

**Student Success Initiative
Report for Fiscal Year 2024-2025**

**Annual Report to the
Joint Legislative Education Oversight
Committee**

**Submitted by the North Carolina State Board
of Community Colleges**

As Required by GS 115D-58.17, Sec. 6.3

February 15, 2026



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Section 1

Executive Summary FY 2024-2025

This report provides an overview of the Student Success Initiative (SSI) accomplishments and expenditures for FY 2024-2025 and is submitted as required by § 115D-58.17. *Report on certain recurring programs.*

SSI Program Overview and NC Community College System Strategic Plan Reference

SSI Program Overview

The purpose of the North Carolina Community Colleges Student Success Initiative is to address and enhance the progression and completion rates of underachieving students within the community college system with the goal of strengthening workforce pipelines by increasing the number of credentialed completers within the System. Working collaboratively with the System Effectiveness division and with the participating colleges, students in need of targeted intervention will be identified using research-based, data-informed criteria. To better provide required reporting on the impact of the program and to align with the identified need for data to delineate program impact, the goals of the Student Success Initiative are:

- (1) to increase the academic achievement and persistence of students in North Carolina Community Colleges identified as historically underachieving, and
- (2) to improve transfer and workforce entry postgraduate outcomes for program identified students in North Carolina Community Colleges.

A competitive RFP application process was utilized to allocate available funding to campuses for programming. Funding was awarded for a four-year grant cycle to support the long-term sustainability of practices instituted during the grant period. The current SSI grant cycle encompasses FY 2022-2023, FY 2023-2024, FY 2024-2025, and FY 2025-2026. For the 2022-2026 grant cycle, 21 NCCCS colleges were selected to receive funding for SSI programming. Allocations to selected colleges are contingent upon approval of the State General Fund appropriation and adjusted by any legislative action. Selected colleges have not received funding to continue program activities for FY 2025-2026.

North Carolina Community College System Strategic Plan Reference

The SSI purpose, objectives and activities align with the North Carolina Community College System (NCCCS) Strategic Plan 2022-2026, *Leading Through Change*.

Strategic Plan Reference: Goal 3: Student Success

Provide programming that offers all students the interventions, advising, and support needed to succeed academically. Strategy 3.2.3

FY 2024-2025 Key Achievements

FY 2024-2025 included a change in program focus. Colleges began programming with a focus on a narrow population of students and expanded that focus later in the fiscal year. Despite the expanded scope, Student Success Initiative colleges demonstrated marked impact on student outcomes across their respective institutions. Academic and student development interventions were utilized to address student achievement in the classroom and to meet their needs outside of the classroom clearing the path to completion, transfer and workforce entry. The funding allocated for this program supported the following key achievements for FY 2024-2025:

- SSI colleges provided 1,211 unique activities and services reaching over 27,000 students with programming and interventions using both case management and whole college approaches.
- FY 2024-2025 saw 1.9% of allocated funds being unspent representing a 66% decrease in allocated funding returned.
- The largest program of enrollment for identified students at SSI colleges is College Transfer (43%) with Associate in General Education (16%) and Business Technologies (14%) as the second and third largest programs of enrollment.
- Course success rates for Developmental, General Education, and Career and Technical (CTE) courses have risen substantially at SSI colleges, outpacing growth in success rates in these courses at non-SSI colleges.
- Successful completion of credit-level English and math courses at SSI colleges has risen over time, closing the gap between SSI colleges and non-SSI colleges.
- Persistence and completion at SSI colleges have improved over time.

Section 2

Legislative Reporting Requirements

Requirement 1- FY 2024-2025 Program Objectives, Activities, and Accomplishments

Program Objectives

The primary objective of the SSI program is to improve outcomes for students who have been identified as historically academically underachieving. To affect outcomes for this population, funded colleges employ research informed interventions and strategies specific to their campus context to increase integration and engagement with the campus environment, including improving access to available resources, with the goal of fostering academic achievement, persistence, and completion. Colleges also integrate career development and skill building programming to assist with preparing students for their post-graduation destination.

For the 2022-2026 grant cycle, colleges choose from among four project focus areas for their campus program. These project focus areas are as follows:

Recruitment/Access
Retention/Persistence
Completion
Campus Environment/Sense of Belonging

Colleges could provide programming and interventions in one or more project focus areas. All SSI-funded colleges identified at least one project focus area for FY 2024-2025. 52.4% of colleges identified a second area of focus, and 33.3% identified a third area of focus for FY 2024-2025. See Table 1 for details.

Table 1: FY 2024-2025 SSI Project Focus Areas by Campus

College Name	Recruitment/Access	Retention/Persistence	Completion	Campus Environment/Sense of Belonging
Alamance CC		X	X	X
A-B Tech CC	X	X		X
Beaufort CC		X		
Caldwell CC&TI	X			
Central Carolina CC		X	X	
Davidson-Davie CC	X	X	X	
Durham Tech CC			X	
Fayetteville Tech CC	X	X	X	
Forsyth Tech CC				X
Guilford Tech CC		X		
Haywood CC	X	X		
Johnston CC		X		
Nash CC		X		
Pitt CC	X	X		X
Richmond CC	X		X	X
Robeson CC		X		
Rowan Cabarrus CC		X		X
Sampson CC	X			
Southeastern CC	X			
Wake Tech CC		X	X	X
Western Piedmont CC		X		

Additionally, for the 2022-2026 grant cycle, colleges selected the target population(s) on which to focus their efforts within their chosen project focus area(s). These target populations include the following:

- Curriculum (CU)
- Continuing Education (CE)
- College and Career Readiness (CCR)
- Dual Enrollment (CCP)

Colleges could choose to provide programming and interventions to one or more target population based on the specific needs of their campus. See Table 2 for a breakdown of target populations by college.

Table 2: FY 2024-2025 SSI Target Population by Campus

College Name	CU	CE	CCR	CCP
Alamance CC	X			
A-B Tech CC	X	X		
Beaufort CC	X	X	X	X
Caldwell CC&TI				X
Central Carolina CC	X			
Davidson-Davie CC	X	X	X	X
Durham Tech CC		X		
Fayetteville Tech CC	X	X	X	X
Forsyth Tech CC	X			X
Guilford Tech CC	X			
Haywood CC	X	X	X	X
Johnston CC	X			
Nash CC	X			X
Pitt CC	X	X		X
Richmond CC	X	X	X	X
Robeson CC	X			X
Rowan Cabarrus CC	X			X
Sampson CC	X	X	X	
Southeastern CC	X	X		X
Wake Tech CC				X
Western Piedmont CC	X			

Program Activities and Students Served

For FY 2024-2025, funded colleges employed both a case management approach and a whole college approach with regard to their program activities. SSI colleges reported serving a total of 27,415 students providing 1,211 unique program activities and services aligned with their selected project focus area(s). The total students served is a duplicated count as students could participate in multiple program activities. SSI funded colleges reported employing both academic and student development interventions to improve student access, persistence, completion and engagement with the campus. Below is a listing of the number and types of activities utilized in FY 2024-2025 for the SSI. See Table 3 and Table 4 for a breakdown of activity totals and categories by project focus area.

Table 3: FY 2024-2025 SSI Program Activities by Project Focus Area

	Recruitment/ Access	Retention/ Persistence	Completion	Campus Environment/Sense of Belonging	FY 2024-2025 Total Program Activities
FY 2024- 2025 Activity Totals	310	385	213	303	1211

Table 4: FY 2024-2025 SSI Program Activity Categories by Project Focus Area

	Recruitment/Access	Retention/Persistence	Completion	Campus Environment/Sense of Belonging
FY 2024- 2025 Activity Categories	Community Engagement and Targeted Outreach Career Exposure and Exploration Campus Visits/Open Houses Secondary Partnership Building Social Media and Digital Outreach	Academic Support and Progress Monitoring Mentorship Resource Accessibility and Referrals College, Career and Leadership Skill Development Cultural Enrichment Financial Literacy/Financial Aid CRM Retention Software	Case Managed Success Coaching/Academic Advising Academic Monitoring and Assessment Study Skills Workshops Career Readiness and Preparation/Job Search Transfer Preparation Support/College Visits	Campus Engagement/Social Events Cultural Awareness Community Service Recognition Events Student Wellness

Requirement 2- FY 2024-2025 Program Expenditures

SSI Allocation and Expenditures FY 2024-2025

Total funding for the SSI for the 2022-2026 grant cycle totals \$3,240,000. Each fiscal year \$810,000 is allocated to the 21 funded colleges for SSI programming as follows in Table 5.

Table 5: SSI 2022-2026 Grant Cycle Allocation by Campus

COLLEGE	FY 2022-23	FY 23-24	FY 24-25	FY25-26	TOTAL ALLOCATION
Alamance CC	\$42,819	\$42,819	\$42,819	\$42,819	\$171,276
A-B Tech CC	\$39,033	\$39,033	\$39,033	\$39,033	\$156,132
Beaufort CC	\$38,676	\$38,676	\$38,676	\$38,676	\$154,704
Caldwell CC&TI	\$40,086	\$40,086	\$40,086	\$40,086	\$160,344
Central Carolina CC	\$41,033	\$41,033	\$41,033	\$41,033	\$164,132
Davidson-Davie CC	\$26,669	\$26,669	\$26,669	\$26,669	\$106,676
Durham Tech CC	\$24,764	\$24,764	\$24,764	\$24,764	\$99,056
Fayetteville Tech CC	\$41,247	\$41,247	\$41,247	\$41,247	\$164,988
Forsyth Tech CC	\$42,462	\$42,462	\$42,462	\$42,462	\$169,848
Guilford Tech CC	\$42,604	\$42,604	\$42,604	\$42,604	\$170,416
Haywood CC	\$40,390	\$40,390	\$40,390	\$40,390	\$161,560
Johnston CC	\$37,708	\$37,708	\$37,708	\$37,708	\$150,832
Nash CC	\$40, 572	\$40, 572	\$40, 572	\$40, 572	\$162,288
Pitt CC	\$38,676	\$38,676	\$38,676	\$38,676	\$154,704
Richmond CC	\$39,390	\$39,390	\$39,390	\$39,390	\$157,560
Robeson CC	\$39,604	\$39,604	\$39,604	\$39,604	\$158,416
Rowan Cabarrus CC	\$43,604	\$43,604	\$43,604	\$43,604	\$174,416
Sampson CC	\$38,747	\$38,747	\$38,747	\$38,747	\$154,988
Southeastern CC	\$29,743	\$29,743	\$29,743	\$29,743	\$118,972
Wake Tech CC	\$44,104	\$44,104	\$44,104	\$44,104	\$176,416
Western Piedmont CC	\$38,069	\$38,069	\$38,069	\$38,069	\$152,276
Total Allocation	\$810,000	\$810,000	\$810,000	\$810,000	\$3,240,000

Student Success Initiative Funded Campus's Expenditures- FY 2024-2025

The YTD expenditures for FY 2024-2025 for SSI totaled \$794,369.18 as displayed in Table 6. Of the \$810,000 allocated for the FY, \$15,630.82 went unspent. This represents a 1.9% return for FY 2024-2025. For FY 2023-2024, 5.6% of the allocated funds went unspent. FY 2024-2025 saw a 66% decrease in returned funds. Funds unspent are returned to the General Assembly.

Table 6: FY 2024-2025 Expenditures by Campus

COLLEGE	BUDGETED ALLOCATION	YTD EXPENDITURES 2024-2025
Alamance CC	\$42,819	\$42,819.00
A-B Tech CC	\$39,033	\$35,372.41
Beaufort CC	\$38,676	\$38,676.00
Caldwell CC&TI CC	\$40,086	\$40,085.60
Central Carolina CC	\$41,033	\$41,033.00
Davidson-Davie CC	\$26,669	\$26,669.00
Durham Tech CC	\$24,764	\$20,866.68
Fayetteville Tech CC	\$41,247	\$41,179.43
Forsyth Tech CC	\$42,462	\$42,462.00
Guilford Tech CC	\$42,604	\$37,683.28
Haywood CC	\$40,390	\$40,390.00
Johnston CC	\$37,708	\$37,708.00
Nash CC	\$40,572	\$40,572.00
Pitt CC	\$38,676	\$36,631.38
Richmond CC	\$39,390	\$39,390.00
Robeson CC	\$39,604	\$38,564.40
Rowan Cabarrus CC	\$43,604	\$43,604.00
Sampson CC	\$38,747	\$38,747.00
Southeastern CC	\$29,743	\$29,743.00
Wake Tech CC	\$44,104	\$44,104.00
Western Piedmont CC	\$38,069	\$38,069.00
Total	\$810,000	\$794,369.18

Fund Sources

The Business and Finance Division of the NCCCSO provides a comprehensive FY accounting of all SSI funding and expenditures. This information is provided as an Appendix to this report.

Requirement 3- FY 2024-2025 Program Impact

SSI programming continued to have a positive impact on student outcomes. Enrollment data evidences the degree to which SSI funded campuses are serving students who have historically demonstrated underachievement. Additionally, enrollment in programs of study provides an indication of workforce pipeline potential. The SSI's impact on student achievement is measured by overall course success rates and English and math course success rates, as successful course completion provides leading indication of successful program of study completion. Fall-to-fall persistence and completion rates for SSI colleges demonstrate the impact on overall persistence and completion, which provides insight into the rate at which students can transfer or enter the workforce.

Enrollment Data: SSI College Student Characteristics

The SSI cohort definition for this report consisted of students who were first-time in college, took developmental math (MAT) or English (ENG) in their first term of enrollment, and attended a SSI-funded college. The comparison group at non-SSI colleges consisted of students who met the same criteria but did not attend a SSI-funded college. Data looked across fall semesters from 2022-2024, the data available for the identified cohort.

Below are tables providing enrollment data for the number of unique student enrollments, the cohort characteristics, and the cohort demographics for SSI-funded college cohorts for the academic years for which data are available. Given the cohort definition, which is inclusive of students taking developmental math or English in their first term of enrollment, SSI colleges enroll a higher number of students who have historically demonstrated academic underachievement, indicating that the SSI is operating at colleges with high numbers of underachieving students. Enrollment numbers for non-SSI colleges is provided for comparison.

Table 7: SSI Student Enrollment Count Over Time

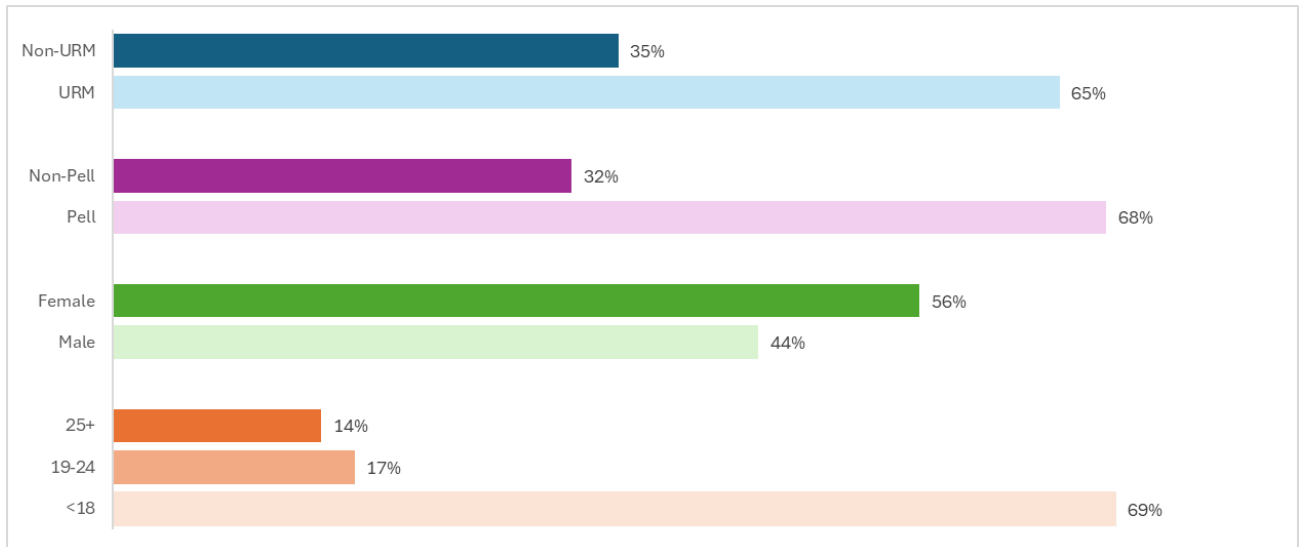
Unique Student Enrollments		
	SSI	Non-SSI
Fall 2022	4,332	3,594
Fall 2023	4,464	3,555
Fall 2024	5,296	3,819

Table 8: SSI Cohort Characteristics Over Time

Cohort Characteristics (SSI Colleges Only)								
	Student Age		Student Sex		Student Pell Status		Student Race/Ethnicity	
	≤18	19-24	Male	Female	Pell	Non-Pell	URM	Non-URM
Fall 2022	70%	17%	47%	53%	63%	37%	63%	37%
Fall 2023	69%	17%	46%	54%	65%	35%	64%	36%
Fall 2024	69%	17%	44%	56%	68%	32%	65%	35%

*** URM includes American Indian/Alaskan, Black, Hawaiian/Pacific Islander, Hispanic, and Multiple Races

Table 9: Fall 2024 Cohort Demographics at SSI Colleges



Program of Study Enrollment Data: Workforce Pipeline Impact

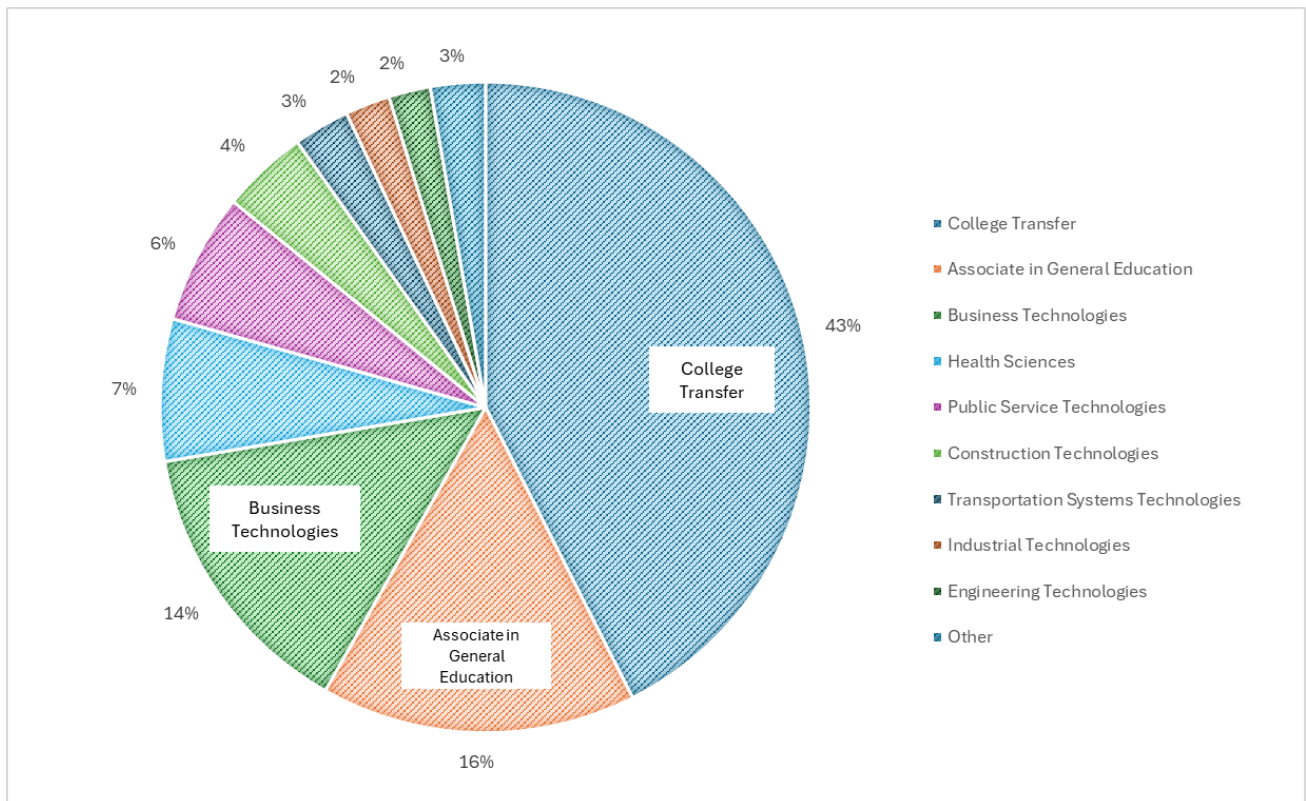
By supporting historically underachieving students to completion in their respective area of enrollment, the SSI is essential in meeting North Carolina’s workforce needs and credential attainment goals. Enrollment in programs aligned with critical workforce sectors is essential to ensuring a strong workforce pipeline. The career services provided to program participants aid in preparing students for workforce entry.

The share of cohort students at SSI colleges within each program area has remained relatively steady over time. The top program areas for SSI college students are College Transfer (43%), Associate in General Education (16%), and Business Technologies (14%), respectively.

Table 10: Percent Enrollment of SSI Cohort Students by Program Area Over Time

Program Area	Fall 2022	Fall 2023	Fall 2024
Agricultural and Natural Resources Technologies	0%	0%	0%
Associate in General Education	17%	15%	16%
Biological and Chemical Technologies	1%	0%	0%
Business Technologies	17%	15%	14%
College Transfer	41%	45%	43%
Commercial and Artistic Production Technologies	1%	1%	1%
Construction Technologies	2%	3%	4%
Engineering Technologies	2%	2%	2%
General Occupational Technology	1%	1%	1%
Health Sciences	6%	6%	7%
Industrial Technologies	2%	2%	2%
Public Service Technologies	8%	7%	6%
Transportation Systems Technologies	2%	2%	3%

Table 11: Fall 2024 Program Area Enrollments of SSI Cohort Students at SSI Colleges



Academic Achievement Impact

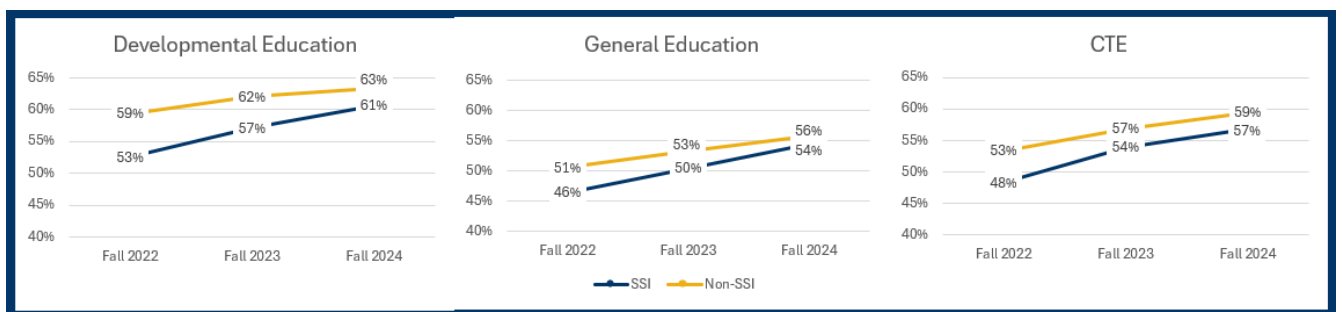
Overall Course Success

One of the primary goals of the SSI is to increase the academic achievement of historically underachieving students to positively impact student progression towards completion, transfer or workforce entry. To assess academic achievement for SSI colleges, course success rates in Developmental, General Education, and Career and Technical (CTE) courses were examined.

In assessing course success within the initiative’s grant cycle, the analysis considered students who entered college for the first time in a summer semester as part of the first-time fall cohort. Students who took at least one course within a given course type (Developmental, General Education, or CTE) were included in the calculations for success rate.

Course success outcomes for all three course types, Developmental, General Education and CTE, have risen substantially between fall 2022 and fall 2024, the years for which data were available at the time of preparation for this report. Developmental and General Education course success rates saw an 8% increase over this time period, and CTE course success rates saw a 9% increase at SSI colleges. Additionally, growth in course success at SSI colleges outpaced growth in success rates at non-SSI colleges. For example, the change in success in Developmental Education courses grew by 5% more across the three-year period at SSI colleges compared to non-SSI colleges. These data indicate that gains in a leading indicator for overall improved academic achievement, course success, is evident at SSI colleges.

Table 12: Successful Developmental, General Education, and CTE Course Completion Rates Across One Academic Year Over Time at SSI and Non-SSI Colleges

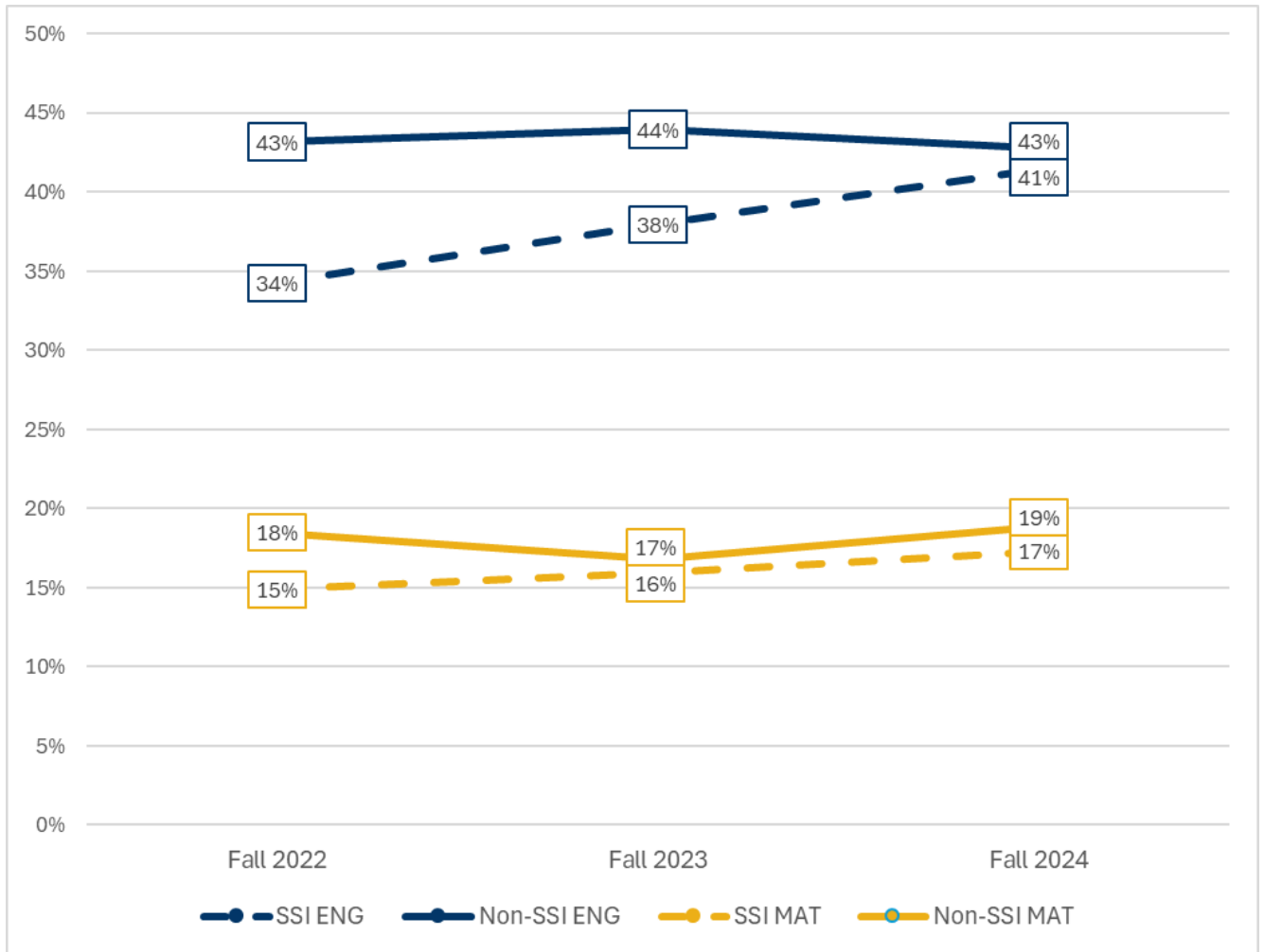


Credit-Level English and Math Course Success

Credit-level English and math courses often represent gateway courses that are foundational, required courses for most all curriculum programs of study. Success in these courses provides an indication that students are successfully progressing towards program completion. An analysis of credit-level English and math courses for SSI colleges indicates year-over-year

improvement in success rates for both English and math, which is closing the gap in success rates between SSI and non-SSI colleges. Success in these courses at non-SSI colleges has either dropped or remained the same over the same period.

Table 13: Successful Completion of Credit-Level English and Math in the First Academic Year of Attendance Over Time at SSI and non-SSI Colleges

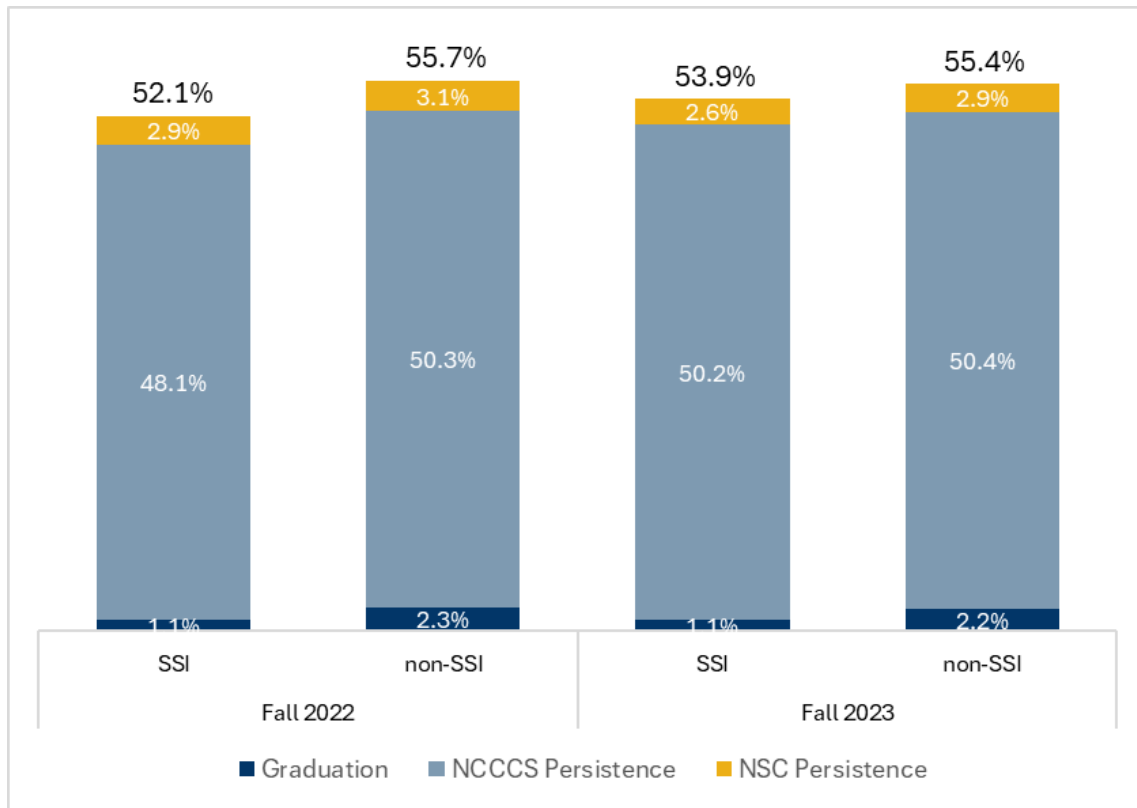


Persistence and Completion Impact

The NCCCS measures persistence by First-Year Progression/Persistence (PM4) percentage. First-time, fall credential-seeking students who graduate prior to or enroll in post-secondary education the subsequent fall term is the indicator of success for this performance measure. A similar methodology was employed in examining persistence and completion for SSI colleges.

To assess persistence and completion success for SSI colleges, graduation, persistence at a NCCCS college, and enrollment at another higher education institution, respectively, were considered demonstrations of successful completion or persistence. For SSI colleges, persistence at a NCCCS college increased in the years examined (from 48.1% to 50.2%), while graduation rates remained steady. The gap between SSI colleges and non-SSI colleges in persistence at a NCCCS college is closing, evidencing the gains in persistence that SSI colleges have made. Overall, persistence and completion at SSI colleges improved from 52.1% to 53.9% from 2022 to 2023.

Table 14: Fall-to-Fall Persistence and Completion Rates at SSI Colleges and Non-SSI Colleges Over time



**Appendix:
Fund Sources
FY 2024-2025 Student Success Initiative
Budget Expenditures**

**FY 2024-2025 Student Success Initiative
Budget and Expenditures**

The Business and Finance Division of the NCCCSO provides a comprehensive FY accounting of all SSI funding and expenditures. SSI program expenditures for FY 2024-2025 by budget category are provided by object code- a structured code to identify the nature of assets, liabilities, fund balance, revenues and expenses. Program expenditures for FY 2024-2025 by object code for the SSI program are as follows:

Personnel	Supplies/Materials/ Equipment	Contractual and Other Services	Professional Development
511300 518700	523000	519130 539602	531110 531130
511310 512000	526000	519200 544000	531140 539508
512010 526100	526010	519220 544010	531150
515000 515010	526030	519250 555200	531210
516030	526060	519400	531220
518100	527000	531500	531240
518200	555100	534100	531250
518300	560070	539500	531420
Total	Total	Total	Total
\$484,233.14	\$59,239.89	\$162,245.29	\$88,650.86