

# Land of Sky P20 Council Strategic Plan 2025-2028

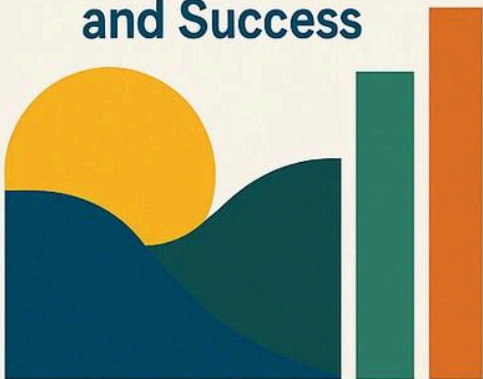
**Collaborative  
Leadership and  
Shared Community  
Commitment**



**Learner Readiness  
and K-12 Engagement**



**Postsecondary  
Access, Transitions,  
and Success**



**Workforce Preparation  
and Career Pathways**





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## Summary of Strategic Plan Development

The Council's strategic planning process was shaped through a series of deliberate, collaborative steps designed to align with community needs and strengthen regional partnerships.

### *Foundational Review and Analysis*

The process began with a comprehensive review of core materials, followed by in-depth data analysis and synthesis of key insights, including:

- Buncombe County Attainment Summit summaries and findings
- NC State Institute for Emerging Issues Ripple Effect Mapping (REM) Summary
- Creative Fundraising Advisors Report
- January 2022-January 2025 Land of Sky P20 Council Impact Report

### *Stakeholder Engagement and Refinement*

Stakeholder input was carefully analyzed to identify common themes and priority areas. This feedback directly informed the alignment of draft goals with local needs, resulting in preliminary strategic priorities and a proposed plan structure.

### *Collaborative Alignment*

The plan was intentionally designed to support—not direct—the work of individual institutions. It reflects the Council's role as a collaborative backbone, offering meaningful support and coordination for the organizations it serves. Council members emphasized building on P20's existing successes, using resources such as the January 2022-January 2025 Land of Sky P20 Council Impact Report, and ensuring the plan provides specific, actionable priorities that create a clear regional roadmap.

### *Partnership Integration*

This work is intentionally connected to North Carolina's broader educational attainment efforts. From the Council's earliest days to the present, key partners—including myFutureNC, NC State's Institute for Emerging Issues, John M. Belk Endowment, UNC School of Government, Dogwood Health Trust, The Hunt Institute, and others—have been active collaborators. Their insights, expertise, and energy continue to shape the Council's direction, strengthen strategies, and expand regional impact.

Council committee members have also been deeply engaged throughout the Council's history. Objectives, goals, and outcomes from quarterly meetings were carefully examined and incorporated into the planning process. This ensured that the strategic plan's themes and objectives not only build on proven successes but are positioned to scale up effective work already underway—reflecting the Council's long-term commitment to advancing educational and workforce success across the region.



## Brief History of the Land of Sky P20 Council

In 2018, the myFutureNC Commission launched a statewide effort to address North Carolina’s future economic competitiveness, workforce strength, and educational attainment. Leaders from education, business, nonprofit, and government sectors engaged in deep statewide conversations that led to a bold goal: *2 million North Carolinians ages 25–44 holding an industry-valued credential or postsecondary degree by 2030.*

By mid-2019, the Land of Sky Educational Attainment and Workforce Collaborative was established as one of the state’s pilot programs, charged with bringing this vision to life in Buncombe, Henderson, Madison, and Transylvania counties. Leaders from K–12 schools, community colleges, universities, economic development organizations, and employers came together for the first time in November 2019 to chart the Collaborative’s early course, building momentum and forging lasting partnerships.

In the fall of 2021, this momentum culminated in the creation of the Land of Sky P20 Council—an action-oriented body established to carry the work forward. That same year, the ncIMPACT Initiative at the UNC School of Government, in partnership with myFutureNC, launched a statewide pilot to boost educational attainment across North Carolina. Backed by the John M. Belk Endowment, Dogwood Health Trust, and UNC Rural, this pilot aimed to strengthen 15 local educational attainment collaboratives, with the P20 Council serving as a key partner.

Today, the Land of Sky P20 Council has grown to 26 dedicated members representing education and workforce sectors across the region. They represent a powerful, coordinated, cross-sector approach to solving complex challenges—supporting county and regional innovation so that no single institution or sector works in isolation. They serve as a catalyst for change—building strong relationships with partners to amplify their work, sustain and scale successful efforts, and champion initiatives that respond to emerging trends and regional needs.

### Land of Sky P20 Council – Executive Leadership Overview

#### Executive Committee Leadership:

- 2021–2023: *Greg Lowe, Dr. Mark Dickerson, Dr. Laura Leatherwood, Deb Tibbetts*
- 2023–2025: *Emily Martin, Dr. Ivry Cheeks, Dr. Tracy Parkinson, Dr. Gene Loflin*

#### Council Administration Leadership:

- Executive Director: *Emily Nicholson*
- Community Engagement & Data Management Specialist for Federal Grants: *Melissa Zenz*
- Administrative Support Specialist: *Katlen Smith*



## Strategic Priorities Overview

### **Collaborative Leadership and Shared Community Commitment**

We serve as a backbone partner to local partners by facilitating alignment, promoting shared communications, and supporting cross-sector action plans that reflect local priorities. Community partners are equipped to lead localized implementation while staying connected to regional momentum.

### **Learner Readiness and K–12 Engagement**

We partner with schools, employers, and families to build early momentum for career-connected learning—beginning with advocacy and workforce strategies that support high-quality childcare and PreK as the foundation for lifelong success. From elementary through high school, students are supported by a collaborative network of educators, school leaders, families, and community partners—including principals, counselors, work-based learning coordinators, and mentors—who connect them with local opportunities and facilitate peer-, family-, and community-led career exploration.

### **Postsecondary Access, Transitions, and Success**

We align outreach efforts and partnerships to support high school graduates and adult learners in accessing and completing postsecondary credentials.

### **Workforce Preparation and Career Pathways**

We partner with employers, educators, and learners to scale work-based learning, credentialing, and career navigation resources. By building clear roadmaps and upskilling pipelines, we support learners of all ages in accessing family-sustaining careers aligned with regional industry needs.

## Strategic Priority Framework

Each strategic priority is organized into six sections that guide both planning and implementation.

- *Strategic Goals* outline the broad outcomes we aim to achieve within the priority area.
- *Actions to Initiate* identify new efforts to be launched within the plan timeframe.
- *Actions to Scale* focus on expanding initiatives that have demonstrated early success.
- *Actions to Continue* highlight proven strategies that should be sustained.
- *Cross-Cutting Integration* calls out opportunities to align this priority with related work in other areas of the strategic plan.
- *From Strategy to Policy: Aligned Advocacy* connects the priority to policy considerations and advocacy opportunities that can help ensure lasting, systemic impact.



## **Cross-Cutting Integration**

### **Aligned and Engaged Leadership**

Regional and organizational leaders provide strategic guidance and champion alignment with regional priorities. Council members work in close collaboration with partners across sectors, ensuring that priorities are informed by comprehensive perspectives and supported within their organizations. Committee groups carry this work forward—designing, implementing, and refining initiatives that advance our shared goals. This coordinated structure ensures consistent participation, active engagement, and strong cross-sector partnerships.

### **Facilitation Over Ownership**

We serve as a regional convener, strategic partner, and amplifier of local voices—collaborating with schools, colleges, businesses, and communities to strengthen efforts, align resources, and elevate a shared narrative of progress and possibility. While we support and help connect the work, it is the Council and community partners who lead the way, shaping the vision and driving meaningful change.

### **Cohesive Regional Approach**

In collaboration with regional partners, the P20 Council has streamlined efforts by eliminating redundant or overlapping goals and focusing on shared priorities that are locally adaptable, regionally aligned, and scalable over time. The Council further strengthens regional coordination by working with partners to align efforts, streamline structures, and develop programs that are complementary, non-duplicative, and geared toward regional success.

## **County-Specific, Locally-Led Strategies**

As counties advance goals unique to their communities, the P20 Council stands ready to collaborate and provide support—working alongside community and statewide partners, such as myFutureNC, to help achieve both local priorities and progress across the four-county region.

## **Measuring Progress and Impact**

Progress will be measured through a comprehensive set of indicators, using the Council's established key performance indicators (KPIs) as a consistent framework for tracking outcomes over time. These indicators include multiple dimensions of regional success—such as postsecondary enrollment and completion, workforce participation, employer engagement in work-based learning, and other community impact measures.

One of the most critical metrics is progress toward the region's 2030 educational attainment goal, ensuring that more individuals ages 25–44 earn a degree or credential.



Together, these measures provide a holistic view of regional progress and guide data-driven adjustments to keep efforts moving forward.

As committees work toward these shared goals, they may also recommend complementary metrics to offer deeper insights into program effectiveness and the long-term impact of initiatives across the region. This approach ensures measurement remains both standardized and adaptive, capturing a complete picture of progress while leaving room for innovation in how success is defined.

### Educational Attainment Progress

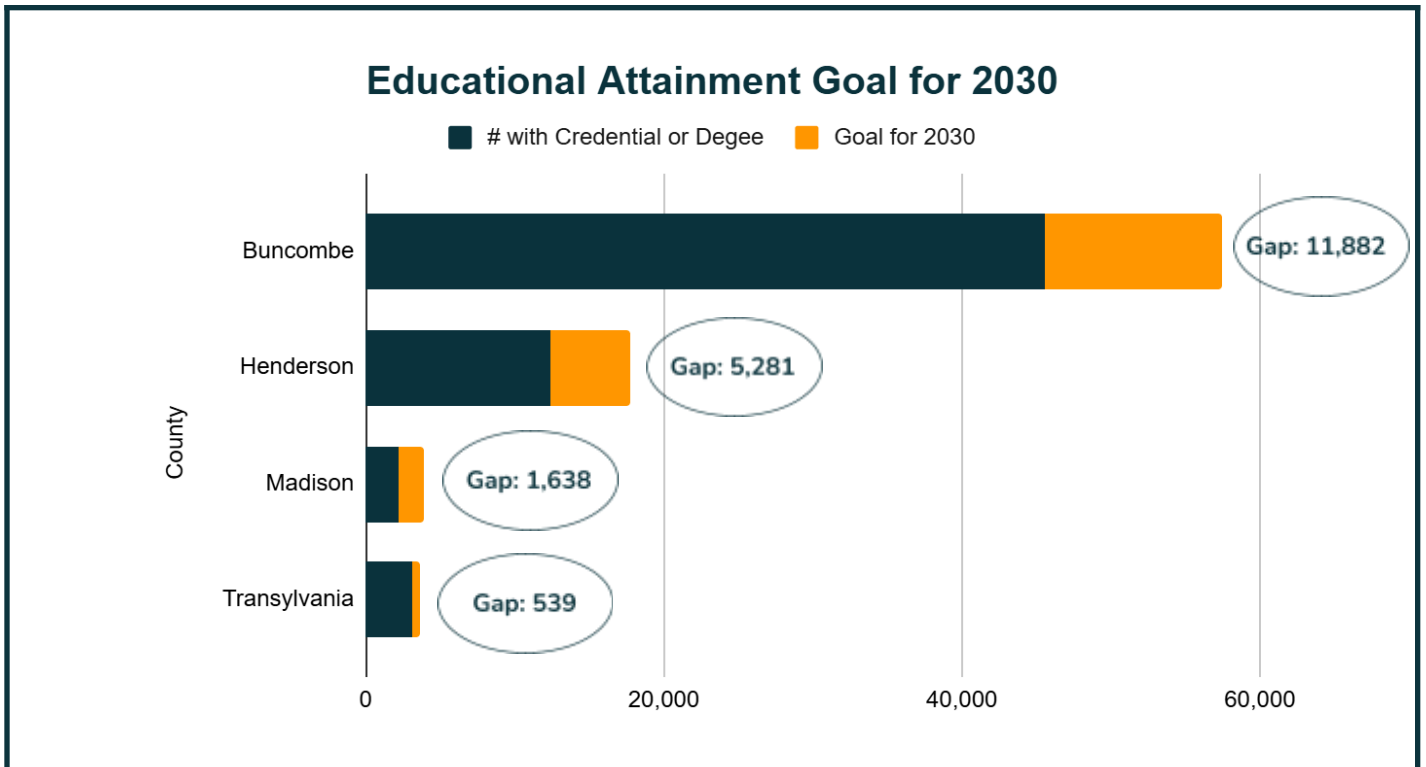


Figure 1. County progress as of 2025 toward the 2030 educational attainment goal, measured by the number of individuals ages 25–44 who hold a degree or credential.



**Strategic Priority**  
**Collaborative Leadership and Shared Community Commitment**

We serve as a backbone partner to local organizations by facilitating alignment, promoting shared communications, and supporting cross-sector action plans that reflect local priorities. Community partners are equipped to lead localized implementation while staying connected to regional momentum.

*Strategic Goals*

- Facilitate cross-sector collaboration to advance shared educational and workforce attainment goals.
- Coordinate and elevate regional storytelling, resource-sharing, and learning networks.

*Actions to Initiate*

1. Community Partnership Pledge  
Facilitate the launch of a shared commitment inviting organizations to affirm their dedication to collaboration in support of P20 Council goals. Participation will extend across and beyond traditional education and workforce sectors—including community-based organizations, initiatives like [InsideTrack](#), and other local stakeholders. Partners will be encouraged to share experiences, insights, and data that highlight progress and demonstrate the positive change emerging through regional collaboration. The full pledge can be found in Appendix A.
2. Community Partner Resources  
Collaborate with partners who develop and distribute resources for businesses, nonprofits, and civic organizations on supporting educational attainment—through mentoring, effective hiring practices, strategic communications, and community investment.

*Actions to Scale*

1. Senior Leadership Engagement  
Convene a dedicated session—such as during the regional convening—for organizational executives, including presidents, CEOs, superintendents, and other sector leaders, to review key data, explore alignment between organizational strategies and regional goals, and identify opportunities to support attainment efforts. This session will also provide space for leaders to determine how their organizations will be represented in the P20 Council’s work, ensuring efforts remain connected to regional priorities and supported at all levels.
2. Council Member Partnership Pledge  
The Council Member Partnership Pledge reflects the active collaboration between Council members and their organizations in advancing the P20 Council’s goals. It



underscores a shared commitment to providing leadership, strategic guidance, and sustained engagement in support of regional priorities. Through this pledge, Council members affirm their role in fostering alignment across sectors, promoting transparency, and ensuring that collective efforts remain coordinated, accountable, and impactful well into the future. The full pledge can be found in Appendix B.

### *Actions to Continue*

1. **Quarterly Cross-Sector Leadership Convenings**  
Facilitate regular collaboration between education, workforce, economic development, and civic partners to streamline efforts, review progress, and identify emerging needs.
2. **Shared Communications and Resource Platform**  
Maintain an online regional hub for events, shared messaging, and resource distribution to reduce duplication and increase transparency.
3. **Ongoing County–Employer Collaboration**  
Sustain and strengthen partnerships between school districts, postsecondary institutions, and employers through place-based teams that coordinate work-based learning, mentoring, and aligned programming.

### **Cross-Cutting Integration**

- Council members lead with a strong commitment to regionalism—recognizing the power of shared momentum, aligned strategies, and the effective use of collective resources.

### **From Strategy to Policy: Aligned Advocacy**

- Support for working families to advocate for flexible childcare models, employer incentives, and after-school access.
- Sustainable local leadership funding to promote long-term state and philanthropic investment in cross-sector teams and attainment initiatives.
- Public-Private collaboration incentives to seek legislation or funding mechanisms that reward collaborative efforts for workforce alignment and adult learner reengagement.



**Strategic Priority**  
**Learner Readiness and K–12 Achievement**

We partner with schools, employers, and families to build early momentum for career-connected learning—beginning with advocacy and workforce strategies that support high-quality childcare and PreK as the foundation for lifelong success. From elementary through high school, students are supported by a collaborative network of educators, school leaders, families, and community partners—including principals, counselors, work-based learning coordinators, and mentors—who connect them with local opportunities and facilitate peer-, family-, and community-led career exploration.

*Strategic Goals*

- Facilitate and support career awareness and exploration for all students.
- Strengthen support systems that embed [Career Development Plans](#) (CDPs) into student pathways.

*Actions to Initiate*

1. Family Career Pathway Education Series  
Explore methods and innovative practices with local employers, community colleges, and nonprofits that host career pathway workshops designed to engage their network of learners—including families, mentors, and community advocates. Align content with local career opportunities and K–12 pathways, prioritizing multi-modal access and outreach, and engaging K–12 partners in conversations that strengthen learning readiness and support seamless connections from early childhood and Pre-K through graduation.
2. Integrated Regional Career Campaign  
Align and expand the regional #WorkLocal campaign to include a *Find Your Path* campaign—showcasing a wide range of career opportunities and reinforcing that a first job can be the starting point, not the final destination. Connect partners through a shared regional voice, and use storytelling and community media to spotlight local, high-opportunity careers while strengthening the region’s identity around career pathways.
3. Chronic Absenteeism Awareness Campaign  
Support a regional awareness campaign—co-created with parents, community partners, educators, and employers—that addresses chronic absenteeism, engages employers as active partners in supporting attendance, and encourages community-wide participation in solutions.

*Actions to Scale*

1. Support Systems for K–12 Counselors  
Convene cross-county counselor teams and regional workforce partners to



integrate real-time labor market data into CDPs.

2. Middle Grades Peer Leadership Model

Facilitate expansion of the student representative program to middle grade students, emphasizing peer-led exploration of local careers, [Career and Technical Education](#) (CTE) options, and work-based learning experiences.

*Actions to Continue*

1. Collaborative Grant Leadership

Serve as a convener to coordinate and support grant-funded initiatives—such as [YouthBuild](#) and other local, regional, and federal programs—that expand access to apprenticeships and workforce development opportunities. Continue fostering partnerships that provide learners with hands-on experiences through projects like Camp Grier’s modular housing.

2. Industry-Partnered School Engagement

Sustain and grow employer partnerships through initiatives like [Adopt-a-School](#), career fairs, and industry-designed experiential learning—aligned with the “[Careers That Build Community](#)” vision. Amplify regional awareness of hands-on career events by collaborating with schools and employers across the region. Continue administering annual student career interest surveys to inform programming, employer engagement, and resource allocation.

**Cross-Cutting Integration**

- Prioritizing multi-modal formats that are accessible to rural communities and welcoming to the full support network surrounding learners—such as families, mentors, and caregivers.
- Centering learner experiences and addressing participation barriers to inform decisions and shape responsive programming.

**From Strategy to Policy: Aligned Advocacy**

- Universal Pre-K access to expand early learning opportunities and strengthen school readiness.
- Workforce-aligned childcare investment to increase state funding for high-quality early learning connected to labor market needs.
- Compensation reform to improve pay, recruitment, and retention for educators and early childhood providers.
- Improved counselor-to-student ratios to provide individualized guidance and support for Career Development Plans.
- Incentives for work-based learning to fund stipends, transportation, and wraparound services that expand access to pre-apprenticeships, job shadowing, and other hands-on experiences.



**Strategic Priority**  
**Postsecondary Access, Transitions, and Success**

We align outreach efforts and partnerships to support high school graduates and returning adults in accessing and completing postsecondary credentials.

*Strategic Goals*

- Strengthen advising and access to financial and navigational resources.
- Facilitate successful enrollment and completion of postsecondary credentials for high school graduates and adult learners.
- Expand cross-sector collaboration to support transitions and workforce-aligned education pathways.

*Actions to Initiate*

1. Community-Based Postsecondary Access Forums  
Partner with community colleges, employers, and [NCWorks Career Centers](#) to amplify localized forums that showcase adult learner resources, mentorship models, and student success stories. Prioritize populations including veterans, justice-involved individuals, and those with partial college credit.
2. Adult Learner Outreach and Recruitment  
Convene a regional workgroup with college and workforce partners who design targeted outreach strategies for groups such as military-connected families and returning adult learners, which may lead to the development of toolkits and action plans informed by community input.

*Actions to Scale*

1. Adult Learner Identification and Outreach  
Support colleges and partner organizations in identifying prospective adult learners and sharing relevant resources through tools like [CollegeAPP](#) services. Promote targeted outreach campaigns that connect adults with information on enrollment, financial aid, and academic opportunities.
2. Regional Cross-Sector Forums on Attainment  
Convene regular collaborative sessions among education and workforce partners to align outcomes, share tools like case management systems, and incorporate employer feedback to improve programming and learner readiness. Use these forums to expand the P20 Council membership, strengthening regional representation and impact.
3. Increase Credential Transparency  
Leverage partnerships—such as the [Mountain Area Workforce Development Board](#), NCWorks Career Centers, and other regional collaborators—to utilize tools



like [Credential Engine](#) for mapping and communicating local credential and training options. Empower prospective students with clear, accessible information aligned with in-demand skills and employer needs.

#### *Actions to Continue*

1. Financial Aid Awareness and Access  
Strengthen regional partnerships to host [FAFSA](#) workshops and collaborate with organizations such as [College Foundation of NC](#) (CFNC), [myFutureNC](#), and local employers to raise awareness of financial aid opportunities—including the [Longleaf Commitment Grant](#), [Next NC](#), [NC Promise](#), and the [Workforce Innovation and Opportunity Act](#) (WIOA). Highlight employer-supported tuition benefits and share success stories through digital media campaigns and community events.
2. Career & College Promise (CCP)  
Maintain and expand support for dual enrollment programs that build early momentum for postsecondary success. Strengthen collaboration between high schools and colleges to increase access, streamline credit transfer, and ensure course offerings align with regional workforce needs. Promote awareness of [CCP](#) opportunities among students, families, and counselors.
3. Student Representative Program  
Support peer advocacy and leadership opportunities that elevate student voices in postsecondary access and planning initiatives.
4. Collaborative Grant Leadership  
Serve as a convener to support and align grant-funded initiatives that promote postsecondary access, smooth transitions, and credential completion.

#### **Cross-Cutting Integration**

- Forums and campaigns that center on nontraditional pathways.
- Support models are tailored to address systemic and logistical barriers such as housing, caregiving, justice-involvement, or transportation.

#### **From Strategy to Policy: Aligned Advocacy**

- Stackable credential programs to promote flexibility and career advancement through modular credentialing.
- Competency-based education pathways to recognize prior learning for adults and returning students.
- Incentives for reengagement to secure funding and policies to support outreach and reentry of adult learners.
- Flexible learning models to encourage support for hybrid, weekend, and evening programming.



**Strategic Priority**  
**Workforce Preparation and Career Pathways**

We partner with employers, educators, and learners to scale work-based learning, credentialing, and career navigation tools. By building clear roadmaps and upskilling pipelines, we support learners of all ages in accessing family-sustaining careers aligned with regional industry needs.

*Strategic Goals*

- Strengthen awareness for access to career exploration and work-based learning in high-demand sectors.
- Expand opportunities for learners to earn stackable, industry-recognized credentials.
- Deepen partnerships with employers who co-design advancement pathways for current and future workers.
- Strengthen support systems that guide youth and adults in career navigation and decision-making.

*Actions to Initiate*

1. Career Road Map Series  
Partner with workforce boards, industry associations, and educators who provide visual road maps for high-demand jobs. Ensure that roadmaps include: entry points for high school and adult learners, education and credential requirements, salary progression, and cost-of-living analysis.
2. Regional Career Navigation Frameworks  
Collaborate with partners—such as the Mountain Area Workforce Development Board and NCWorks Career Centers—to support the availability of digital and print resources for use by counselors, career coaches, and nonprofit organizations in guiding learners through local career pathways. Use the [Northeast NC Career Pathways](#) framework as a model to ensure alignment with regional opportunities and high-demand industries.
3. Career Signing Days  
Collaborate with partners—such as industry leaders, the Small Business Center Network, and chambers of commerce across the region—to support schools in hosting annual events that recognize and celebrate students committing to workforce pathways, apprenticeships, or job training opportunities, and to elevate public recognition of those choosing career paths that contribute to the regional economy.



*Action to Scale*

1. Work-Based Learning (WBL) Expansion

Support the scale-up of existing internship, apprenticeship, co-op, and job-shadowing programs through regional coordination and employer recruitment.

*Actions to Continue*

1. Promotion of NCWorks Career Centers and Credentialing Programs

Support outreach campaigns to increase awareness and use of workforce portals and hybrid learning programs.

2. Annual Workforce Convening

Convene employers, educators, and workforce leaders to share progress, align strategies, and elevate best practices.

**Cross-Cutting Integration**

- Recommendations, roadmaps, and materials are developed using examples that reflect the needs of communities across the four-county region, with a focus on family-sustaining wages and high-demand industries.
- Programs that prioritize non-traditional workforce pipelines, including opportunity youth and adults with interrupted education.

**From Strategy to Policy: Aligned Advocacy**

- Stackable credential portability to support state-level alignment and portability of industry-aligned short-term credentials.
- Competency-based pathways to advocate for recognition of prior learning and on-the-job experience for returning adult learners.
- Supportive funding structures to promote tuition assistance models such as employer matching and regional scholarship funds for workforce training.
- Flexible learning models to encourage expansion of hybrid, evening, and weekend credential programs responsive to worker schedules.



## Guiding Resources

- County Economic Development Plans — Buncombe, Henderson, Madison, and Transylvania Counties
- John M. Belk Endowment — Funding priorities and education strategy reports
- myFutureNC — Statewide educational attainment goal and regional data reports
- NC Department of Commerce, Labor & Economic Analysis Division — Regional workforce and labor market trends
- NC Department of Public Instruction — County-level K–12 performance, graduation, and CTE data
- NC State Education Assistance Authority (NCSEAA) — FAFSA completion and financial aid participation rates
- NC State University, Institute for Emerging Issues — Financial Resiliency Cohort materials and guidance
- North Carolina Community College System — Enrollment, completion, and credential attainment data for regional community colleges
- North Carolina Independent Colleges and Universities — Enrollment, graduation, and degree attainment data for private, nonprofit colleges and universities
- The Hunt Institute — Workforce and education policy briefs
- UNC School of Government — Local government and education policy resources
- University of North Carolina System — Enrollment, retention, graduation rates, and credential attainment for UNC institutions

### *Land of Sky P20 Council-Specific Materials*

- Land of Sky P20 Council Impact Reports
- Council Quarterly Meeting Summaries and Committee Reports
- County Team Goal-Setting Notes and Feedback Forms
- Stakeholder Engagement Summaries from sessions and listening tours



## Programs and Terms Shaping Postsecondary Pathways

**Adopt-a-School:** An initiative where businesses, nonprofits, or community partners provide ongoing support—such as mentoring, resources, or sponsorship—to a specific school.

**Career and Technical Education (CTE):** Programs that provide students with academic, technical, and employability skills for a wide range of careers in fields such as health science, IT, and skilled trades.

**Career Development Plans (CDPs):** Personalized plans that outline a student’s career goals, education pathway, and steps needed to achieve their desired occupation.

**Careers that Build Community:** Career exploration focus highlighting roles that strengthen local communities, such as education, healthcare, public safety, and infrastructure.

**College and Career Promise (CCP):** A dual-enrollment program that allows NC high school students to take tuition-free college courses that count toward both high school and college credit.

**CollegeAPP:** A data-driven recruitment and enrollment platform that uses predictive analytics to help colleges identify, engage, and support prospective students throughout the admissions process.

**Credential Engine:** A nonprofit that provides a transparent, searchable registry of available degrees, certificates, licenses, and badges to help students and employers compare credentials.

**FAFSA:** The Free Application for Federal Student Aid, required to access federal and many state financial aid programs for college.

**InsideTrack:** A student success coaching program that partners with colleges to support students in enrolling, persisting, and completing their education.

**Longleaf Commitment Grant:** A financial aid program for North Carolina high school graduates attending community college, covering tuition and fees for eligible students.

**NC Promise:** A tuition reduction program that offers \$500 in-state tuition per semester at select North Carolina universities, making college more affordable.

**nextNC:** A statewide initiative providing grants to help cover the cost of attending public or private colleges in NC, supplementing federal and state aid.

**Northeast NC Career Pathways:** A regional collaboration connecting education, workforce development, and employers to build clear career pathways for students and job seekers in Northeastern NC.

**YouthBuild:** A national program that helps young people (ages 16–24) earn a high school diploma or equivalent while learning job skills through hands-on community projects, often in construction.



## Appendix A

*Community Partnership Pledge: for any individual, business, or organization interested in supporting the work, even if not serving on the Council.*

### **Purpose:**

The Land of Sky P20 Council's Strategic Plan is built on the belief that strong community partnerships are essential for advancing educational attainment, workforce alignment, and opportunity for all. This pledge invites community members and organizations to align with our mission and take part in collaborative efforts that benefit the region.

*Community Commitment* - As a Community Partner, I/we commit to:

- Support the mission and goals of the P20 Council.
- Participate in initiatives, events, or campaigns that strengthen career-connected learning and workforce pathways.
- Share relevant resources, expertise, or stories that inspire community engagement.
- Help connect the Council to additional networks, stakeholders, or opportunities that can advance our shared vision.

*P20 Commitment* - P20 pledges to:

- Keep partners informed about progress and opportunities to contribute.
- Provide tools and materials that make it easier to share information and support the work.
- Celebrate and acknowledge community contributions that help drive progress.

### **Duration**

This pledge is voluntary and ongoing, with no fixed term, and may be reaffirmed annually as part of regional engagement efforts.



## Appendix B

Land of Sky P20 Council Member Partnership Pledge: for individuals serving on the Council as representatives of their organization/sector.

### Purpose

This Memorandum of Agreement (MOA) affirms the shared commitment between [Your Organization] (“the Organization”) and the Land of Sky P20 Council (“P20”) to actively support the implementation of P20’s Strategic Plan through collaborative leadership, coordinated action, and mutual accountability.

### Background

The P20 Strategic Plan reflects a unified vision for advancing regional priorities, strengthening partnerships, and achieving measurable impact in the communities we serve. While the Strategic Plan does not dictate policies, programs, or priorities for Council members’ respective institutions, it identifies strategies where joint action, aligned messaging, and cross-sector collaboration can accelerate progress toward shared goals.

*Council Member Commitment* - As a Council Member, I pledge to:

- Champion the goals and priorities of the P20 Strategic Plan in my role on the Council.
- Represent my organization’s perspectives, priorities, and contributions in Council discussions.
- Serve as an active liaison, sharing relevant information, opportunities, and progress between the Council and my organization.
- Participate consistently in Council meetings, committee work, and collaborative initiatives.
- Contribute expertise, insights, and connections that strengthen our collective regional impact.

If, at any point during my term as a Council member, I am unable to meet the commitments outlined in this pledge, I will delegate another representative from my organization to serve the remainder of my term.

*P20 Commitment* - P20 pledges to:

- Provide timely updates, progress reports, and opportunities for meaningful engagement.
- Offer tools, resources, and messaging to help members share and champion our work.
- Respect the independence of member organizations while fostering alignment toward regional priorities.
- Support committee groups in advancing agreed-upon initiatives.

### Term

This pledge will remain in effect for the duration of the current Strategic Plan (2025–2028) and may be reviewed or updated upon mutual agreement of the Council.



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