

**Progress of Strategic Plan Tactics
2nd and 3rd Quarters 2021**

Tactic	Q2 2021 (Apr-June)	Q3 2021 (July-Sept.)	Change	Pandemic Impact (Q2)
Student Interest and Access				
Career Coach Implementation	Monitor	Monitor	⇨	Moderate
DHHS Education Navigator	Monitor	Celebrate	↑	None
Hispanic/Latino Outreach Initiative	Celebrate	Celebrate	⇨	None
Marketing and Communications	Celebrate	Celebrate	⇨	None
Online Learning Innovation	Celebrate	Celebrate	⇨	None
Clear and Supported Pathways for Student Progress and Success				
Accelerating Student Readiness	Monitor	Monitor	⇨	Moderate
Advising & Student Support Redesign	Celebrate	Celebrate	⇨	Moderate
Articulation of Credit and Alignment of Pathways	Celebrate	Celebrate	⇨	None
Courage to Credits	Monitor	Monitor	⇨	Moderate
Diversity, Equity, and Inclusion	Celebrate	Celebrate	⇨	None
Finish First NC	Celebrate	Celebrate	⇨	None
Guided Pathways	Celebrate	Celebrate	⇨	Minimal
Minority Male Success Initiative	Celebrate	Celebrate	⇨	Moderate
Prior Learning Sources and Assessments	Celebrate	Celebrate	⇨	None
Economic and Workforce Impact				
NC Workforce Credentials	Celebrate	Celebrate	⇨	Minimal
Proactive Industry Engagement/Economic Recovery	Celebrate	Celebrate	⇨	None
Work-based Learning	Monitor	Monitor	⇨	Moderate
System Effectiveness				
Business Intelligence (Data Warehouse)	Monitor	Monitor	⇨	None
IT Infrastructure Transformation and Cybersecurity	Celebrate	Monitor	↓	Minimal
NCCCS Dashboards	Celebrate	Celebrate	⇨	None
Workforce Development Focused IT	Monitor	Monitor	⇨	None

Coding of pandemic impact:

None (blue)= There have been no negative impacts related to the pandemic (maybe meetings or instruction/services are now online, but the work can continue without any problems)

Minimal (tan)= Impacts are minimal and can be managed fairly easily; or impacts experienced earlier in the quarter have been resolved by the end of the quarter; or there has been a mix of negative and positive impacts but the net effect is minimal

Moderate (gold)= There are noteworthy impacts to the tactic's progress (e.g., timelines shifted significantly; events or activities cancelled or shifted significantly; or challenges are increasing)

Severe (red)= The pandemic and/or its effects pose a serious threat to the progress of the tactic

Tactics previously implemented** (not included in the table above):

- Apprenticeship Expansion
- Basic Skills Plus & Integrated Education and Training
- Construction & Contractor Careers Rebranding
- Employability Skills Alignment Project
- Establishment of System Advisory Council
- Financial Aid Leadership Academy
- Implementation and Oversight of Strategic Plan
- NC Student Aid Study Group
- Short-term Workforce Training Funding
- Student Services Leadership Academies
- Study of Programs for Students with Intellectual and Developmental Disabilities
- Transform IT Service Management (ServiceNOW)
- Workforce Program Cost Study

***"Implemented" means a tactic has already achieved its original goal – either a quantitative milestone has been reached or specific actions/deliverables that defined the tactic were carried out or completed.*

Tactic Status

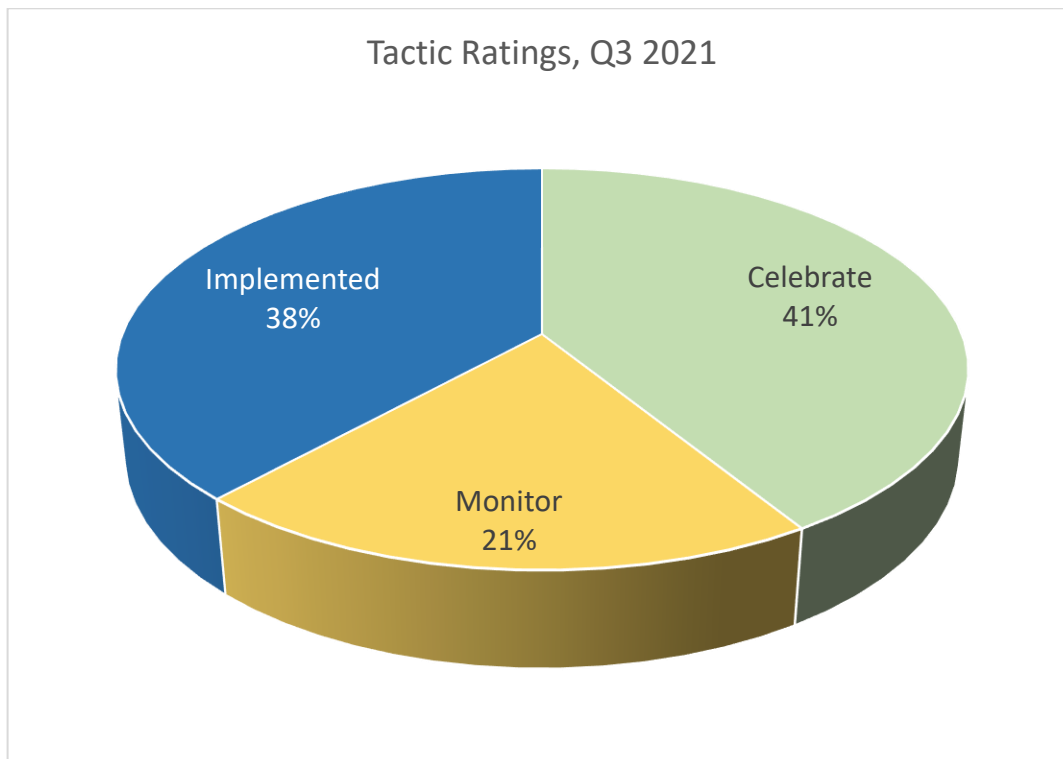
Each quarter, System Office staff that are responsible for strategic plan tactics submit quarterly updates on tactic progress, and they rate progress during the quarter in consultation with Vice Presidents. The rating categories are as follows:

- *Celebrate*: Tactic is on track and no significant obstacles exist.
- *Monitor*: Internal or external challenge(s) could impede progress toward tactic aims; senior leadership is aware and monitoring the situation.
- *Escalate*: Significant challenge(s) put the tactic at risk; senior leadership may intervene to help resolve problems.

As shown in the table above, the vast majority of tactic ratings remained the same in the third quarter of calendar year 2021 as in the second quarter. Examples of significant progress made during the July through September quarter include the following:

- **Diversity, Equity, and Inclusion** tactic: The Diversity, Equity, and Inclusion Task Force completed its work and presented its findings to the NC Association of Community College Presidents. These recommendations came before the State Board of Community Colleges at the beginning of the 4th quarter.
- **Articulation of Credits and Alignment of Pathways** tactic: President Stith and President Hans signed a Comprehensive Articulation Agreement in August to increase opportunities for community college students to transfer to public university teacher preparation programs.
- **Prior Learning Sources and Assessments** tactic (also known as Credit for Prior Learning) - The State Board voted to amend the State Board Code to strengthen the ability of students to earn credit toward curriculum programs through certain Continuing Education coursework. (Recommendations came before the State Board in September and October, and the Code change went into effect November 1.)

As shown in the pie chart and table below, seven tactics (21%) were rated as “Monitor” for the July through September 2021 quarter, 14 tactics (41%) were rated as “Celebrate,” and 13 tactics (38%) have already been implemented. No tactics were rated “Escalate” this quarter.



2021 Q2 Tactic Rating	# of Tactics
Escalate	0
Monitor	7
Celebrate	14
Implemented	13
Total Tactics	34

Pandemic Impacts

The majority of active tactics have not been impacted by the pandemic this quarter or have only been impacted in a minimal way (such as events or training occurring online).

Staff continue to monitor the Work-based Learning tactic, which is one of the tactics that has been most negatively impacted by the pandemic. In some cases, employers have pulled back from offering work-based learning experiences (through the Work-based Learning course, clinicals, and other forms of work-based learning). Activity has generally improved as the economy has more fully opened up, but some opportunities continue to be more limited.

Other tactics that have been affected by the pandemic are those that rely on robust student/staff interaction or those where resources had to be reallocated for other purposes.

Negative Pandemic Impact on Active Tactics	# of Tactics
None	12
Minimal	3
Moderate	6
Severe	0
Total Active Tactics	21