



**NORTH CAROLINA COMMUNITY COLLEGE SYSTEM**

***R. Scott Ralls, Ph.D.***

***President***

May 28, 2009

**MEMORANDUM**

TO: Presidents  
Business and Industry Directors  
Senior Continuing Education Officers  
Chief Financial Officers

FROM: Glynda Lawrence, Associate Vice-President  
Economic Development - East  
President's Office

Maureen Little, Associate Vice-President  
Economic Development - West  
President's Office

SUBJECT: Customized Training Program Guidelines

On May 15, 2009, the State Board of Community Colleges (SBCC) approved the amended Customized Training Program Guidelines. The amended Guidelines acknowledge a base allotment of administrative and instructional funds to support business and industry services. In addition, the Guidelines now allow administrative allowance earned during the current fiscal year to be carried forward and expended in the following fiscal year. It should be noted that this carry forward will only be approved for active Customized Training Program projects and when combined with the base allotment of administrative funds, cannot exceed \$100,000.

Attached you will find the SBCC-approved Customized Training Program Guidelines, with amendments in bold. The amendments are effective immediately. The Regional Customized Training Directors will be working with each college to determine the appropriate amount of administrative allowance to be carried forward for each of the Customized Training Program projects at your individual college.

Attachment

CC09-014  
Email

# NORTH CAROLINA COMMUNITY COLLEGE SYSTEM

## CUSTOMIZED TRAINING PROGRAM

### HISTORY AND BACKGROUND OF THE CUSTOMIZED TRAINING PROGRAM

The Customized Training Program supports the economic development efforts of the State by providing education and training opportunities for eligible businesses and industries. Amended in 2008, this program combines the New and Expanding Industry Training Program and the Customized Industry Training Program to more effectively respond to business and industry (G.S. 115D-5.1). The Customized Training Program also includes the former Focused Industry Training Program and shall offer programs and training services to assist new and existing business and industry to remain productive, profitable, and within the State.

The program was developed in recognition of the fact that one of the most important factors for a business or industry considering locating, expanding, or remaining in North Carolina is the ability of the State to ensure the presence of a well-trained workforce. The program is designed to react quickly to the needs of businesses and to respect the confidential nature of proprietary processes and information within those businesses.

### PROGRAM GUIDELINES

The following Customized Training Program guidelines were adopted by the State Board of Community Colleges on August 15, 2008; **amended on May 15, 2009.**

### PURPOSE

The purpose of the Customized Training Program is to provide customized training assistance in support of full-time production and direct customer service positions created in the State of North Carolina, thereby enhancing the growth potential of companies located in the state while simultaneously preparing North Carolina's workforce with the skills essential to successful employment in emerging industries.

**Colleges will receive an annual base allotment of Customized Training Program funds to support business and industry services. This annual base allotment will include an administrative and an instructional component.**

### ELIGIBILITY

Those businesses and industries eligible for support through the Customized Training Program include Manufacturing, Technology Intensive (i.e., Information Technology, Life Sciences), Regional or National Warehousing and Distribution Centers, Customer Support Centers, Air Courier Services, National Headquarters with operations outside North Carolina, and Civil Service employees providing technical support to US military installations located in North Carolina.

In order to receive assistance, eligible businesses and industries must demonstrate two or more of the following criteria:

- ◆ The business is making an appreciable capital investment;
- ◆ The business is deploying new technology;
- ◆ The business is creating jobs, expanding an existing workforce, or enhancing the productivity and profitability of the operations within the State; and
- ◆ The skills of the workers will be enhanced by the assistance.

Resources may support training assessment, instructional design, instructional costs, and training delivery for personnel involved in the direct production of goods and services. Production and technology support positions are also eligible for training support.

Full-time probationary employees of qualified Customized Training companies are eligible for training delivered by the community college.

The use of Customized Training funds requires that trainees are paid by the company for all time during training hours.

### EXPENDITURE GUIDELINES

#### *Salaries, Wages, and Related Expenses*

- ◆ The following priorities will be given to the recruitment and utilization of instructors for Customized Training Program projects: 1) community college permanent or part-time employees; 2) contractors of the community college; and 3) company personnel. It shall be the responsibility of North Carolina Community College System staff and local community college staff to determine the appropriate length and provision of training. This information will be indicated in the Project Profile submitted for approval.
- ◆ Reimbursement for company instructors will be made at a 6:1 or greater trainee to trainer ratio.
- ◆ In those cases when community college staff or contractors are used for instruction, they will be compensated directly in accordance with existing policies and guidelines. In addition to costs of instruction, which includes travel expenses and course preparation time, community college staff or contractors may be reimbursed for costs associated with job analysis, training needs assessment and instructional design. The payment of social security taxes and other employee benefits to community college employees will be made in accordance with existing policies and procedures of the college.
- ◆ Employees of the client company may be used as instructors if community college staff or college contractors with the appropriate expertise are not readily available. The community colleges have the responsibility in such circumstances to insure that all trainees are registered and to monitor the instruction so as to assure that it is being delivered according to the Training Plan and Project Profile.

In such cases where company personnel are used as instructors, the company will be reimbursed the normal hourly rate of pay, less benefits, not to exceed a maximum of \$30.00 per hour. In addition to actual hours of direct instruction, compensation for additional time devoted to training program preparation may be recommended by the Regional Customized Training Director and authorized by the Associate Vice-President for Economic Development for the North Carolina Community College System. This amount may not exceed 15 percent of the scheduled training hours or a maximum of 80 hours total. Wages may not be paid to prospective trainers while they are trainees in production operations, and under no circumstances may funds be used to pay trainee wages or salaries. The cost of materials may not be included as an allowance expense if the materials will be part of a marketable product for the company.

- ◆ Colleges will receive a 10 percent administrative allowance based upon the current fiscal year expenditures that support an approved Customized Training project. Clerical staff, administrative personnel, and project coordination staff may be employed by a community college expressly for direct services related to a specific project if recommended by the Regional Customized Training Director and approved by the Associate Vice-President for Economic Development. Funding for these positions will not be included in the calculation of college administrative allowance.
- ◆ **Administrative allowance earned during the current fiscal year may be carried forward and expended in the following fiscal year. The combination of funding of the annual base allotment to support business and industry services and the available carry forward shall not exceed \$100,000.**
- ◆ When recommended by the local community college and the Regional Customized Training Director and approved by the Associate Vice-President for Economic Development, Customized Training Program funds may also support training of community college instructors for skill acquisition of strategic technologies associated with a Customized Training Program project. The purpose of these expenditures will be to support specialized college instructor training for skills deemed important for future support of employers within the college's service area.

#### *Travel Expenses*

- ◆ Community college instructors may be reimbursed for travel expenses in accordance with local established travel policies and procedures.
- ◆ Out-of-state residents, employed or reimbursed directly by the company, may be temporarily assigned as training instructors and reimbursed for their expenses after having trained six or more company employees. The number of individuals per project supported for travel to the state is subject to negotiation and prior approval, and under such circumstances they will be limited to:
  - a) a maximum of twelve (12) weeks per diem at the currently approved in-state rate.
  - b) one round-trip air fare (coach class, reimbursed at a 14-day prior purchase rate) or

- cost equivalent for each of the two complete or partial six-week periods of supported state residency.
    - c) local travel allowances as authorized by the Regional Customized Training Director prior to departure.
  - ◆ In-state residents serving as instructors and employed by the company may be reimbursed for previously authorized out-of-state travel after having returned and trained six or more company employees in the knowledge or skills acquired as a result of the out-of-state travel. The intent of the out-of-state travel will be to acquire knowledge or skills necessary for project instruction.
- The number of individuals supported for out-of-state travel per project is subject to negotiation and prior approval, and under such circumstances they will be limited to:
- a) a maximum of six weeks per diem at the currently approved out-of-state rate. Per diem allowances for international travel may be adjusted for actual cost differences in different locations.
  - b) one round-trip air fare (coach class, reimbursed at a 14-day prior purchase rate) or cost equivalent to location of the temporary assignment.
  - c) local travel allowances as authorized by the Regional Customized Training Director prior to departure.

### *Training Facilities*

- ◆ Community colleges may be reimbursed for costs associated with providing dedicated training facilities for Customized Training projects. Reimbursement to the college may be provided for the period required by the client company for dedicated temporary training space, not to exceed twelve months in duration. Funding for training facility costs will not be calculated into the college's administrative allowance.
- ◆ For training provided at existing college facilities, the college may be reimbursed a reasonable cost share of utilities (including electricity, gas, oil, water and sewer) for the space provided to the Customized Training project. If suitable space is not available at a community college permanent facility, colleges may also be reimbursed for the costs of leasing space on a temporary basis. In such cases, colleges may be reimbursed the reasonable costs of leasing, utilities, maintenance, trash and garbage service, protective and security services, and insurance costs. Colleges may not lease temporary training space from Customized Training client companies or their subsidiaries.
- ◆ Colleges may be reimbursed for reasonable costs associated with necessary alterations to facilities to accommodate the training. Pursuant to G.S. 143-34.40, 143-15.3A, and 143-23(a), these reasonable costs cannot be considered as capital expenditures and must be approved by the Associate Vice-President for Economic Development prior to the initiation of the project.

Client companies may not be reimbursed for the leasing of training or other facilities through the Customized Training Program. They may, however, be reimbursed the

reasonable costs of transporting, installing, and removing training equipment to and from community college-provided training facilities. Customized Training funds may not be used to make repairs or improvements to company-owned equipment.

### *Training Materials, Supplies, and Equipment*

- ◆ The State may provide necessary classroom and training-related supplies and materials in support of a specific training project.
- ◆ Media development services may be provided if recommended by the Regional Customized Training Director and approved by the Associate Vice-President for Economic Development.
- ◆ The State may provide, install, and maintain at the training site, standard items of equipment normally associated with vocational/occupational training as available and typically used within the North Carolina Community College System.

### APPROVAL PROCEDURES

- ◆ Project Profile and Developmental Authorization forms must be approved by the local community college Director, the community college President, and the Regional Customized Training Director and submitted for approval prior to project initiation. The Project Profile must include total estimated project costs and a project time frame, not to exceed 36 months in duration after project approval. Time frames and project costs may be amended according to project training needs with prior approval from the Associate Vice-President for Economic Development.
- ◆ Approval for projects with estimated total expenditures less than \$50,000 may be made by the Associate Vice-President for Economic and Workforce Development. Projects in excess of \$50,000 must be approved by the Associate Vice-President for Economic Development and submitted by the Associate Vice-President for secondary approval to a Joint Community College/Department of Commerce Review Panel consisting of a designee of the President of the North Carolina Community College System and a designee of the North Carolina Secretary of Commerce.
- ◆ Project expenditures must be in accordance with the approved Project Profile and may not exceed the amount indicated in the profile without prior amendment and approval.

### CAPACITY BUILDING

#### *10 Percent/5 Percent Funds*

- ◆ Up to 10% of the college-delivered Customized Training Program expenditures and up to 5% of the contractor-delivered Customized Training Program expenditures for the prior fiscal year may be appropriated by the State Board of Community Colleges to each community college for capacity building through the development of human capital.

- ◆ The community college shall identify instructional delivery deficiencies and how receipt of these funds will address such deficiencies.
- ◆ These funds shall be used for instructor/trainer skill-specific training, certifications, and development of instructional materials at the local level.
- ◆ A projected budget shall be submitted to the Associate Vice-President of Economic Development for approval.
- ◆ Community colleges shall evaluate the impact of these capacity-building funds. The results of this impact evaluation shall be shared with the State Board of Community Colleges within the Joint Legislative Education Oversight Committee Annual Report. Future allocations will be dependent upon demonstration of local instructional services capacity building.

#### *Eight Percent Set-Aside Funds*

- ◆ Up to 8% of the annual Customized Training Program budget may be appropriated by the State Board of Community Colleges for the support of regional community college personnel to deliver Customized Training Program services to business and industry.
- ◆ Under the direction of the Associate Vice-Presidents of Economic Development and the Regional Customized Training Directors, regional support positions will be identified and placed strategically at community colleges to maximize training services to business and industry throughout the State.
- ◆ These regional support positions will be contracted on a 12-month basis and will be re-evaluated at the completion of each contract. Funding may be allotted to the colleges for these regional support positions for up to 18 months.
- ◆ These 8% funds can be used for salary, fringes, travel, subsistence, supplies and materials, and training certifications.
- ◆ The regional support positions will be evaluated at the end of each contract to determine if the strategic initiative of capacity building within the System is being accomplished. The results of the evaluation process will determine future location of such positions. The results will be shared with the State Board of Community Colleges within the Joint Legislative Education Oversight Committee Annual Report.

#### GUIDELINES EXCEPTION

- ◆ In unusual or extenuating circumstances, the Associate Vice-President for Economic Development may recommend to the President of the North Carolina Community College System and the Secretary of the North Carolina Department of Commerce exceptions to these Guidelines. Exceptions will be documented in a written format and included with the appropriate Project Profile form.