



Land of Sky P20 Council

May 16, 2022 Meeting Materials

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Land of Sky P20 Council

2022 Quarter II Meeting: May 16, 2022

11:30AM-1:30 PM (Lunch Included)

Western Carolina University: Biltmore Park Town Square

Classroom 336



Partnerships from
Pre-K to Post-Grad

Agenda

- I. Welcome, Agenda Review & Opening Activities
 - a. Welcome to New Members and Attendees
 - b. Review of January 31, 2022 Meeting Minutes
 - c. Executive Director's Report
 - i. CTE Video for Employers: Increasing Communication between Educators & Employers
 - ii. Recognition of the John M Belk Endowment Fund Distribution: Action for Implementation Measures Grants
- II. Infrastructure of P20 Council
 - a. Context: Timeline & Future Action Teams
 - b. Member Benefits: P20 Perspectives from other states
 - c. Develop LOS P20 Mission Statement - Vital Clarity

Lunch Break (10-15 minutes) - Working Lunch
- III. Infrastructure of P20 Council (continued)
 - a. Context
 - b. Preview of draft LOS P20 Vision Statement - Vital Clarity
 - c. By-Laws Review and Approval Process
 - i. Establishment of an Executive Committee
- IV. Closing Comments and Adjourn

Upcoming Action Team Meetings: Choose which Action Team you want to serve on by May 23rd; first meetings start in June

Upcoming P20 Council Meetings: September 1st & December 1st 2022, 11:30-1:30

Roster, Land of Sky P20 Council

- Dr. Tony Baldwin, Superintendent, Buncombe County Schools
- Ms. Amy Barry, Executive Director, Buncombe Partnership for Children
- Ms. Brittany Brady, President, Henderson County Partnership for Economic Development
- Dr. Kelli Brown, Chancellor, Western Carolina
- Dr. John Bryant, Superintendent, Henderson County Public Schools
- Dr. Nancy Cable, Chancellor, UNC Asheville
- Mr. Jack Cecil, President, Biltmore Farms
- Ms. Kit Cramer, President & CEO, Asheville Area Chamber of Commerce
- Dr. Mark Dickerson, Assistant Superintendent, Asheville City Schools
- Mr. Tony Floyd, President, Mars Hill University
- Mr. Reginald Gaither, Senior Manager, Human Resources, Meritor
- Mr. Norris Gentry, Interim County Manager, Madison County
- Dr. John Gossett, President, A-B Tech CC
- Mr. Chip Gould, President, Cason Companies
- Mr. Mike Hawkins, President, Pisgah Enterprises
- Dr. Will Hoffman, Superintendent, Madison County Schools
- Ms. Jaime Laughter, Manager, Transylvania County
- Dr. Laura Leatherwood, President, Blue Ridge CC
- Mr. Greg Lowe, President, HCA North Carolina Division
- Dr. Paul Maurer, President, Montreat College
- Dr. Jeff McDaris, Superintendent, Transylvania County Schools
- Mr. Michael Meguiar, Vice President of Global Operations, ThermoFisher Scientific
- Mr. John Mitchell, County Manager, Henderson County
- Ms. Avril Pinder, County Manager, Buncombe County
- Mr. Nathan Ramsey, Executive Director, Land of Sky Regional Council
- Ms. Carol Steen, President, WNC Human Resources Association
- Ms. Deb Tibbetts, Executive Director, Smart Start of Transylvania County



Partnerships from Pre-K to Post-Grad

Mr. Jack Cecil
Biltmore Farms

Dr. Michael Dempsey
Lenoir-Rhyne University Asheville

Dr. John Gossett
A-B Tech Community College

Dr. Laura Leatherwood
Blue Ridge Community College


Dr. Gene Loflin
A-B Tech Community College

Mr. Nathan Ramsey
Land of Sky Regional Council

Dr. Bill Sederburg
Retired College President

LAND OF SKY P20 COUNCIL

Executive Director Report: May 16, 2022

<u>TACTICS</u>	<u>OUTPUTS</u>	<u>INTERMEDIATE OUTCOMES</u>	<u>IMPACT</u>
<p>1. Completed project pertaining to P20's stated "pathfinder" focus (ncIMPACT terminology) at their first convening and vetted the project's timeline and focus with the key stakeholders involved (Career & Technical Education Directors, Career Development Coordinators and the Regional DPI Manager for Career & Technical Education)</p>	<p>The pathfinder project is a product of the P20's first identified priority, and agreed upon, by its members at its first convening. Their priority was to "increase communication between employers and educators".</p> 	<p>A short 'public service announcement' filming was completed by P20's Executive Director. View it here: https://www.losp20.org/cte/ It features educators and students within Career & Technical Education (CTE) departments in the five school districts that comprise the Land of Sky region. This video is targeted for employers to help them understand the many avenues in which they can become involved in K12 CTE departments, such as serving as members or</p>	<p>The overall impacts for this video are to have more employers aware of how CTE departments are laser focused on preparing the emerging workforce for the jobs of tomorrow. They also should be aware of how they can participate and even lead discussions with both educators and students and have a voice in the curriculum plans for CTE departments across the region.</p>




leading Advisory Boards (a statutory requirement implemented in NC in 2019).

2. P20's Executive Director became a member of the [NC Workforce Credentials Core Team](#), being led by the NC Community College system and consultant Cynthia Liston.

P20 is the only local myFutureNC collaborative participating on this core team, which already included representation from key partners, such as DPI, myFutureNC, workforce development boards, the Economic Development Partnership of NC, and others.

There is a direct correlation between P20's local attainment goal (securing an additional 10K in a credentialed workforce by 2030) and the statewide effort to categorize these based on industry sector, promote them to students/job-seekers, and create a process for training providers to submit additional credentials for consideration. The [website](#) launched in March and six additional sectors need to be

The P20 Executive Director will be available to assist entities that would like to submit additional credentials to be considered for the list. [The application process \(8 pages\)](#) is quite detailed and the P20 Council can aid our community colleges, workforce development boards and CTE partners in submitting this application, if/when its applicable for their needs. The ultimate impact is for P20 members to be advocates for this important statewide initiative as there are many benefits to both employers and students/job-seekers to know which credentials will lead to

		<p>analyzed. The Executive Director will assist with the Summer 2022 panels to facilitate listening sessions with employers attending those meetings.</p>	<p>sustainable-wage employment in their local areas. P20 will be the LoS's lead entity in getting this information to stakeholders and informing them of its value towards measuring our progress towards closing the attainment gap.</p>
<p>3. Representatives from the P20 Council and its Executive Director attended and presented at the UNC ncIMPACT March forum.</p>	<p>Opportunity to engage with other collaboratives and present on the Land of Sky's work and path forward.</p> 	<p>Ensure strong integration between local work in conjunction with this statewide platform and myFutureNC's partnership with this UNC team.</p>	<p>This forum serves as a network of the 15 collaboratives statewide that are supported by the ncIMPACT team. The next forum takes place in Asheville on July 20-21 and 8-10 members of the Council can attend.</p>




4. P20 Executive Director is pursuing a data collection framework alongside Western Carolina University.

Collaborative work is centered around credential attainment. However, existing data tools fail to completely capture continuing education completions and aren't timely enough for local decision-making to respond quickly. One, or two graduate interns from WCU (higher education and/or data analytics departments) will be

The goal is to have a [local plan and tool/medium \(such as software\) in place that can be viewed and used by Land of Sky stakeholders](#) and can be replicated by other local collaboratives statewide.

The impact would be to have a system in place that captures credential completions for all local training providers that's available in real-time and integrates with local job opportunities.

	<p>employed by P20 in Summer 2022 to create a local tool.</p>		
<p>5. The Collaborative has a John M Belk Endowment budgetary line item for community engagement strategies. In the effort to engage partners in employing implementation tactics across its four strategic directions, P20 opened an “Action for Implementation Measures” (aka “AIM”) proposals’ submission period. This was included in P20’s first newsletter, and sent to 338 contacts (growing daily).</p>	<p>AIM proposal applications (\$12,500) were opened in late February and received 25 applications. As the fiduciary agent of the John M Belk funds, the Collaborative evaluated applications using a standardized rubric. The four chosen awardees were notified on March 21st and signed MOU’s at the delivery of their funds.</p> 	<p>Intermediate outcomes are to produce results across the four counties and the four strategic directions by engaging community partners in the implementation work that was planned for and outlined in the Collaborative’s strategic plan.</p>	<p>Diversity of ideas to be carried out through stakeholder’s implementation tactics will result in increased early education enrollment, K12 success, postsecondary enrollment/completion and employer credential alignment.</p>

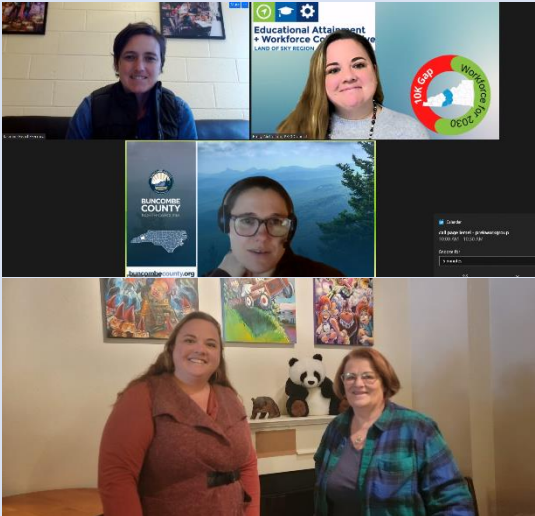


6. Old domain (landofskycollaborative.org) completed shifted to new website: LOSP20.ORG

Website updated to reflect that the P20 Council is the lead entity for this work and stakeholders can use the site for a variety of resources. [Second newsletter](#) sent out with the goal to send monthly. Open rates improved from the

Intermediate outcome is to produce relevant and timely information to visitors of the site.

The website should be a resource for job-seekers, students, employers, partners to understand our collaborative mission and connect to resources that will aid in the region's credential attainment.

	<p>first one (47%) to the second one (60%).</p>		
<p>7. For consistent messaging, ED developed a holistic presentation to use for 1:1 or group meetings to explain the Collaborative’s history, mission and path forward with P20 at the helm.</p>	<p>A few presentations, some virtual and in person, include those to the: members of Buncombe & Henderson County leadership (pictured below); Dogwood Health Trust, Land of Sky Regional Council, Transylvania County Council, CTE networks, and Mountain Area Workforce Development Board. Various 1:1 discussions with other stakeholders have taken place and continue.</p> 	<p>The investment of time into this resource will ensure that partners receive consistent messaging regarding the Collaborative and P20 and this can be used across domains over time by the ED and members of the Steering Committee, as needed/appropriate.</p>	<p>The Collaborative and P20 have a lot of ground to cover in spreading the word about its goals and strategies. The ED, Steering Committee and members of the P20 Council should be advocates for comprehensively explaining the path and purpose of this important work. A new, brief, booklet explaining P20’s origin and purpose will launch at the May 16 P20 meeting and can be provided to any stakeholder.</p>

<p>8. P20's Executive Director became a member of the core planning team for the 2022 State of the Workforce Survey to ensure that questions were edited/added pertaining to employer credentialing needs of their future workforce (last survey complete in 2018 – results can be viewed here).</p>	<p>State of Workforce survey planning process complete; stakeholder discussion for 10 county region held Feb 22nd with a P20 presentation included in the agenda, survey launched in March and will run through May 31st. Mountain Area Workforce Development Board entered into contract with RTI (\$25K), with P20 obligating ~\$5K for the survey edits required for re-design of survey for new credentialing questions.</p>	<p>The survey will provide important indicators for training providers of the region on what employers are prioritizing for their future workforce needs.</p>	<p>P20 will be a voice for both employers and training providers to ensure alignment among the two for local occupational growth opportunities and the credentials aligned as such. The 2022 Survey will produce more responses than what was captured in 2018 (>723).</p>
<p>9. Initial marketing of P20 employed.</p>	<p>Collaborative & P20 members received masks in early January</p> <p>featuring the collaborative's logo. Entered into a contract with a</p>	<p>Consistent marketing across mediums will expand P20's footprint in the region.</p>	<p>Awareness of P20 is necessary to ensure more individuals in the community understand the importance of reaching our local credential attainment goal.</p>

digital media company; with the first objective complete in



developing the P20 logo with the same design framework as the Collaborative's logo.

10. The Collaborative's Steering Committee will continue to meet bi-monthly with a close review of revenue & expenditures on each agenda.

Steering committee has met twice in 2022; with the first focusing on a detailed look at the JMBE budget/path forward and the second focusing on confirming the local attainment goal (a priority identified by myFutureNC & ncIMPACT).



The steering committee will continue to be the stewards of the JMBE funding and will act as the fiduciary agent for all current and future JMBE funds to ensure alignment of expenses to its strategic plan and approving purchases above \$2,500 that the ED presents.

JMBE funds will be used to advance Land of Sky's credential attainment and the expenditure of funds will be executed for implementation strategies across the Collaborative's/P20's four strategic directions.

<p>11. The EDA Good Jobs Challenge application was submitted on February 4th. The complete application available here</p>	<p>The application was titled “CHAMPS” which stands for “Challenge for Healthcare and Advanced Manufacturing Pathways”</p> <p>The P20 Council was the system lead applicant with 3 sub awardees targeted: Blue Ridge Community College, A-B Tech Community College, and the Asheville Chamber. The total budget was for \$10,930,145 for 3 years.</p>	<p>The immediate outcome (should our application be accepted among the 509 applicants) would be to equip Blue Ridge Community College, AB Tech and the Asheville Chamber with the infrastructure and staffing funding that will increase enrollments in respiratory therapy and machining programs and other targeted continuing education programs. The grant template can be used to secure additional funding and become a working model for additional employment sectors.</p>	<p>The ultimate impact of the initiative will be to train 800 trainees in the healthcare and manufacturing industry sectors; two of the largest growing industries in Western NC. Notification of decisions expected between July-September 2022.</p>
<p>12.A \$175,000 Accelerate-ED application was submitted on January</p>	<p>This opportunity is a national competition through the Bill & Melinda Gates Foundation and</p>	<p>Through Work in Burke’s Summer Glow Up (a summer mentorship</p>	<p>This would impact Western NC’s ability to focus on supporting and expanding</p>

<p>28th alongside Work in Burke local collaborative.</p>	<p>was a straightforward alignment to local collaborative goals. LoS P20 and Work in Burke were the only two applicants from the myFutureNC community to apply. Due to their adjacent geographies and shared credential attainment missions, the collaboratives submitted a joint application for a competitive advantage. Click here to view our joint application.</p>	<p>program for rising and recently graduated seniors) and through P-20's partnership with United for Youth Network, our collaborative will increase outreach to parents, students, and community leaders to describe the benefits of enrollment in CCP and Middle College programs.</p>	<p>programs that enable students to attain an associate degree by year 13 - the Career and College Promise (CCP) Program and Middle Colleges. The P20 Council was notified in early March that our application was not chosen for an award. However, this application was written so that most/all of it can be applied to other funding opportunities in the future.</p>
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P-20 COUNCIL, LAND OF SKY

MEETING MINUTES

Date: January 31, 2022

Time: 1-3 PM

In Attendance

Amy Barry; Brittany Brady; Carol Steen; Chip Gould; Tony Floyd; Dr. Gene Loflin; Jack Cecil; Jaime Laughter; Dr. Jeff McDaris; Dr. John Bryant; Dr. John Gossett; John Mitchell; Dr. Joseph Fox; Dr. Kelli Brown; Kit Cramer; Dr. Laura Leatherwood; Dr. Mark Dickerson; Michael Meguiar; Mike Hawkins; Nathan Ramsey; Dr. Tony Baldwin; Dr. William Sederburg

Guests: Cynthia Liston, NC Workforce Credentials & Tracie Metz, myFutureNC Western Regional Impact Manager

Welcome

P-20 Executive Director, Emily Nicholson, welcomed the Council attendees and expressed gratitude for their attendance. Mrs. Nicholson reminded attendees that a pre-meeting packet of information was provided and to reference that during this meeting as the information aligned to the sequence of the PowerPoint.

Refresher from October Meeting

Mrs. Nicholson reminded the Council that their first convening was in October but that this was her first meeting as their Executive Director as she officially began in November. Information pertaining to the definition of a P-20 Council, the entities the 25 members of the Council represent, and the website link was provided. Mrs. Nicholson also reminded attendees of information that they were provided in October such as how the eight members of the Steering Committee began the Land of Sky Educational Attainment and Workforce Collaborative, their journey of identifying an attainment ecosystem, forming listening sessions in the four counties of the region, creating an assets map, developing a strategic plan and forming the membership of the P20 Council. P20 attendees then introduced themselves and expressed their interest in closing the educational attainment gap. Mrs. Nicholson moved on to cover the labor market data that underscores the need for this work. Guest Tracie Metz from myFutureNC introduced herself and provided a summary of the relationship of this local work to the statewide framework of myFutureNC. Mrs. Metz pointed out that this collaboration is one of the 15 attainment groups within the state.

Key Indicators & Strategic Goals

Mrs. Nicholson covered the responsibilities of the P-20 Council members, which include advocacy, recruitment, implementation measures and more. The key indicators include academic readiness, career and college access, postsecondary completion and employer alignment of workforce credentials. These indicators are aligned to the strategic goals identified by this collaborative and were the framework of the workgroups’ identification of priorities during their work between 2020 and 2021. Mrs. Nicholson explained that the Council had used the list of priorities for each of the four workgroups during their October meeting and that this information was in the pre-meeting packet of information.

Breakout Sessions

Mrs. Nicholson explained the logistics and goals for the breakout sessions of PreK, K12, Higher Education and Employer Alignment. The Council was divided into these four areas with the goal of diversifying subject matter expertise in each group and to have employer representation in each group. The goal of the breakout rooms were to choose three implementation strategies so that we can “ACT” upon these priorities as a P20 Council. The implementation strategies should fit the “ACT” criteria in that they:

- A-Apply to the strategic goal, data & priorities identified by the workgroup.
- C-Can be carried out in a local capacity (in our four county region) as opposed to requiring a state or federal policy change.
- T-Tactile in nature in that it can be observed by the community as a product of the P20 Council.

Breakout group facilitators were representatives of the Steering Committee and were tasked with using a chart* to frame the conversation. The breakout groups were given 15 minutes to discuss the priorities and to choose their implementation suggestions.

*Facilitator chart –

Implementation Idea that fits the “ACT” framework	The priority it’s aligned to	Associated/ Estimated Cost	Is this specific to one county or applies to all counties in the Land of Sky region?	What resources are needed?	Is this a completely new concept or built upon an existing idea, initiative, etc.?	Additional subject matter experts to involve in planning and/or execution of this implementation strategy

Report-Out

The four groups re-convened to discuss the implementation suggestions for meeting the following goals:

- Increase enrollment of eligible children in Pre-K and Early Childhood Education to 75%
- Increase high school graduation rate to 95%
- Improve postsecondary enrollment success to 65%
- Ensure that 90% of North Carolina adults ages 25-44 in the labor force obtain the necessary credentials that align with needed employees' competencies.

Pre-K Implementation Suggestions

Dr. Gene Loflin and Amy Barry reported out for this group and suggested the following:

- Collect K screening data to look at readiness to drive curriculum improvement (aggregate data). Comparative data for those who participated in quality to those who did not. This may require state-wide data system.
- Trip to Raleigh to advocate to expand NC Pre-K program. Kit offered to help include this advocacy work as annual trip to Raleigh and focus on need for increased investment in order to pay for true cost of care
- Update data for NC Pre-K data due to Covid Impact
- The key area is focusing on workforce and pay scale. Workforce is the issue but facilities can't expand workforce due to low pay. Must first address pay before can recruit workforce to meet the expanded needs.
- Expand the single portal of information for families to navigate options. Ms. Barry stated that Buncombe is beginning using new software and this can be a model potentially for other counties?
- Look at the impact of children that aren't in high quality care and how this should impact curriculum
- Strengthened data system to track children – track quality in children's progress from PreK to beyond
- Perhaps there is potential to expand the workforce development strategy that's now in 11 counties
- Dr. Loflin concluded that the majority of these strategies is going to require flexibility from state

K-12 Implementation Suggestions

Dr. Bill Sederburg provided the report-out for this group.

- Get Every 5th or 6th grader in region to visit community college w/ emphasis on how college helps with career goals and learning opportunities – Renew excitement among younger students
- Dr. Jeff McDaris stated that mental health issues are increasingly severe and getting in the way of educational completion. Dr. Leatherwood had commented in the breakout room that they are separating career advising from personal coaching in Henderson County. This could be a good example for others to follow.
- Dr. Tony Baldwin recommended looking at the dual enrollment strategies and tie them into certification process couple with workforce learning opportunities. Use internships more effectively so you get a smoother path from HS education to other pathways.
- Maybe a good use of funds would be to hire somebody what exactly is being done now in those categories and what funding opportunities may be available to advance these objectives.
- Dr. Baldwin stated that social emotional learning is a real need right now

Higher Education Implementation Suggestions

Dr. John Gossett and Dr. Joseph Fox provided the report-out.

- Increase Higher Educational Pathways Initiatives (Community College and Four-Year)
- Educational and Workforce Competencies Alignment Initiatives
- Expand focus to incorporate universities
- Focus on continuum of going to work and going where that work leads – entry and exit ramps as your training needs require
- Expand Pell Grant; the maximums are being worked on at state level
- Truly partner with employers beyond advisory meetings, dig in deep and work in curriculum programs to fit those recommendations.
- Plenty of agreements between educators and employers already exist but how can we help students to understand these agreements are in place?
- Mr. Tony Floyd stated that the two year retention rate of Mars Hill students has jumped 11% as a result of stimulus money removing challenges for students through financial assistance (case study is small but believes this is impactful)

Employer Alignment Implementation Suggestions

Nathan Ramsey provided the report-out.

- Parents, students and the community may not understand the many career pathways of the region. Perhaps an infographic would help individuals better understand these options and to consider how this can be a live resource for us all to use.
- Inquire about the investment of employers, and how they are competing for graduates. Are there strategies to use like military recruiters use? Mr. Chip Gould stated in the breakout room that employers need to be leaders and should be competitive in recruitment practices.
- Consider how small business needs are different than larger employers as they have limited or no human resources staff.
- Outreach tools may not be targeted to the right demographics; how can these be more modern?– how do students, etc. find out about these opportunities?
- Dr. John Bryant stated that a chart similar to what was used in the breakout room would be helpful for inward and outward facing purposes so that students and stakeholders understand regional work-based learning opportunities, employer commitments, etc. that are aligned to high growth areas. This should be a live living resources to help align communications.
- Jack Cecil stated that a comprehensive data tool is needed and inquired with Tracie Metz whether there are plans at the statewide level to accomplish this. Ms. Metz stated that this is something she will look into.

What's Next

Mrs. Nicholson explained what the P20 Council will be moving forward with:

- Infrastructure: Consider the long-term governing structure of P20, to include an executive committee
- Implementation Strategies: Begin work for carrying out suggestions from this meeting
- Exposure: Begin P20 social media presence
- Data: Explore software to more accurately capture credential attainment in region
- Sustainability: Research funding sources for implementation strategies

Mrs. Nicholson reminded the Council that they can recruit additional members to the Council and should connect if/when those suggestions arise.

Mrs. Nicholson reminded the Council that they will meet quarterly.

Mrs. Nicholson provided updates to the Council regarding:

- The “Pathfinder” project identified at their October Meeting. They had targeted the need of “Increasing Engagement between Employers & Educators” at this meeting as they sought to see some type of local work aimed at this project. Mrs. Nicholson explained that she is working on a video campaign targeted to employers to inform them of how they can become involved in Career & Technical Education across the region Good Jobs Challenge Grant
- Mrs. Nicholson Explained that two grants were in the final stages: the Accelerat[ED] Grant and the Good Jobs Challenge Grant. Both were federal opportunities in which P20 was the system lead with the Accelerat[ED] focusing on expanding early intervention strategies for the youth of the region and diversifying early and middle college enrollment and this was a joint application of \$175,000 in partnership with the Work in Burke/Industrial Commons team. The Good Jobs Challenge Grant is a \$10M application with the focus of expanding the healthcare trainee enrollment of Blue Ridge Community College and the manufacturing trainee enrollment of AB Tech Community College (with the Asheville Chamber’s Inclusive Hiring Partners as a recruitment measure).
- Mrs. Nicholson then explained that she is part of the team planning the 2022 State of the Workforce Survey and that her involvement has expanded the focus of this survey (compared to the first one of 2018) towards workforce credential needs of the region. Mrs. Nicholson stated that a stakeholder meeting of entities from the 10 counties involved will take place on Feb 22 and P20 will be invited.

NCWorkforce Credentials (Guest: Cynthia Liston)

Cynthia Liston, a consultant working with the NC Community College system and a core team of representatives from across the state provided a presentation regarding NC’s focus on creating workforce credentials aligned to industry sectors. Presentation attached.

The meeting adjourned at 3:07 PM.

Next Meeting

April 2022 | TBD



Partnerships from
Pre-K to Post-Grad

Land of Sky P20 Council

BY LAWS

Approved _____

Land of Sky P20 Council
1 Town Square Blvd, Ste 261 • Asheville, NC 28803
<http://LOSP20.ORG>

**BYLAWS OF
LAND OF SKY P20 COUNCIL**
Approved _____

**ARTICLE I
NAME, PRINCIPAL OFFICE, AND GENERAL PURPOSES**

Section 1. Name. The name of this Council is: LAND OF SKY P20 COUNCIL, hereto referred to as “Council.”

Section 2. Purpose. The Land of Sky P20 Council's purpose is to ensure that the Western North Carolina business community has a prepared and skilled labor pool that consistently contributes to the entire community's enduring prosperity. The Council exists to increase student advancement and achievements by establishing an effective, long-standing continuum of trusted relationships, communication, agreements and opportunities between the academic and employer communities. The economic well being of Buncombe, Henderson, Madison & Transylvania counties hinges on an integrated pipeline of seamless transitions from preschool through graduate school, and into the workforce.

**ARTICLE II
MEMBERS**

Section 1. Representation. The Council will be managed and controlled by its members, who were appointed by the Land of Sky Educational Attainment & Workforce Collaborative. The Council is composed of key stakeholders across the four counties that foster educational attainment that leads to gainful employment. This structure was developed based on the efforts of workgroups under the purview of the Land of Sky Educational Attainment & Workforce Collaborative that identified key strategies that transitioned individuals from Pre-K/Early Childhood Education, K-12 Educational Systems, and Postsecondary Education to gainful employment. The Council works together collectively to develop initiatives, programs, practices, and processes that enhance educational attainment.

Section 2. Number and Representation. The Council will be comprised of a minimum of 20 members with the following as a guideline for its proportional membership: Two Community College Representatives; Two Public University Representatives; Two Private University Representatives; Five K-12 Representatives; One Pre-K Representative; Three Economic and Workforce Development Representatives; Four County Government Representatives; Six Business Community Representatives. Additional representatives may be changed by a three-fourths vote of the then-current members.

Section 3. Term & Attendance. Members will serve for a term of two years. With the initial execution of the Council in October of 2021, those terms will be extended by an additional eight months in the inaugural Council so as to end on June 30, 2023 with new members beginning in July 2023, representing the same proportional membership covered in Article II, Section II. Thereafter, Council member terms begin on the first day of July and end on the last day of June

every two years. Council members may continue to serve consecutive terms indefinitely. Council members are expected to attend the quarterly P20 Council meetings and committee meetings as they occur.

Section 4. Resignation. A member may resign at any time by giving notice thereof in writing to the Chair. In the event of resignation, a new member will be appointed by the Chair to represent the same constituency for which the resigned member had served. The new member will complete the term of the resigned member.

Section 5. Vote. At all meetings of the Council, each member of the Council will be entitled to one vote.

Section 6. Proxy Representation. Members can designate a proxy representative for his/her respective institution to attend a Council meeting and/or Committee meeting. This proxy must be consistently the same. The proxy will have the same rights as the member regarding voting and serving on committees.

Section 7. Committees. Standing Committees will be constituted within the first quarter of every two new programmatic years. No committee will have the authority of the Council in reference to amending, altering, or repealing the Bylaws. Committees will be formed and focused on objectives according to the Council's desired direction but should not exceed three committees. Each committee will have a minimum of four members. A committee chair will be nominated by its committee members at its first convening.

Committees will advise the Council at its regular convening regarding goals, objectives and accomplishments and make recommendations to the Council in matters involving the Council's mission.

Section 8. Removal of members. Council members who are unwilling or unable to fulfill the duties required of them will be subject to dismissal by two-thirds (2/3) vote of the Council members present at a Council meeting.

ARTICLE III OFFICERS

Section 1. Number. The Officers of this Council will be a Chair, a Vice-Chair, a Secretary and a Treasurer, each elected annually, and such other officers as the Council may deem necessary.

Section 2. Election. All Officers of the Council will be nominated and elected (as outlined below) by the Council at large at their second quarterly meeting of the preceding programmatic year. All Officers will hold office for the term of one year, with the option of serving up to two consecutive terms, or for such greater term not to exceed three years.

Section 3. Nominating Procedures. Officers of the Council will be solicited for nominations at the quarterly meeting that takes place before the following programmatic year. Individuals of the council will nominate themselves or others for officer seats. If an individual is nominated for a seat in which he/she is not willing to fill, he/she can rescind the nomination. A ballot vote does not have to be taken unless more than one person is nominated/self-nominated for an individual

officer seat. For nominations in which only one person is nominated for an individual officer seat, nominations can be conferred by unanimous consent.

Section 4. Tenure of Office. Any of the Officers of the Council may be dismissed at any time during his or her term by a majority vote of the Council, and an Officer so dismissed will have no power or authority under or by virtue of his or her former office.

Section 5. Duties of Officers. The slate of executive officers will meet once per month. The duties and powers of the Officers of the Council will be as follows:

CHAIR

The Chair will:

- (a) Preside at all meetings of the Council;
- (b) Enforce these Bylaws and see that all orders and resolutions of the Council are carried out;
- (c) Perform all the duties incidental to his or her office, and generally, to see that the Officers and agents of the Council perform their duties;
- (d) Present at each meeting of the Directors a report of the condition of the business of the Council;
- (e) Cause to be called regular and special meetings of the Council in accordance with these Bylaws; and
- (g) Provide input to the official employer of record of the P20 Council's Executive Director (Land of Sky Regional Council) concerning his/her job performance.

VICE CHAIR

The Vice Chair will:

- (a) Perform the duties of the Chair in the Chair's absence or disability; and
- (b) Perform such additional duties and functions as may be directed by Chair.

SECRETARY

The Secretary will:

- (a) Keep the minutes of the meetings of Council;
- (b) Keep a record of the names of its Members;
- (c) Give and serve all notices of the Council; and
- (d) Perform and attend to such other duties and functions as may be directed by the Council.

TREASURER

The Treasurer will:

- (a) Endorse, deliver or receive, in the name of the Council, all checks and other orders for the payment of money;
- (b) Render a statement of the condition of the finances of the Council at such meeting of the Council, and at such other times as will be requested by the Chair, and a full financial statement at the annual meeting of the Directors;
- (c) Collaborate with the Executive Director to ensure that the Council operates in accordance with the Land of Sky Regional Council's accounting procedures
- (d) Perform and attend to such other duties and functions as may be directed by the Chair or the Council.

Section 6. Vacancies. All vacancies in any office will be filled by a nomination procedure (as outlined in Article III, Section 3) at a special meeting called for that purpose after the occurrence of such vacancy, or at the next regularly scheduled meeting, whichever occurs first. The Officers so elected will hold office for the fiscal elected, in accordance with these Bylaws.

ARTICLE IV MEETINGS

Section 1. Regular Meetings. The Council will meet at least once per quarter. Written notice of the time, date, and place of Council meetings will be given by the Chair of the Council to each member of the Council at least fifteen (15) days in advance of the meeting.

Section 2. Place of Meetings. The meetings of the Council will be held at a venue convenient for members of its four county regions and will rotate in location as venue availabilities allow.

Section 3. Special Meetings. The times, dates, and places of special meetings of the Council may be set at the call of the Chair, upon written call by the majority of Council members, or upon resolution of the Council. Notice will be given by the usual means of communication at least ten (10) days prior to a special meeting, unless waived in writing by all members.

Section 4. Notice of Intention to Attend; Attendance Required. Members of the Council will notify the Chair of their inability to attend a scheduled meeting at least 24 hours in advance of the next scheduled meeting.

Section 5. Quorum. Fifty percent (50%) of the members of the Council will constitute a quorum for the transaction of business. The quorum will be determined at the beginning of the business meeting.

Section 6. Parliamentary Rules. All meetings will be conducted in an open, orderly, and fair manner; and Robert's Rules of Order, as revised, will apply to all deliberations.

Section 7. Attendance. Any one or more or all of the Council may participate in a meeting or committee by means of a conference telephone or similar communications device that allows all persons participating in the meeting to hear each other. Participation in a meeting by means of a conference telephone or similar communications device will be deemed presence in person at such meeting.

Section 8. Informal Action. Any action required or permitted to be taken at any meeting of the Council may be taken without a meeting if the text of the resolution or matter agreed upon is sent to all the members Council and the majority of Council members consent to such action in a writing setting forth the action taken. Council members that do not respond to the requested action within five (5) days will be treated as a vote in favor for such action. Such consent in writing will be filed with the minutes of the proceedings of the Council or the committee and have the same force and effect as a vote of an in-person meeting or of the committee at a meeting, whether done before or after the action is taken.

ARTICLE V FINANCIAL STRUCTURE

Section 1. Fiscal Representative. The Council will operate under the fiscal purview of the Land of Sky Regional Council, located at 339 New Leicester Hwy #140 in Asheville, NC. The Land of Sky Regional Council is a multi-county, local government, planning and development organization serving the same counties of the P20 Council of Buncombe, Henderson, Madison and Transylvania. The P20 Council will have its own designated account under the Regional Council's financial infrastructure.

Section 2. Funds. All funds of the Council will be deposited and dispersed according to the fiduciary guidelines and accounting procedures/requirements of the Regional Council. The Land of Sky Regional Council's finance department follows laws that govern local governments in North Carolina and follows procedures prescribed by the federal government for any federal funding. The Land of Sky Regional Council is considered a local government and is required by law to have an external audit annually. The current auditors are Anderson, Smith and Wike PLLC.

Section 3. Grants and Appropriations. The Council contemplates that in the conduct of its affairs it will from time to time receive grants or appropriations from private and public bodies of North Carolina. The Council can apply for grant funds in which Regional Councils of Government are eligible applicants but the Executive Director of the P20 Council must ensure that the Executive Director of the Regional Council support this application. Expenditures by the Council of such grants or appropriations will be made only for the purposes of the Council in general.

Section 4. Contributions. The Council, or any officer or officers of agent or agents of the Council to whom such authority may be delegated by the Council, may accept on behalf of the Council any contribution for the purposes of the Council and will be provided to the Regional Council for proper acquisition.

Section 5. Reporting. Financial reports will be provided by the Executive Director to the Treasurer of the Council before each Council meeting to ensure transparency of funds and the balance of Council funds.

Mission Statement Pre-Work Assignments

To make optimal use of our meeting time, please complete the Mission Statement worksheet below and bring it to the meeting. The more concise you make your notes, the better, as we will consider each council member's contributions as part of the process.

Please review the purpose statement from the Council's draft by-laws as well as the mission statement criteria and examples below before making your notes.

The Land of Sky P20 Council's purpose is to ensure that the employers of Western North Carolina have a prepared and skilled labor pool that consistently contributes to the entire community's enduring prosperity. The Council's charge is to increase student advancement and achievements by establishing an effective, long-standing continuum of trusted relationships, communication, agreements and opportunities between the academic and employer communities. The economic well being of Buncombe, Henderson, Madison & Transylvania counties hinges on facilitating an integrated pipeline of seamless transitions from preschool through graduate school, and into the workforce.

Mission Statement Criteria & Examples

Key criteria for a compelling mission statement:

1. Answers 3 questions:
 - What do we do? (services)
 - Who do we do it for?* (target markets, priority populations)
 - How is the way we do it unique? (compared to other groups who do similar work)
2. Clear and concise, e.g., 7-14 words
3. Easy to remember
4. Gives you goose bumps or "grabs" you when you hear it
5. Active voice (versus passive - no past tense verbs)
6. *Anyone* reading it gets the gist of what you do
7. No professional jargon specific to your field
8. Endures (remains true even through significant shifts, serves as a touchstone)
9. Focus is on the "what" (not the "how")
10. Conveys the essence of why you do what you do, i.e., why the P20 Council exists

Examples of strong Mission Statements:

1. Ebay (easy to remember, to the point, endures)

To provide a global trading platform where practically anyone can trade practically anything.

2. Asheville Area Chamber of Commerce (concise, clear & congruent)

To build community through business

3. The national United Way's former mission statement is a great example of a strong, goose-bump mission statement, even though it does not meet all of the above criteria explicitly:

To increase the organized capacity of people to care for one another.

Two examples of other P20 Council mission statements:

4. Ventura County P-20 Council

The Ventura County P-20 Council promotes collaboration and innovation among education, business, government and community organizations to advance academic achievement and support the workforce and civic needs of our region.

5. Mississippi Department of Education P-16 Council

To provide leadership through the development of policy and accountability systems so that all students are prepared to compete in the global community.

***Note**

You will notice on the Mission Statement worksheet that question 2 is filled in. By definition of the Council's ultimate goal, community employers are our primary stakeholder group.

In full acknowledgement, we will continue to involve all stakeholder groups within the assets map throughout the process.

**Land of Sky P20 Council
Mission Statement Worksheet**

May 16, 2022

Please complete before the meeting and bring with you. Thank you.

Q1: What do we do?

(What services do we provide? What is our core service?)

Q2: Who do we serve?

(Who are our stakeholders, i.e., priority populations, target markets?)

Community employers are our primary stakeholder group.

(In full acknowledgement: We will continue to involve all stakeholder groups within the assets map throughout the process.)

Q3: What is our uniqueness?

(Compared to other organizations who provide similar services to similar groups?)

LAND OF SKY P20 COUNCIL MEMBER BENEFITS

Collaboration with stakeholders across four counties

Leadership in connecting local work to statewide initiatives

Advocate for Community Inclusiveness Impact

Access to Educational and Workforce Resources

Professional Development Webinars

Interaction with Attainment Affinity Groups at the local and state level

Professional Networking

Benchmarking/Assessment of Attainment Initiatives

Sharing of Best Practices

Integration of local career opportunities aligned with in-demand credentials

Identified on the website and social media as a member with links back to the
respective organizations

Collaborative attendance at Educational and Workforce Development Attainment
Summit Events

*SHAPING THE VITALITY OF WESTERN NC'S ECONOMIC FUTURE BY ENSURING WE
CLOSE THE CREDENTIAL GAP AND PREPARE A WORKFORCE FOR THE CAREERS OF
TODAY & TOMORROW*