmon Center in 2019 - 2020 included the following: Advance Auto, IBM, United Healthcare, Citrix, Biscuitville, APR Restorations, Campsight Strategic Communication, Cherry Bekaert, NC Airtap, Focus Trading, National Seating Mobility, SE Mental Health Technology Center, Adapt Your Life (Keto), NCSU Biotech Adm, Emerging Issues (Returned), NCSU Public & International Affairs, Evolent Healthcare, Spruce, BrightPath Retirement, American Retirement, Secure Financials, White Stone Insurance, Bank of America, Association of Fundraising Professionals - Triangle North Carolina Chapter, Alpha Phi Omega Region 3, Society of Women in Engineering, Shatterproof, Wake County Taxpayers Association, NC Training and Technical Assistance Center, J.E.S.S.I.C.A Cares, Tarheel Swimming Association, Convention of States, Upstream USA, Race Forward Oakland, NC Local User Group (NCLUG), Re:Power, Public Schools First NC, Marine Corps Recruiting Station Raleigh, Durham Public Schools - Curriculum and Instruction, NC Department of Information Technology, and the University of North Carolina Highway Safety Center.

In terms of technology upgrades, MCTC's digital signage control system was upgraded from a virtual server to include a rack-mounted server with many more capabilities and much more processing speed to enable us to make changes that are almost immediately reflected in the current messages displayed and those scheduled for future viewing. These displays can be quickly converted to emergency messaging and directions should the need arise. MCTC's

three computer labs and a fourth multi-purpose room which were previously manually operated were upgraded to fully digital, user operated systems with 98" LED/LCD monitors (to replace projectors and screens), digital operator controls and full sound reinforcement systems. These will be integrated into our remote control system in the near future with a web interface. Plans are being made to fully upgrade MCTC's largest space, Room 1, to fully digital control and sound systems, replace current screens with wide-screen formats and replace much of the digital processing equipment with newer, more robust components to enable full integration of all systems. In addition, due to the current pandemic situation, MCTC staff have been integral in moving many face-to-face classes to Zoom classes and meetings, thus saving some much needed revenue.

MCTC Goals and Accomplishments for FY2020-2021 include:

- Increase training/professional development in regard to diversity and inclusion.
- Fill three vacant permanent positions: Event Coordinator, Office Manager, and Front Desk Receptionist.
- Develop process and pricing structure for online/virtual offerings for external clients using a combination of Zoom, Mediasite, and Slack Technologies.
- Begin MCTC email marketing campaign (this was put on hold in 2019 - 2020 due to lack of available space).
- Continue to push Slack Technologies as the go-to source for communication between CPE units and potentially the MCE&CE division.
- Begin projects such as facility projects, installation of new double doors in the annex and bathroom renovations.

McKimmon Center Print Services (University Goal 4 - Pursue Organizational Excellence): During the last fiscal year, Print Services (MPS) upgraded their production printers' software to Windows 10 and had other software upgrades done to its production printers in order to run more efficiently. MPS also started the process of creating an email newsletter for an email marketing campaign, which is still in the early stages. Print Services made 1,609,474 copies over the past year.

MPS Goals and Accomplishments for FY2020-21 include:

- Renew current lease with CEI or sign new lease agreement with different vendor for production printers.
- Continue MPS email marketing campaign.
- Website update.
- Increase outside customer base.

Osher Lifelong Learning Institute (OLLI) (University Goal 4 - Pursue Organizational Excellence):

- The Osher Lifelong Learning Institute at NC State (OLLI) was on track for a record-breaking year for enrollments until COVID-19 interrupted the start of OLLI's spring 2nd term, which began on March 9th. Staff moved quickly to convert 11 spring courses/lectures to Zoom, and 50% of the summer term courses/lectures were

converted to Zoom. During this crisis, staff engaged members through weekly emails, blog and Facebook postings, and weekly Zoom social hours. Members were enticed to try Zoom through practice sessions given in advance of ten free Zoom lectures, generously offered by OLLI instructors (with an average attendance of 100 in each lecture).

- These member-engagement efforts had a positive impact on member retention; membership tracked slightly ahead of last fiscal year, with a total of 1,706 (compared to 1,700 last year).
- Total enrollment was 8,721 (compared to 10,818 in FY19); 106 short courses, 69 lectures, 14 study trips, and three events were held. (Thirty-five spring and 24 summer offerings were canceled due to COVID-19 restrictions.)
- Forty-four NC State current and emeriti faculty and staff from 32 different campus units taught for OLLI this year. In addition to NC State faculty and staff, 23 instructors came from other colleges/universities, with the remaining 108 instructors drawn from the community. Twenty-six of these 175 instructors were also OLLI members.
- The end-of-course evaluations for the fall semester and 1st term spring indicated satisfaction, with respondents giving an overall rating of 4.7 for instructors, a 4.6 for courses, and a rating of 4.7 for their overall OLLI experience (on a 5-point scale, where 5.0=Excellent). Evaluations for the six 2nd term spring courses that were converted to Zoom also indicated satisfaction, with respondents giving an overall rating of 4.7 for both instructors and courses.
- 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. In 23 of the OLLI offerings, NC State faculty described their research on a wide range of subjects such as crop science, biodiversity, forestry, genetic engineering, animal science, and astrophysics.
- Twenty-six courses, lectures, and study trips gave OLLI members the opportunity to develop their cultural competency, and included subjects such as African American history, Native American history, gender studies, and different religions. An ad hoc committee, appointed by OLLI's director, identified additional course topics and strategies to advance this work, which will be implemented in FY21.
- OLLI's director, Tricia Inlow-Hatcher, made a presentation on succession planning at the Southern Regional Conference for Learning in Retirement, held in July 2019; assistant director, Joan Hardman-Cobb, and OLLI's Hospitality Committee chair co-presented on building community at the conference.

OLLI Goals and Accomplishments for FY2020-21 include:

- Building on experience developed in OLLI's summer term, program staff and volunteers will aim for a successful pivot to an all-Zoom fall 2020 semester, with the exception of study trips and a few outdoor social opportunities. It will be important to replace revenue lost during the March-June 2020 disruption of programming.
- Important to OLLI's FY21 success will be demonstrating the value of membership, despite physical distancing.
- Also disrupted during March-June were efforts underway in FY20 to offer opportunities for OLLI members to work on developing their cultural competency and self-understanding of prejudice and stereotyping. Staff and members will get back to making this work a priority in FY21.

Office of Professional Development (OPD) (University Goal 1 - Enhance Student Success), (University Goal 2 - Invest in Faculty and Infrastructure), & (University Goal 4 - Pursue Organizational Excellence):

The Office of Professional Development (OPD) continued to partner with Princeton Review to provide test preparation courses to university students on MCAT, GRE, GMAT, and LSAT. OPD worked with the College of Engineering on their Fall and Spring Career Fair for all engineering students. This year the Department of Civil, Construction and Environmental Engineering (CCEE) held a separate career fair called CCEE Career Connections and OPD worked with CCEE to deliver this event. OPD worked on the manual for the Graduate Student Research Symposium, held each March, but unfortunately this event was cancelled this year due to COVID-19. This manual includes poster presentations from more than 200 graduate students from NC State University. OPD continues to work with the North American Association of Summer Sessions (NAASS) to provide conference management and membership management services. In the past few years NAASS has experienced a downturn in membership renewal and this year NAASS had a 50% increase in membership. NAASS identifies emerging trends, promotes best practices, and facilitates the exchange of information among leaders in higher education in order to continually increase academic quality, student services, and fiscal success of summer and special sessions. NC State is a member of NAASS and offers Summer Session to the NC State students. OPD works with faculty to deliver conferences and symposiums on a variety of subject matters.

OPD is dedicated to expanding access to education for the University and the public, by continuing to provide a broad range of innovative and diverse learning opportunities. These programs and conferences align with workforce and industry needs, and uphold the University's standard of excellence.

OPD is projected to have a revenue of \$2.5 million this fiscal year compared to \$3.8 million the previous year which is a decrease of 34.21%. The vast majority of this decrease is directly related to the COVID-19 pandemic, but part of the decrease this year is attributed to only coordinating the North Carolina Community College System Conference every other year and this year was a year OPD did not offer the conference. Where possible, several events impacted by COVID-19 were postponed (rather than cancelled) until the next fiscal year.

New clients and new programs this fiscal year included the following:

- Prevent Child Abuse North Carolina (Conference)
- 2020 North Carolina Vascular Technologists Conference (Conference)
- 2019 NC WIC Conference (Conference)
- International Union of Forest Research Organizations (IFURO) (Conference)
- International Vegetable Grafting Symposium (Conference)
- Society of Nematologists Annual Meeting (Conference)
- Maintenance and Reliability Management Summit (Conference)
- Structural Mechanics in Reactor Technology 25 (Conference)
- Civil, Construction, and Environmental Engineering Career Connections Day
- Managing Engineering, Science and Technology Projects (New Course)
- Guilford Technical Community College Foundation (New Client)

OPD's new employees this year included Julie Talton and Andrea Hoch as program coordinators.

OPD Goals and accomplishments for FY2020-21 include:

- Complete the migration of courses from the DestinyOne registration system to the Reporter registration system.
- Utilize Burning Glass to gather insights into demand for occupations and skill sets for use in program development.
- Utilize Burning glass and other external data to make improvements to programs experiencing a drop in registrations.
- Introduce new online on-demand course offerings and one new certificate program to the Tax School.
- Complete a business case to develop a new revenue stream producing virtual events and research software platforms to utilize in the delivery of virtual events.
- Implement the use of Ungerboeck Session Proposals Module in the development process for new programs and courses.
- Develop standard operating procedures for instructor pay and contracts.
- Create a larger online presence and offer more courses virtually.

OPD Technology Training (TT) (University Goal 1 - Enhance Student Success) &

(University Goal 3 - Support Interdisciplinary Scholarship): This year Technology Training underwent some transition including doing away with several discounts, and increasing course prices to be more competitive in the market. Total revenue for this year is \$405,079 this year, in comparison to last year's number \$477,575; a 15% decrease this year versus the previous year. The COVID-19 pandemic has affected the registrations for TT classes in the fourth quarter of this fiscal year causing registrations in classes to reduce by approximately 5%, however this could have been much worse had TT not pivoted so quickly from face-to-face to virtual offerings.

New courses and programming changes this year included the following:

- Understanding Blockchain series of courses
- Blockchain webinar
- Digital Marketing Competency
- 3 Levels of R Programming
- Salesforce: Mastering Reports and Dashboards
- PowerPoint Level 1 and Level 2
- Email and Newsletter Marketing
- Excel Programming is now 3 days instead of 2
- Introduction to Editing in DaVinci Resolve 16

TT Goals and accomplishments for FY2020-21 include:

- Complete the migration of courses from the DestinyOne registration system to the Reporter registration system.
- Utilize Burning Glass to gather insights into demand for occupations and skill sets for use in program development.
- Utilize Burning glass and other data sets to make improvements to programs experiencing a drop in registrations.
- Develop standard operating procedures for instructor pay and contracts.
- Create a larger online presence and offer more courses virtually.
- Finalize a contract with a third-party vendor to deliver a cybersecurity bootcamp training program.

- Work with instructors to create more certificate programs and look at new trending technologies.
- Work with the marketing team to utilize Salesforce when the integration is complete to reach a broader market.

The Collaborative at the Gateway Technology Center (TCGTC) (University Goal 1 and University Goal 5 - Engage Locally and Globally): There were 5,211 people served and 82 programs delivered during fiscal year 2019-20 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, a total of 241 students have graduated from university degree programs offered face-to-face in Rocky Mount through June 2020. In Fall semester 2019, ECU began their second cohort of the Master of Public Administration program with a total of 18 local students registered. NC State started their seventh cohort of the Master of School Administration program in May 2020 with 11 students. ECU's Master of Social Work program continued with its fourth cohort of 15 students on track to graduate in May 2021.

NC State University's College of Education began their seventh Master of School Administration cohort in May 2020. Due to the COVID-19 pandemic, classes transitioned to an online delivery method through summer sessions one and two with face-to-face classes beginning at the Gateway Technology Center (GTC) in the Fall Semester 2020. Eleven local teachers were registered for this program.

Staff proctored 225 individual university exams for distance education students from eastern North Carolina. By providing this service locally, the students' logistical burden to travel to their respective main campuses to take exams was greatly reduced. Students from the following universities made use of The Collaborative's proctoring services: East Carolina University, NC State University, Fayetteville State University, University of Alabama, NC Central University, San Juan College, UNC Charlotte, UNC Greensboro, UNC Pembroke, University of Utah, Virginia Tech, and Winston-Salem State University.

Summer 2019 youth enrichment camps hosted 794 K-12 area students. This represented a 253% increase of students impacted from the previous summer. Partnerships forged throughout the year with Edgecombe Community College and Nash Community College resulted in many more students being exposed to the variety of STEM programs and resources The Collaborative provided. An additional 24 K-12 youth enrichment programs were delivered throughout the year impacting approximately an additional 725 local students with STEM outreach. Traditionally, The Collaborative's youth programs represent anywhere from 25%-60% minority status students thus fulfilling the university's goals of reaching a diverse population. While face-to-face summer 2020 youth camps have mostly been cancelled due to COVID-19, some camps have continued with virtual offerings.

A new partnership with UNC Nash Healthcare System Rocky Mount was developed this year. The hospital human resources director requested a customized Excel class to be delivered to their upper level management. The program was delivered by the McKimmon Center's Customized Contractual Education (CCE) unit in February 2020. The program

surveys were outstanding and as a result the hospital has expressed interest in having similar classes for their nursing and other staff members.

The Collaborative offered a new workshop “Understanding your Social Security Benefits Options.” A representative from the Social Security Administration explained programs administered by the Social Security Administration: Retirement, Disability, Survivors, Supplemental Income and Medicare. Fifteen people attended this new offering.

In terms of notable accomplishments, The Collaborative operated with only one staff member from April to September 2019. During these six months, Sara Hughes promoted, coordinated, and managed all proctoring services, K-12 programs, summer camps, and higher education classroom schedules and services without impacting the overall number of programs delivered or students impacted. Sophia Crudup was hired in September 2019 as a temporary part-time employee and was hired as a permanent employee in May 2020.

The Collaborative Goals and Accomplishments for FY2020-21 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.
- The Collaborative would like to expand proctoring services to include some evening and weekend hours to accommodate full-time working student’s schedules.

Upper Coastal Plain Learning Council (UCPLC) (University Goal 1 - Enhance Student Success) & (University Goal 3 - Support Interdisciplinary Scholarship): 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 \$189,981 to support three primary goals: 1) teacher retention and student success; 2) healthcare initiatives; and 3) workforce development. In FY 2019-2020, UCPLC has provided an estimated 211 offerings including 193 sessions of the Wisdom Tooth Program to 7,186 adult and child participants.

The UCPLC is working with the business and industry communities in Nash, Edgecombe and Wilson counties to research, collaborate, develop, and implement 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, Peacemakers has hosted seven week-long HTH Boot Camps resulting in 29 participants who completed the program and 12 new employment opportunities for participants.

Although the Wilson Engineering Camp 2020 did not convene on the campus of Wilson Community College this summer, the UCPLC offers free, virtual STEM activities via social media for students. These activities are similar to the activities completed in camp settings and offer opportunities for families to connect while engaging in STEM.

The Wilson Engineering Camp will return during the Summer 2021 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 Corp Fab Lab, a mobile STEM Lab and lessons on drone technology from Elizabeth City State University. The Wilson Engineering Camp will be offered in collaboration with The Engineering Place at the College of Engineering at NC State University. The UCPLC has continued developing, implementing and expanding the Wilson Engineering Camp to include area elementary students. Space and staffing have enabled the camp to plan to host thirty-three middle school students and thirty-two elementary students to attend camp in the future.

In August of 2020, when the schools return to their classrooms in Nash, Edgecombe, Halifax, Northampton, and Wilson counties, the UCPLC will provide quality STEM and the Engineering Design Process professional development to staffers. The impact of the professional development opportunities will reach into classrooms throughout these counties, increasing the engagement levels and STEM access for students in kindergarten through twelfth grade.

The UCPLC continues to offer Mental Health First Aid training to the community. Three sessions are scheduled for the fall of 2020 with others to follow.

The Wisdom Tooth Program continues to thrive and grow. Each year the demand for this dental health outreach continues to be greater than the funds can support. As of today, more than 30,000 people of all ages in the five-county stakeholder area have been impacted by this oral health education program.

A total of 211 UCPLC Program Offerings for this fiscal year aligned with the mission of the Council and the University. These efforts offered 8,033 stakeholders access to quality programming. The role that the UCPLC played in the creation of the Region 7 Health Alliance via the popularity and solid reputation of the Wisdom Tooth Program has allowed the Alliance to come into being as a great think tank for the promotion of a Wisdom Tooth Program Model for many other areas of the region and state as well. Betty Jones has spent countless hours as a Wisdom Tooth Instructor and has revised the Wisdom Tooth Program curriculum. Mrs. Jones' work ensures that the curriculum remains accurate, relevant and most of all, age appropriate.

Staff changes this past year included the following:

- Karri Hodges was hired July 1, 2019 as a temporary Program Associate.
- Susan Varnell was hired in September 2019 as a Community Outreach Specialist.

UCPLC Goals and accomplishments for FY2020-21 include:

- Complete three community sessions of Mental Health First Aid (Adult) and become certified for Virtual MHFA with additional certifications in Population Focused Modules: Rural Communities, Workplace, Older Adults, Higher Education, etc.
- Continue to increase Wisdom Tooth programming to include the middle school population.
- Continue to search and write grants to construct local "STEM supply closet" for area teachers.