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.

COVID-19 continued to have a major impact on programs and finances. MCE&CE’s lost revenues this fiscal year is projected to be $1.3 million 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 Provost Office ($300,000) and Academic Outreach and Entrepreneurship ($800,000).

While this year proved to be an unprecedentedly challenging one because of the pandemic, it forced us to look to varied methods of program offerings, which will assist in allowing us to rebound from the detrimental impact of the last year and position us for future growth.

Accomplishments for FY2020-2021 included:

- Entered into an agreement with HackerU to offer digital skills bootcamps in cybersecurity, digital marketing, UI/UX Design and Full Stack. Early demand for the initial offerings has been great. This portfolio of programs could generate high six figures to low seven figures of annual income within the next 12 months.

- Successfully proposed a new division name change from the McKimmon Center for Extension and Continuing Education to NC State Continuing and Lifelong Education. This name change will be rolled out during FY2021-2022.

- Completed phase 1 of the new division website which provides for an enhanced customer experience through the ability to search more easily for our programs. It also adds a career section where potential participants for our programs can learn about the possible career areas that educational programs support.

- Made great progress on MCE&CE’s new strategic plan that will align well with the new university strategic plan. The new plan, which will include new division-wide mission and vision statements, new values, new strategic plan goals, and metrics of success, is nearly complete except for finalizing the metrics of success. It should roll out early in FY2021-2022.

- Completed the conversion of our registration system from DestinyOne Solutions to REPORTER. This change will result in significant annualized expense savings.
• Carmen Dunn was nominated for the provost unit’s Award for Excellence in the customer service category.

• Alice Warren, former Vice Provost for Continuing Education, was the recipient of the William L. Turner Award for Outstanding Contributions to Extension and Continuing Education.

• Mark Bernhard was elected to a two-year term as Member-at-Large of the University Professional and Continuing Education (UPCEA) Board of Directors.

• Janice Sitzes served as past chair of the NC State Staff Senate and member of the UNC System Staff Assembly.

• After several years of effort, MCE&CE’s registration system was completely transitioned from Destiny Solutions to NC State’s REPORTER system, which will eventually amount to significant cost savings.

MCE&CE Goals and Accomplishments for FY2021-22 include:

• Ensure the implementation of a safe and responsible transition back-to-work plan.

• Finalize the implementation of the new division-wide strategic plan by August 2021. This new strategic plan focuses 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. High level goals for the plan include:
  
  o Striving and attaining organizational excellence throughout our entire division.
  
  o Implementing business practices that are aligned with expected best practices at NC State University.
  
  o Becoming world-class in strategic program development that includes strategic market research and data-driven decision-making.
  
  o 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.
  
  o Serving as a model for a best practice workplace that champions respect and professional growth, and fully embraces diversity, equity and inclusion.

While the division’s new strategic plan will align with the new university strategic plan, the below sections highlight MCE&CE’s commitment over FY2020-2021 to link its accomplishments to NC State University’s university strategic plan that was in place for the majority of this past year. 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 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, 2021, CUACS generated a total of $8,913,451 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’ Goals and Accomplishments for FY2021-2022 include: CUACS’ focus in FY2021-22 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 765 participants. These programs were delivered with the help of the following units: Continuing and Professional Education (CPE); Technology Training (TT); Office of Professional Development (OPD); and the McKimmon Conference and Training Center (MCTC); with training both in person and 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, Word, Google Drive, PowerPoint, etc.), and leadership/management training. Due to the COVID-19 pandemic, less contractual training was sold this year, however, more training was held online than in previous years. Both Montgomery
Community College and Doggett Construction had the leadership/management training offered to their employees onsite. Other key clients this year include FujiFilm, Anjimoto, and Adama.

Due to the challenges of connecting with current clients, during the pandemic, marketing was utilized to inform all current and past TT, OPD and MCTC clients about programs that CCE can deliver primarily in an online format.

In April 2021, the decision was made to change the name of Customized Contractual Education (CCE) to Customized Training and Development (CTD).

**CTD Goals and Accomplishments for FY2021-2022 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 CTD
- Partner with the Poole 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 CTD and at least $450,000 for all customized training

**Finance and Administration (University Goal 4 - Pursue Organizational Excellence):** The Office of Finance and Administration (OFA) is in its first year of restructure and encompasses the Finance Office, Human Resources Office, Facilities Operations, and Information Technology Services.

The Finance Office used Bluefin encryption SREDKeys with Nelnet for Destiny Solutions' and REPORTER credit card transactions. Since onboarding OPD, TT and OLLI to REPORTER, many of the daily credit card transactions are reduced dramatically, allowing the business office to focus on other areas of business services to better serve its departments and clients. A review will begin this next fiscal year to reduce the number of merchant accounts.

Facilities Operations monitored all activities, capital projects, cleaning, facility maintenance, facility resources, etc. Ryan Lawrence, in conjunction with the director, oversaw this area as the building superintendent. Over the past year, Facilities Operations has worked with NC State Facilities to procure face coverings, hand sanitizer, and relevant information to supply to employees as they return to work on-site. Facilities Operations has also worked with DELTA in order to obtain hand sanitizer, sanitizer dispensers, cleaning and sanitizing supplies, and the protective equipment needed for safe cleaning and sanitizing. These supplies have been used to clean and sanitize employee work areas as well as classrooms utilized by our clients. Sanitizing stations have been placed around employee work areas and throughout the
classroom area. Facilities Operations has obtained informational signage to post throughout the building alerting employees and visitors to NC State’s COVID-19-related regulations. Facilities Operations also purchased plastic protective barriers and placed them in employee work areas where needed and in areas where clients and instructors interacted with each other. Facilities Operations worked with Emergency Management and the office of the Fire Marshal to determine occupancy limits on classrooms and employee work areas based on square footage and Governor Cooper's executive orders.

Information Technology Services (ITS) was 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 staff assisted with the move to remote and hybrid environments and are planning for a continued hybrid environment. Significant progress in removing older assets from storage to surplus was accomplished this year. ITS is researching new hosted or out of box solutions for managing our assets and lifecycles. ITS is overseen by Odis Newsome and Chris LaBrie with leadership and guidance from the director.

OFA Goals and Accomplishments for FY2021-22 include:

- Under the guidance and mentorship of the Academic Outreach & Entrepreneurship (AOE) Business Office, the OFA will review all business processes and position roles and responsibilities. As a result of this review process, a report will be provided to the Vice Provost that will encompass, but not be limited to: a refreshed OFA website, new standard operating policies and procedures, and possible further restructuring within OFA.

Marketing Services (University Goal 4 - Pursue Organizational Excellence): Marketing services worked to position NC State and the programs and services offered by MCE&CE units as the preeminent source for continuing and lifelong education. Strategies and tactics were chosen to maximize the impact of efforts and dollars spent. Tactical highlights to accomplish that goal include entering into a new partnership with AOE/DELTA, transitioning to an entirely electronic marketing strategy (including e-newsletters, email broadcasts, social media, and other online advertising such as pay per click and Google Ads), and completing the first phase of a makeover of the MCE&CE web pages (including transitioning from Destiny-generated course pages to pages that function in conjunction with NC State’s REPORTER and feature new careers-focused content).

Working in collaboration with our colleagues at AOE/DELTA afforded access to expertise, resources (such as Burning Glass research) and tools (such as Ziflow, an online proofing tool) to improve the efficiency and effectiveness of marketing operations. In seeking to be both efficient and effective, marketing campaigns spent 20% (or less) of a program’s anticipated revenue. An all-electronic marketing strategy enabled us to expand our reach, market to new audiences with more targeted messaging, and reduce our costs. This was particularly essential during COVID-19, when many professionals were not working from their traditional business mailing addresses. The revamped OPD web pages feature enhanced search functionality and related course recommendations on course pages. The new Careers pages allow visitors to search career categories and obtain data on job titles and responsibilities, median wages, employment trends, and links to courses offered through OPD that are relevant. These new and
improved features make OPD’s pages more user friendly and position OPD and its web pages as a career resource.

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); cross-marketing programs and Customized Training and Development within ebrochures; and making more extensive use of social media and other online tools. 
Revenue-enhancing efforts included: more extensive use of personalized follow-up emails to individuals who needed certain courses to complete a certificate, and educational sponsorship of local chapters of a professional association (ICF-Raleigh and ICF-Charlotte).

Two monthly e-newsletters that reached a combined total of approximately 50,000 individuals per month--in combination with approximately 110 standalone, program-specific email broadcasts--reached a total of approximately 1.75 million viewers. 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. MCE&CE units have a presence on Facebook; more frequent postings have been made to ensure these pages have greater impact.

Marketing Services’ efforts were bolstered with the continuation of a formed partnership with DELTA Marketing and Partnership Development (MPD). At the direction of the Vice Provost for Continuing Education and Sr. Vice Provost of AOE, Kay Zimmerman 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:

- 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, trained staff on new social media technologies (Hootsuite).
- Collaborative partnership support for the identification and development of, and delivery transformation of face-to-face courses/programs into online format offering that are based on viable market research studies in the field of continuing education.
- 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.
- Coordinated Education Advisory Board (EAB) Market Research
- Coordinated University Professional and Continuing Education (UPCEA) Non-Credit Market Research
- Coordinated Burning Glass Non-Credit Market Research Reports
- 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
    - 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

Marketing Services Goals and Accomplishments for FY2021-2022 include:
- Continue development of the new MCE&CE website to improve user-friendliness of the web pages and enhance career insights.
- 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.
- Make more extensive use of digital marketing, including social media posts and online ads.
- Implement Google Analytics into all online marketing efforts and utilize the data to guide future marketing decisions.
- Enhance utilization of Burning Glass to gather insights into demand for occupations and skill sets for use in program development and marketing efforts (including development of new OPD web pages).
- Develop Marketing Services SOPs to guide processes and tasks for more efficient and effective operations.
- 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.

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 design phase was completed for renovating the public restrooms in the building. This renovation will be more than cosmetic, including ADA requirements and upgraded fixtures. The installation phases of this project will be implemented in future fiscal years. Other building enhancements were put on hold due to the COVID-19 pandemic.

Since the COVID-19 pandemic spanned the fiscal year, MCTC did not have the amount of business as in the past but the number of events is increasing as the pandemic and restrictions on group gatherings are easing. MCTC’s business was disrupted again in FY2020-2021 as 368 events were forced to cancel due to COVID-19 which resulted in a loss of approximately $962,000 in revenue. MCTC was able to secure $345,620 in revenue (as of June 21, 2021) from 181 face-to-face events that were able to take place. This value also includes deposits for events scheduled and/or rescheduled in this next fiscal year. Sixty-six
virtual events were held online.

Carmen Dunn was nominated for the 2021 Provost’s Unit Award for Excellence in the customer service category.

New clients that signed on to have events at the McKimmon Center in FY2020-2021 included Groundworks/Tarheel Basement Systems, Jacobs Engineering, Capital Financial Management, NC Nursery & Landscape, NC Virtual Academy, NCDOT - Governance Office, Currituck Chamber of Commerce, NC Rural Center, and NCDPS Prison Administration.

In terms of technology upgrades, MCTC added three Zoom Webinar licenses in order to increase the streaming options available to our clients. All technical staff have been trained to direct Zoom Webinars, adding to our ability to provide classes, either in a hybrid format, or completely online. Our Mediasite streaming devices were retired May 17th and are being replaced with Pearl Mini recorders. These devices will provide most of the same options as Mediasite at a greatly reduced annual cost. Plans are being made to upgrade MCTC’s largest space, Room 1, to fully digital control and sound systems, replace current 4:3 screens with 16:10 screens, and replace much of the digital processing equipment with newer, more robust components in order 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 generating some much needed revenue. The McKimmon staff have assisted the Office of Professional Development with adopting technology to move conferences online, which has been a request of many of OPD’s clients. The end result has allowed us to keep short-term conference business, while building a long term new service option.

MCTC Goals and Accomplishments for FY2021-2022 include:

- Increase training/professional development in regard to diversity and inclusion.
- Explore filling positions that became vacant more than a year ago.
- 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 MCTC email marketing campaign (this was put on hold in FY2020-2021 due to the pandemic).
- Continue to push Slack Technologies as the go-to source for communication between CPE units and potentially the entire MCE&CE division.
- Begin projects such as facility projects, installation of new double doors in the annex and the installation phase of restroom renovations.

McKimmon Center Print Services (University Goal 4 - Pursue Organizational Excellence): Print Services (MPS) extended the current lease on their CEI production printers for one more year with the plan to renew a longer term lease during the FY2021-2022 fiscal year. While no upgrades to their printers were necessary this year, MPS plans do have some upgrades when they renew their lease. For the year, MPS made 4,000,000 copies using these printers.
MPS Goals and Accomplishments for FY2021-2022 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) offered 97 courses, 57 lectures, 13 study trips, and two events, with a total enrollment of 6,786 (compared to 8,721 in FY2019-2020 and 10,818 in FY2018-2019).
- Membership totaled 1,030, a 39% decrease from the previous fiscal year’s 1,706 members. A record 49% of the previous fiscal year’s members chose not to renew their memberships. However, the 60% of “normal” that OLLI attained compares favorably with other Osher programs nationally.
- Sixteen percent of the 1,030 members were new to OLLI; 13 of these members were North Carolinians who lived outside the greater Triangle area, 23 were from 15 different states, and one was from Canada. OLLI did no marketing outside of the Triangle, and these far-flung members found OLLI through the Osher network, searches by topic, and referrals from longtime OLLI at NC State members.
- Each fall, OLLI surveys the previous year’s inactive members as both a means to encourage renewal and as a quality control. This year, a question was added related to the pandemic and willingness to Zoom. Results indicated that many would not return to OLLI until in-person learning resumed, and that proved to be the case. The feedback provided a variety of reasons: a preference for in-person learning, a lack of appropriate technology that would make Zoom doable, the need to provide support/caregiving for grandchildren who were learning remotely, and Zoom fatigue for those OLLI members who still work and who have been working virtually.
- Thirty-two NC State current and emeriti faculty members, from 20 different campus units, presented courses/lectures for OLLI. In addition to NC State faculty, 25 instructors came from other colleges and universities, with the remaining 38 instructors drawn from the community. Of the 95 instructors, 25 were also OLLI members.
- 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. NC State faculty presented their research on subjects such as climate change, politics, AI, astrophysics, quantum mechanics, digital privacy, and the pandemic response.
- Despite the challenges that COVID brought, OLLI staff and members of the Program Development Committee and Subcommittees had a great success rate of bringing in new instructors and new content – 80% of courses and lectures were newly developed in FY2020-2021.
- Program quality was also maintained: On end-of-course evaluations for fall and spring semesters, 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 evaluations compare favorably with previous years’ results.

- Thirty-six courses, lectures, and study trips gave OLLI members the opportunity to develop their cultural competency, and included subjects such as local and North Carolina African American history, religion, and gender studies, as well as 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. Instructors who taught on these subjects included NC Poet Laureate Jaki Shelton Green on James Baldwin, and David Zucchino on his book *Wilmington’s Lie: The Murderous Coup of 1898 and the Rise of White Supremacy*, which recently won the 2021 Pulitzer Prize for General Nonfiction.

- Although OLLI membership was at 61% of “normal,” those members who did join were highly engaged. OLLI held 14 extracurricular Zoom events, designed to maintain the social connections that are part of OLLI’s mission. Most were member-led, on a wide range of topics, such as book recommendations, sharing stories of favorite old cars, and a 1991 trivia game in honor of OLLI’s 30th anniversary year.

- Longtime OLLI instructor, Jim Clark, NC State professor emeritus of English, was the 2020 recipient of the John Tyler Caldwell Award, presented by the NC Humanities Council.

- OLLI participated in the delayed 2020 Day of Giving in September and the 2021 Day of Giving in March. OLLI had a strong showing for both Days of Giving, which was significant given the decline in memberships and enrollments that COVID brought. September results: 160 gifts totaling $11,670, which was a #5 showing on the University Priorities Leaderboard, and earned an additional $1,628 in bonus funds. March results: 294 gifts totaling $13,170, #6 on the Leaderboard, and an additional $3,465 in bonus funds (these bonus funds will not be received until FY2021-2022). Additional gifts were solicited throughout the year, which resulted in a fundraising total of $43,932 for FY2020-2021.

- OLLI successfully made the transition to the university’s REPORTER registration system in March.

- Again this year, OLLI members generously contributed to the Feed-the-Pack on-campus food pantry. Two drive-up events in December and April collected a total of 1,410 pounds of food. In July, OLLI members sewed/or contributed more than 125 facemasks for a project organized by Raleigh Organizing Against Racism (ROAR); the facemasks were designated for those in financial need, including home health and child care workers.

**OLLI Goals and Accomplishments for FY2021-22 include:**

- FY2021-2022 will be a period of adjustment as we return to our physical classroom space. We have a minority of OLLI members who wish to continue on Zoom, while a clear majority prefer to learn in person. Figuring out the right balance of Zoom vs. Room will be a focus of attention in the coming year.

- OLLI members were also not immune from the physical, psychological, economic, and family disruption impacts brought by COVID-19. We expect that a portion of our FY2020-2021 inactive members will not be returning in the short term, and marketing to new audiences will be important in FY2021-2022.

- We welcome a return to a more “normal” OLLI, where social contact and serendipitous conversations will lead to more typical levels of member volunteering, which is so key to program success.
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) adopted a new technology that enabled the office to serve its clients in a new way. At the beginning of the COVID-19 pandemic, many of OPD's courses moved online, which lends itself to courses more than conferences. In order to hold conferences online, new technology was required that enabled interaction among participants and exhibitors, speakers, and sponsors. Such technology was developed by Ungerboeck, the company that McKimmon has been doing business with since the mid-1990's. In 2020, the module was purchased and the staff was trained to offer virtual conferencing to existing clients. The end result was the ability to serve clients whose conferences would have been canceled or clients who would have turned to another service provider. Conferences that were saved include the State Board of Elections (2020 and 2021 conferences), State Construction Conference, State Energy Conference and the North Carolina Community College System Conference. These conferences alone had combined attendance of over 3,600 participants. McKimmon Center personnel were also key in adopting this technology.

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 standards of excellence.

OPD’s revenues for this fiscal year is $1.96 million as compared with the $2.50 million in revenues received this past fiscal year. The majority of this decrease in revenue is directly related to the COVID-19 pandemic. When possible, several events impacted by COVID-19 were postponed (rather than cancelled) until the 2021-22 fiscal year.

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

- RACE ONLINE (DPI)
- RACE LIVE (DPI)
- Meet Up and Eat Up Training Videos (DPI)
- New Sponsor Training Online (DPI)
- Insect Diet Science and Technology (Department of Entomology and Plant Pathology, NC State University)
- New Administrator Training (DPI)
- Insect Rearing Systems Operations (Department of Entomology and Plant Pathology, NC State University)
- Design and Control of Insect Rearing Systems (Department of Entomology and Plant Pathology, NC State University)
- Sponsorship: 2020 Sustainable Fleet Technology Virtual Conference
- WIC Vendor Summit
OPD Goals and accomplishments for FY2021-2022 include:

- Integrate virtual conference services into the services offered regularly to OPD’s clients as a new product line
- 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 transitions, including doing away with several discounts, and increasing course prices to be more competitive in the market. Total revenue for this year is $178,550 as of June 21, 2021. The COVID-19 pandemic has affected the registrations for TT classes and all of the technology training offerings have been available online. We will be scrutinizing the TT portfolio and likely will be phasing out many of the open enrollment offerings in this suite of programs if they do not perform well in this fiscal year. This unit is now considered a product line of OPD and no longer its own unit. New digital skills bootcamps that are largely being facilitated out of the Vice Provost’s office along with Finance and Administration and Marketing Services, are proving to be the future of technology training offerings.

TT Goals and accomplishments for FY2021-2022 include:

- 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
- Work with instructors to create more certificate programs and look at new trending technologies

Vice Provost’s Office - CEU Administration (University Goal 1 - Enhance Student Success): CEU administration continued to support on-campus and external clients with revenues of $24,845 as of June 21, 2021. Three new clients requesting CEUs came on board in 2020.

CEU Goals and accomplishments for FY2021-2022 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
The Collaborative at the Gateway Technology Center (TCGTC) (University Goal 1 - Enhance Student Success) and (University Goal 5 - Engage Locally and Globally): The Collaborative at the Gateway Technology Center operated on a modified schedule due to the COVID-19 pandemic. Several programs transitioned to online or canceled altogether. There were 223 people served during FY2020-2021 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 256 students have graduated from university degree programs offered face-to-face through May 2021, in Rocky Mount. NC State started their seventh cohort of the Master of School Administration program in May 2020 with 11 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 face-to-face. There were 16 students participating in the FY2020-2021 session. The instructor for the class surveyed the students and they preferred a synchronous distance learning format for the class due to COVID concerns.

The Collaborative was able to resume in-person proctoring for the spring semester 2021. The capacity was limited to adhere to COVID compliance so we were able to proctor 27 exams to students from ECU and UNC Pembroke.

The Collaborative will partner with the NC State College of Education and NC-MSEN to host a virtual STEM Scholars program. Students from Nash, Edgecombe, Wilson, Halifax, Pitt, North Hampton and Wake counties have expressed interest in participating in the program.

The Collaborative will offer a Veterinary Camp with the NC State College of Veterinary Medicine in-person at the GTC in June 2021. There will be 21 diverse students from multiple counties in attendance.

In terms of notable accomplishments, The Collaborative operated with only one staff member for most of the fiscal year. Sara Hughes retired in the fall of 2020. Much credit is deserved to Sophia Crudup for coordinating the proctoring and summer camps of 2020. This year, the Collaborative also implemented the REPORTER registration system to allow all prospective camp participants to apply and then register and pay online. The unit also was allowed to offer in-person proctoring services, following the protocols of ECU and NC State universities.

The Collaborative Goals and Accomplishments for FY2021-2022 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.
- Fill the position left vacant when Sara Hughes retired.
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. UCPLC served 5,005 people through 7 programs in the FY 2020-2021 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. Even with COVID-19, the UCPLC provided supplies and sessions of the Wisdom Tooth Program to 4,722 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 of 2020, Peacemakers has hosted nine week-long HTH Boot Camps resulting in 60 participants who completed the program.

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 Corps 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. Although the camp was prepared to be offered virtually, it was held over two weeks in order to ensure physical distancing among participants. 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 returned to their classrooms in Nash, Edgecombe, Halifax, Northampton, and Wilson counties, the UCPLC provided quality STEM and the Engineering Design Process professional development to staffers. The impact of the professional development opportunities reached 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 took place in 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. The program paused during the pandemic but resumed in the spring of 2021 as area schools resumed holding sessions in person.

A total of 20 UCPLC Program Offerings for this fiscal year aligned with the mission of the council and the university. These efforts offered over 1,000 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.

**UCPLC Goals and accomplishments for FY2021-2022 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.