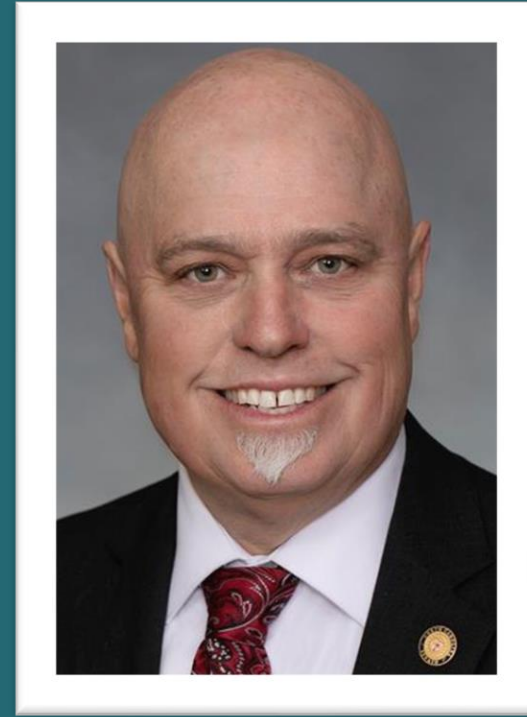
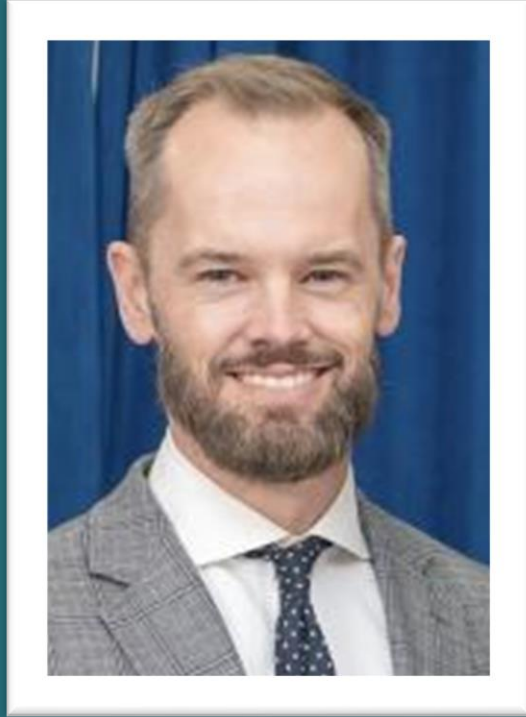


Governor's Council on Workforce & Apprenticeships

Meeting 6
November 6, 2025

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Welcome & Call to Order

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Roll Call

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Conflict of Interest

In accordance with the State Government Ethics Act, it is the duty of every Council member to avoid both conflicts of interest and the appearance of conflicts of interest.

If any Council member has any known conflict of interest or is aware of facts that might create the appearance of such conflict, with respect to any matters coming before the Council today, please identify the conflict or the facts that might create the appearance of a conflict to ensure that any inappropriate participation in that matter may be avoided.

If at any time, any new matter raises a conflict during the meeting, please be sure to identify it at that time.

Approval of Minutes

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Review of Timeline and Subcommittees

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Timeline

- ✓ June 13th: Goals submitted to the Governor
 - ✓ June 30th: Public report on Goals posted
 - ✓ June 25th - July 25th: Staff divides Council into subcommittees
 - ✓ Early - Mid-August: Subcommittees begin meeting virtually
 - ✓ August 27th: Full Council meeting (virtual)
 - ✓ Mid-October: Draft Strategies for Council Review
-
- **November 6th: 9:00am - 10:30am: Full Council meeting**
 - **December 15th: Report with strategies due to the Governor**
-
- All goals are on a 4-year timeline with annual progress reports to be submitted in December 2026, December 2027, and December 2028.

Education and Credential Attainment - Building Pathways to Post-Secondary Success

Goals 1, 2, and 3

Council Members: Andréa Allard, Rep. Vernetta Alston, Sherry Carpenter, Cecilia Holden, Trey Michael, Karen Wade, Tom West

NCWorks Commission Members: Dr. Robert Van Dyke, Mo Green, Steven Hunt, Suzanne Johnson, Himanshu Karvir, Secretary Lee Lilley (Dr. Andrea DeSantis), Secretary Gabe Esparza (Candace Lowry), Nikki Nissen

Subject Matter Experts: Sarah Bourland, Geoff Coltrane, Dr. Andrea Crowley, Dr. Lisa Eads, Dr. Andrew Gardner, Lynn Kinney, Dr. Emily McCartha, Dr. Deanne Meadows, Dr. Shun Robertson

Staff: Dr. Andrea DeSantis, Tracie Ford, Dr. Brian Merritt

Work-Based Learning and Apprenticeships

Goals 4, 5, 6, and 7

Council Members: JB Buxton, Brian Floyd, Steve Mange, Anna Perkinson, Tammy Simmons, Dr. Thomas Walker, Wendy Walker-Fox

NCWorks Commission Members: Dr. Jeff Cox (John Loyack), Wesley Davis, Robert Doreauk, Jeff Frederick, Jim Hartman, Secretary Dev Sangvai (Chris Egan), Greg Thompson, Pam Townsend

Subject Matter Experts: Dr. Christopher Harrington, Natalie English, Andy MacCracken, Anita McMahan, Andrew Meehan

Staff: Dr. Andrea DeSantis, Sonja Godsey, Veronica Green, Caroline Sullivan

Employer Engagement and Sector Partnerships

Goals 8, 9, and 10

Council Members: Jennifer Allen, Mark Bolton, Anna Perkinson, Dr. Travis Reeves, Eric Shoults

NCWorks Commission Members: Rebecca Axford, Daniel Briggs, Governor Stein (Kindl Detar), Marti Matthews Martin, Olalah Njenga, Mark Richardson, Cynthia Speight, Dr. Hope Williams

Subject Matter Experts: Meihui Bodane, Sarah Bourland, Nancy Cross, Trish Farnham, Dr. Andrew Gardner, Vincent Ginski, Jonathan Guarine, Eric Haddock, Dr. Christopher Harrington, Lynn Kinney, Linda Lay, Dr. Deanne Meadows, Dr. Phil Mintz, Nathan Ramsey, and Penny Whiteheart

Staff: Ken Allen, Dr. Jenni Harris, Dr. Annie Izod, Wendy Johnson

Governing and Aligning a Future-Ready Workforce

Goal 11

Council Members: Andréa Allard, Sen. Val Applewhite, Jennifer Allen, JB Buxton, Chad Bouffiou, Karen Wade, Dr. Thomas Walker

NCWorks Commission Members: Christopher Arabia, Shawn Brown, Rodney Carson, Christopher Gergen, Byron Hicks, Paul Lawler, Sharene Pierce, Cheryl Richards

Subject Matter Experts: Andrew Beal, Cory Biggs, Emilia Boyette, Melany Clark, Cris Charbonneau, Dr. Andrea Crowley, Jeff DeBellis, Eric Haddock, I-Sah Hseih, Mary Penny Kelley, Dr. Hilmi Lahoud, Rachel Levy, Brooks Raiford, Katey Regan, Pat Sturdivant, Holly West-Pauley

Staff: James Bain, Caroline Sullivan, Kristie Van Auken

Draft Goals and Aligned Strategies

Governor's Council on Workforce and Apprenticeships

NCWorks Commission

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Subcommittee Reports

Education and Credential Attainment- Goals 1, 2, and 3

Work-Based Learning and Apprenticeships- Goals 4, 5, 6, and 7

Employer Engagement and Sector Partnerships- Goals 8, 9, and 10

Governing and Aligning a Future-Ready Workforce- Goal 11

Vision

North Carolina is committed to building a seamless continuum of education and workforce development—in which all partners on the workforce continuum are working together to fuel our state’s continued economic growth, ensure employers have the talent they need, and expand pathways to careers for North Carolinians that support thriving families and communities across our state. The purpose of this continuum of service is ultimately to prepare all learners and jobseekers, including, but not limited to, people in rural communities, justice-involved people, people with disabilities, and veterans and their families, to prosper throughout their lives.

Education and Credential Attainment

Objective 1 - Prepare North Carolinians for success through post-secondary readiness and credential and degree attainment.

- ▶ **Goal 1:** Ensure 2 million North Carolinians aged 25-44 will have earned an industry-valued credential or degree by 2030.
- ▶ **Goal 2:** By graduation, every high school student will have completed coursework that results in transferable credit or credentials/ certifications in **preparation for the postsecondary pathway of their choice**. The coursework includes dual enrollment, Career & Technical Education (CTE) concentrator, Junior Reserve Officers' Training Corps (JROTC), Advanced Placement/International Baccalaureate, and work-based learning courses.
- ▶ **Goal 3:** For graduating high school students, **increase postsecondary enrollment, employment, or enlistment** in the military within 12 months of high school graduation.

Goal 1,2, and 3 Proposed Strategies

- Continue to develop and expand an **interoperable data system** (e.g., digital transcripts), that allows for real-time, seamless transitions across education, workforce and licensure pathways, along with robust tracking to understand and evaluate learner-level outcomes.
- Further **align the state's industry-valued credentials list** with employer demand and expand access to relevant credentials. Leverage the list to support **implementation of Workforce Pell**.
- Strengthen and coordinate programs that **ensure learners are on track** and re-engage adults who stop before finishing a credential or degree. Create clear and consistent ways to give **credit for prior learning, military service and work experience**.
- Align and strategically **expand funding and partnerships to support learners** with essential needs like childcare, transportation, food, and housing, especially for people in rural communities, justice-involved people, people with disabilities, and veterans and their families.

Goals 1,2, and 3 Proposed Strategies cont...

- Promote awareness and increase uptake of NC College Connect, Next NC and the NC Need-Based Scholarship to **provide direct admission to North Carolina colleges and universities and financial aid to support the cost of attendance**, making financial aid more flexible to cover tuition, credentials, and licensing costs—especially in high-demand career fields.
- Review and **adjust high school course quality points system**, encouraging parity across prioritized course types (Advanced Placement/International Baccalaureate/Cambridge International Education, Career and Technical Education, and Junior Reserve Officers' Training Corps).
- Ensure every K-12 student **develops a meaningful career development plan**, supported by well-trained advisors across schools, colleges, and workforce programs. **Expand successful advising models**, such as Advise NC and the NC Career Coach program, to more high schools, so all students receive high-quality guidance as they explore and prepare for their future.
- **Increase the number of school counselors** to ensure that North Carolina meets the American School Counselor Association student-to-counselor ratio of 250 to 1.

Work-based Learning and Apprenticeships

Objective 2 - Empower employers, including small and medium-sized businesses, to lead efforts to expand apprenticeships, work-based learning, and strategic partnerships to build a skilled workforce aligned with employer needs across North Carolina.

- ▶ **Goal 4:** Double the number of registered apprentices.
- ▶ **Goal 5:** Increase participation in work-based learning.
- ▶ **Goal 6:** Engage 50,000 employers to partner with the Governor's Council on Workforce and Apprenticeships on achieving its goals.
- ▶ **Goal 7:** Establish and expand coordinated partnerships between education and workforce agencies and employers to increase alignment of resources to better address current and projected employer needs.

Goal 4,5,6, and 7 Proposed Strategies

- Develop an **employer-centered model for shared training and education of talent**, to create a unified, statewide, tiered employer engagement system that incentivizes varying levels of employer participation.
- Leverage existing state and local business councils, professional associations, etc. to **identify barriers to the expansion of apprenticeships and work-based learning**, build strategic partnerships, and recommend incentives for **pre-apprenticeships, apprenticeships, and work-based learning opportunities**.
- When possible, **embed credentials and degrees** into apprenticeships and pre-apprenticeships programs.
- Explore opportunities to strengthen and integrate Perkins V K-14 Business Advisory Councils and local area workforce development boards to **formalize commitments and shared goals among education and workforce partners**.
- Across agencies, review policies and procedures to **reduce regulatory burdens for employers and update policies and procedures** to foster an aligned multi-sector ecosystem that supports ApprenticeshipNC and partners.

Goal 4,5,6, and 7 Proposed Strategies cont...

- Secure stable and sustainable funding to organizations that will **expand apprenticeships and work-based learning** to include ApprenticeshipNC, NCWorks, NC Department of Adult Correction, NC Department of Military and Veterans Affairs, and the NC Department of Health and Human Services, to meet the needs of employers as they serve people in rural communities, justice-involved people, people with disabilities, and veterans and their families.
- Grow and unify workforce professionals supporting students and engage Community Based Organizations (CBOs) in supporting priority populations and rural populations to address barriers, so that **more North Carolinians can gain access to education and training that will lead to advancement opportunities.**
- Extend the existing **Youth Apprenticeship Tuition Waiver to all apprentices** regardless of participation in a pre-apprenticeship program.

Additional Strategies to Consider

As the strategy to double apprenticeships:

1. Create the **Apprenticeship County Match Fund** that provides matching funding to counties that support registered apprenticeships by paying the related instruction at community colleges in partnership with companies who pay apprenticeship wages. Funds would be matched on a sliding scale basis based on a county's Tier designation.
2. Implement a **tax credit** for companies on the wages spent on apprenticeship salaries.
3. Launch **Apprenticeships UNC** that creates new apprenticeship opportunities in areas like industrial maintenance, skilled trades, scientific associate research roles, and health care occupations (where relevant) in partnership with area community colleges.

Employer Engagement and Sector Partnerships

Objective 3 - Develop and implement statewide sector-based workforce strategies in key industries—such as advanced manufacturing, education, and health care—that embed AI skills development and expand work-based learning opportunities, while strengthening the state’s talent pipeline.

- ▶ **Goal 8:** Create statewide sector-based workforce development strategies for at least three key industries, including, but not limited to, advanced manufacturing, education, and health care.
- ▶ **Goal 9:** Develop a plan to integrate AI skills development into sector-based strategies and work-based learning in key industries to build a future-ready workforce.
- ▶ **Goal 10:** Reduce state government vacancy rate to 15%.

Goals 8,9,10 Proposed Strategies

- Create a **governance structure to organize existing industry groups, leaders, and councils** within advanced manufacturing, education, and health care to develop and refine statewide sector strategies.
- **Equip local and regional stakeholders** with the tools, knowledge, and support needed to **implement and scale sector-based strategies** aligned with statewide sector strategies.
- In collaboration with the North Carolina AI Leadership Council, **develop an AI curriculum** addressing needs from K-12 to postsecondary that can be integrated into existing coursework to support AI fluency for all North Carolinians, especially people in rural communities, justice-involved people, people with disabilities, and veterans and their families.
- Work with employers to **understand and expand the skills related to AI adoption** that are most needed by their current and future workforce.

Goals 8,9, and 10 Proposed Strategies cont...

- Improve public perception and attractiveness of state government jobs, by having a **dedicated public relations effort to rebrand state government employment**, enhancing competitive compensation, benefits, and opportunities for advancement. Expand the **partnership with education institutions** to create a workforce pipeline into state government.
- Increase use of **work-based learning in state government** for high-volume, entry-level positions (nurses, CNAs, direct support professionals, correctional officers, etc.) to utilize apprenticeships and trainee pathways to develop talent and fund continuing education opportunities to support retention and advancement.

Additional Strategies to Consider

For the sectoral strategy for manufacturing, education, and health care:

1. Charge Commerce and the regional EDPNC research partnerships to develop a **comprehensive and regularly updated labor market information tool** on job availability and job projections in the target industry sectors by region.
2. Create a **Good Jobs and Regional Competitiveness Fund** to support aligned sector-based initiatives in the research partnership regions. Capitalize the fund with state funding and philanthropic dollars to serve as risk capital or matching funding to invest in a handful of eligible strategies such as supporting apprenticeship and internship funding, employer roundtables, faculty recruitment and retention in key sectors, etc.
3. Launch **Early College districts** aligned with advanced manufacturing, education, health care, and life sciences that allow students at high schools across a school district to complete community college coursework and pathways that lead to credentials with labor market value and prepare them for jobs in target sectors.
4. Develop the **NC Advanced Manufacturing Credential** that is the equivalent to BioWork to create a consistent and demand-side approved credential for advanced manufacturing firms.
5. **Add life sciences**

Governing and Aligning a Future-Ready Workforce

Objective 4 - Expand awareness and participation in workforce programs through a statewide outreach effort that connects all North Carolinians across every community and background, including underrepresented populations, to meaningful education, training, and career opportunities.

- ▶ **Goal 11:** Launch a coordinated statewide public outreach effort to broaden awareness and participation in workforce development programs by employers, learners, jobseekers, and incumbent workers, with an emphasis on reaching under-tapped talent pools like rural communities, veterans and their families, individuals with disabilities, and justice-involved people.

Goal 11 Proposed Strategies

- **Fully fund an outreach and awareness campaign**, built around a unifying theme related to "opportunity," seeking to broaden trust and increase engagement in workforce development services across NC, among both employers and jobseekers.
- **Create a single user-friendly platform** that incorporates NCWorks.gov, NCcareers.org, and other statewide career resources to better assist users through seamless connectivity, elimination of redundancies, shared reporting, and overall improvement of site performance, data/information quality, and customer service.
- Deliver regular, coordinated training across schools, community colleges, NCWorks Career Centers, and community-based organizations to **ensure that all counselors, advisors, and career coaches are fully equipped to guide students** toward informed, seamless postsecondary and career pathways.
- Expand access to workforce opportunities that **bring career services directly to residents**, including people in rural communities, justice-involved people, people with disabilities, and veterans and their families.

Council Vote on Proposed Strategies

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The Attainment Imperative for the Workforce

myFutureNC

Cecilia Holden, President and CEO

Cory Biggs, Director of Government Affairs and
Advocacy

The Attainment Imperative for the Workforce

November 6, 2025

**Governor's Council on
Workforce and Apprenticeships**



Cecilia Holden

President & CEO, myFutureNC

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2 million by 2030

SESSION LAW 2019-55

To ensure that the State remains economically competitive, the State shall ensure that by the year **2030**:

2 MILLION

25- to 44-year-olds will have completed a high-quality credential or postsecondary degree

myFutureNC Leadership



Governed by a **cross-sector board of directors** comprised of NC education sector heads, policymakers, philanthropists, and business leaders. Additionally, myFutureNC's *Advisory Board of Commissioners* includes **61 individuals representing communities across our state.**

Board of Directors

John A. Fraley, Chair

Kathryn Black, Vice-Chair

MC Belk Pilon, Secretary and Treasurer

Deanna Ballard

Marshall Cherry

Dr. Jeff Cox

Eric C. Davis

Kindl Detar

Josh Dobson

Maurice "Mo" Green

Ann Goodnight

Peter Hans

Kevin Howell

Rep. Donny Lambeth

Anna Spangler Nelson

Sen. Brad Overcash

Gary Salamido

Machelle Baker Sanders

Matthew Scott

Carol Steen

Dr. A. Hope Williams



An Opportunity for ALL

A better educated North Carolina is the key to economic prosperity and upward mobility for all citizens.

To achieve our goal, myFutureNC will:

- Monitor & Report Progress
- Accelerate Action
- Identify & Advocate for Policy Solutions

2 Million by 2030

One Student at a Time

OUR GOAL

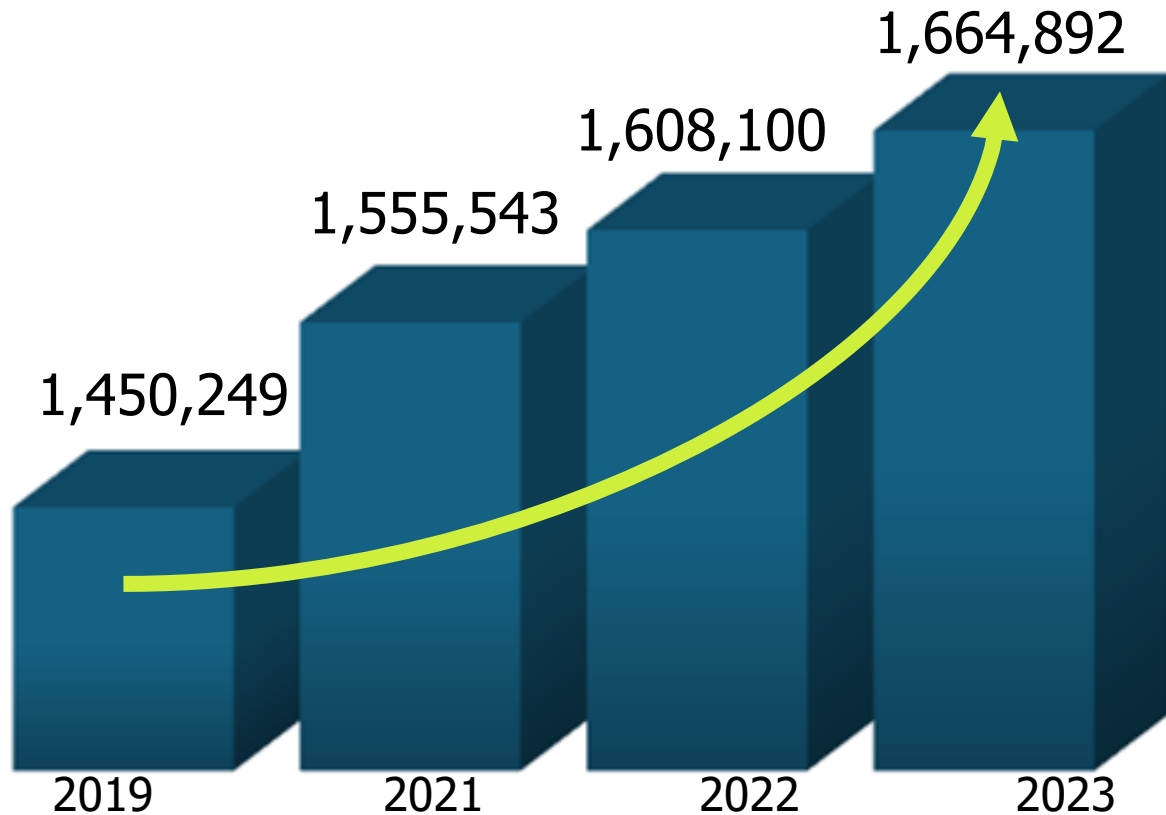


North Carolinians (25-44-year-olds) with high-quality credentials or postsecondary degrees.

2 Million by 2030

One Student at a Time

The number of North Carolinians aged 25-44 hold a degree or credential



214,644

**Additional credentialed
North Carolinians**

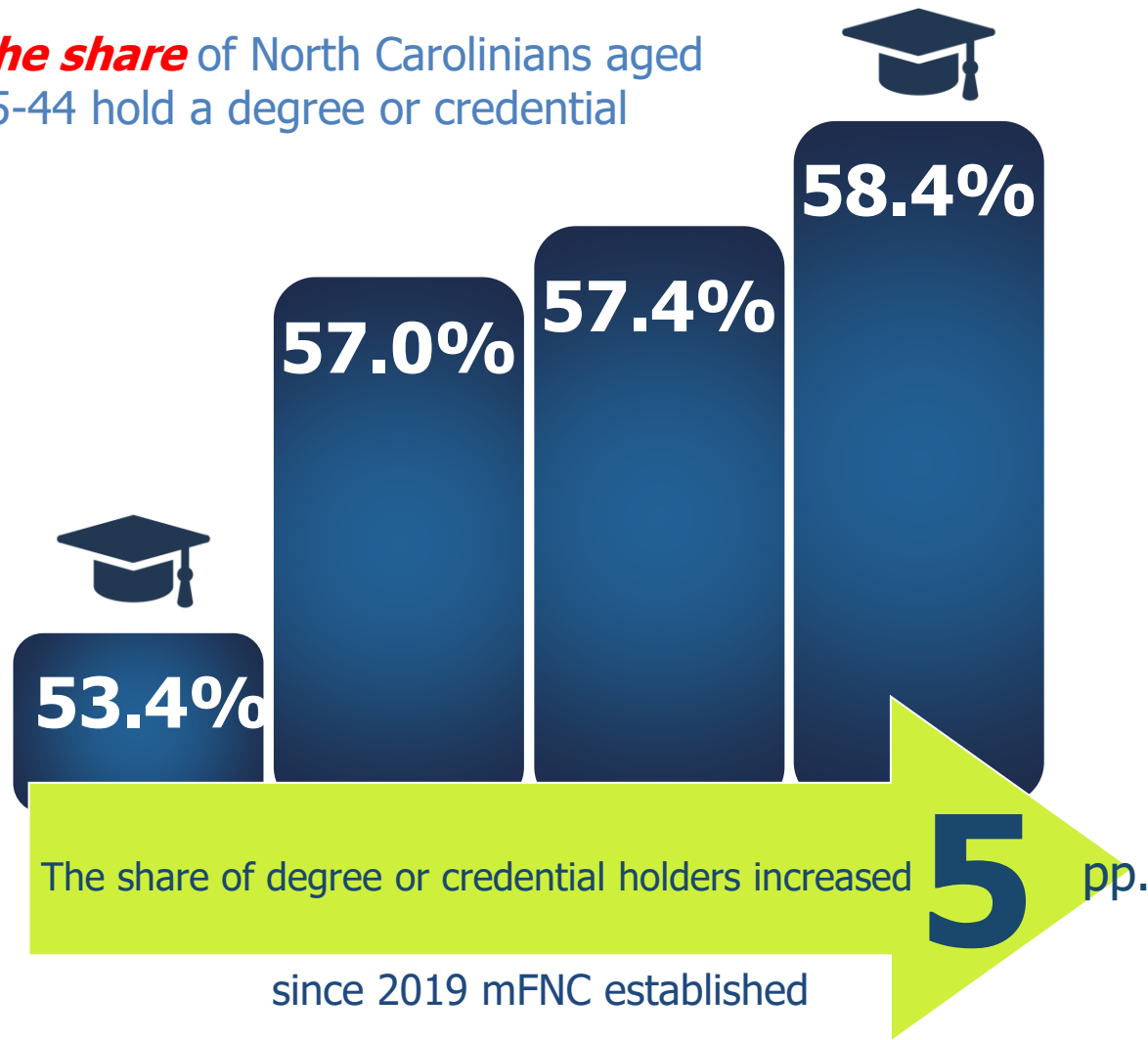
↑(15%)

since 2019
mFNC established

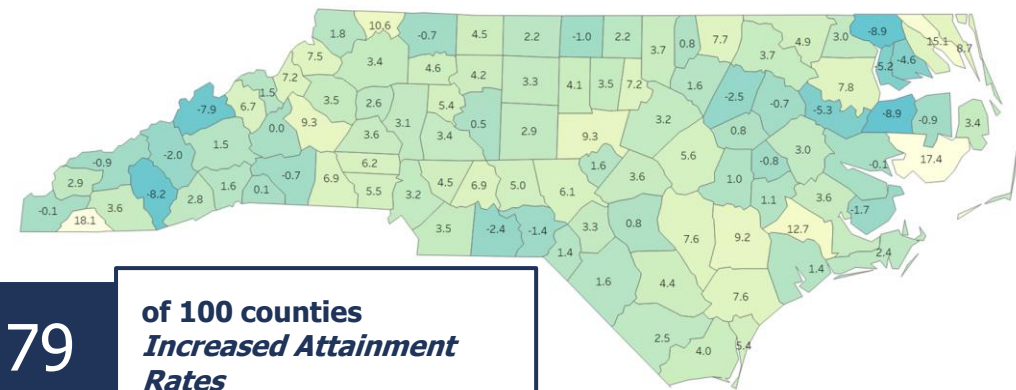
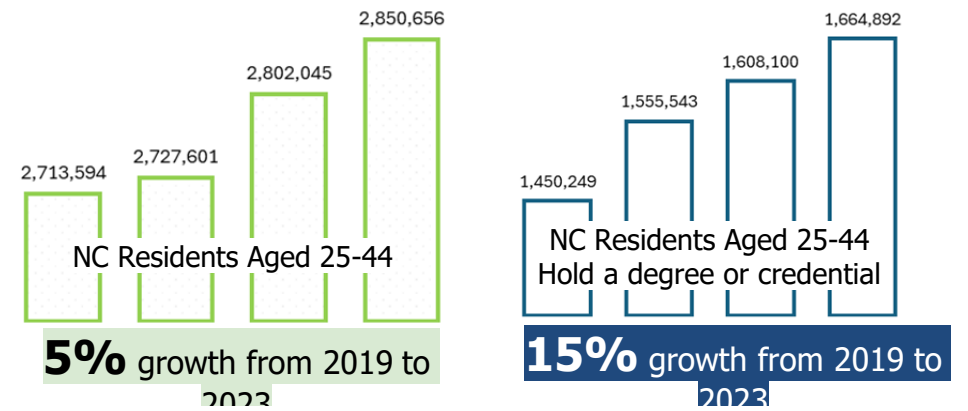
2 Million by 2030

One Student at a Time

The share of North Carolinians aged 25-44 hold a degree or credential

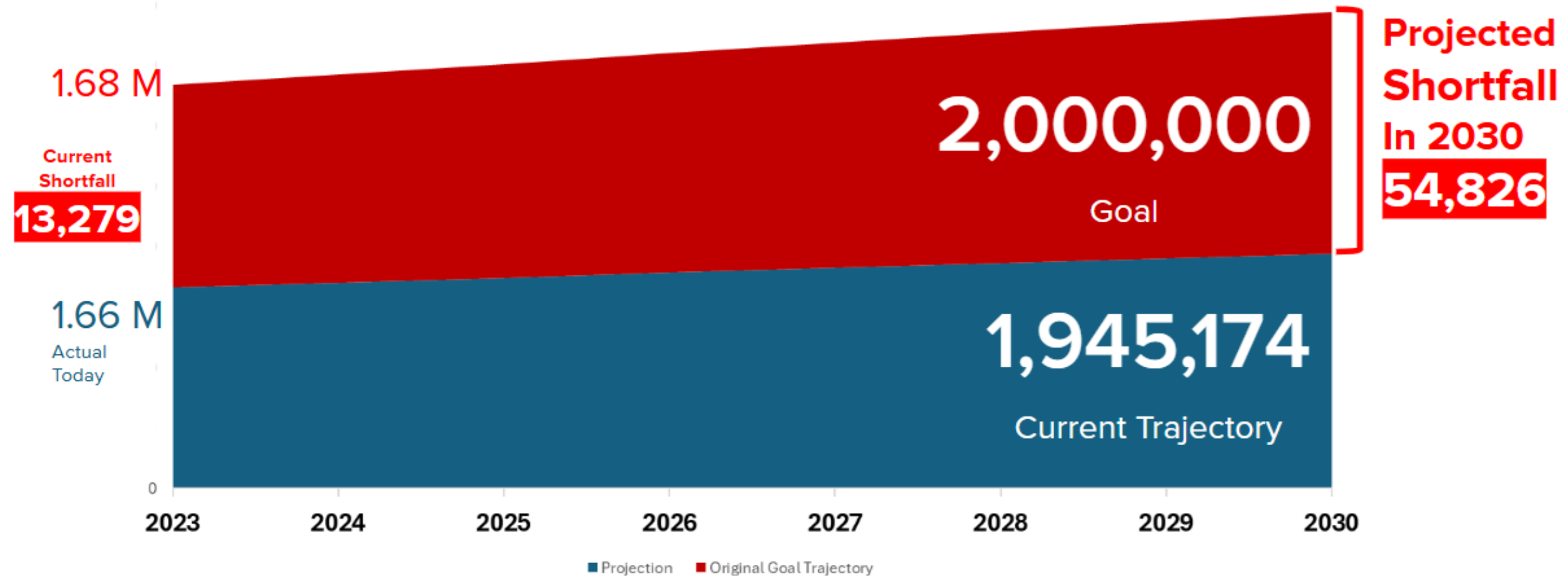


North Carolina's prime working-age population (25-44 years old) continues to grow, yet postsecondary attainment expanding at a faster rate.



2 Million by 2030

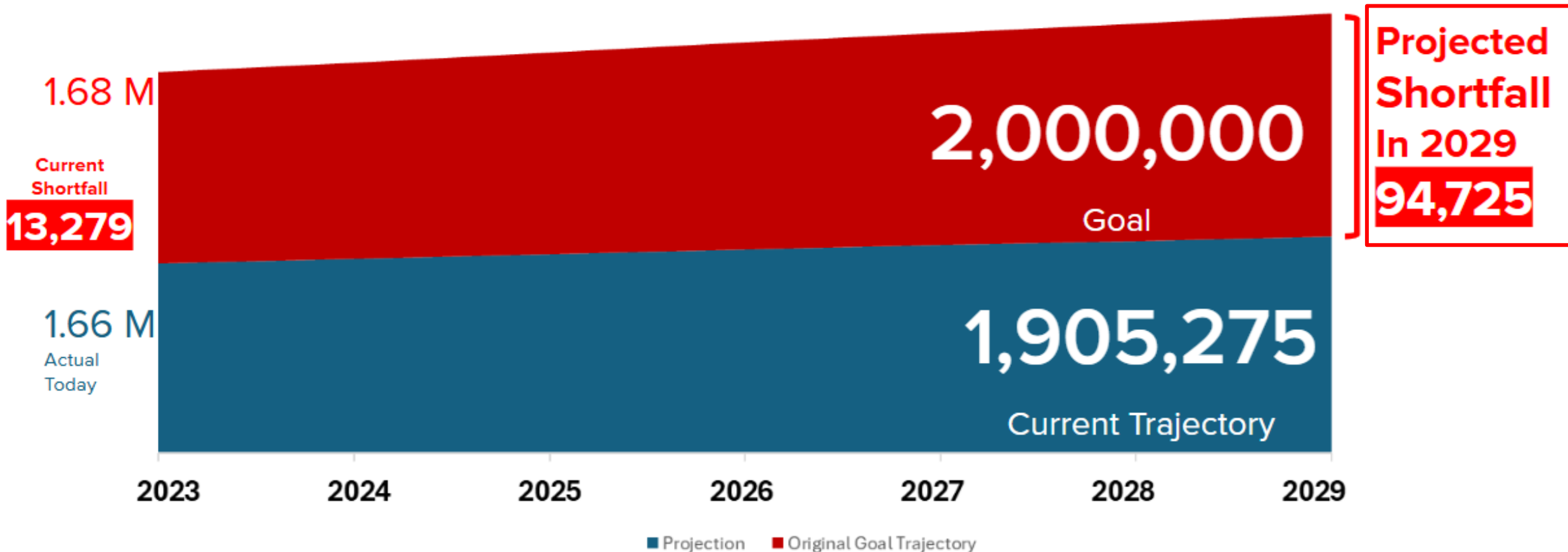
One Student at a Time



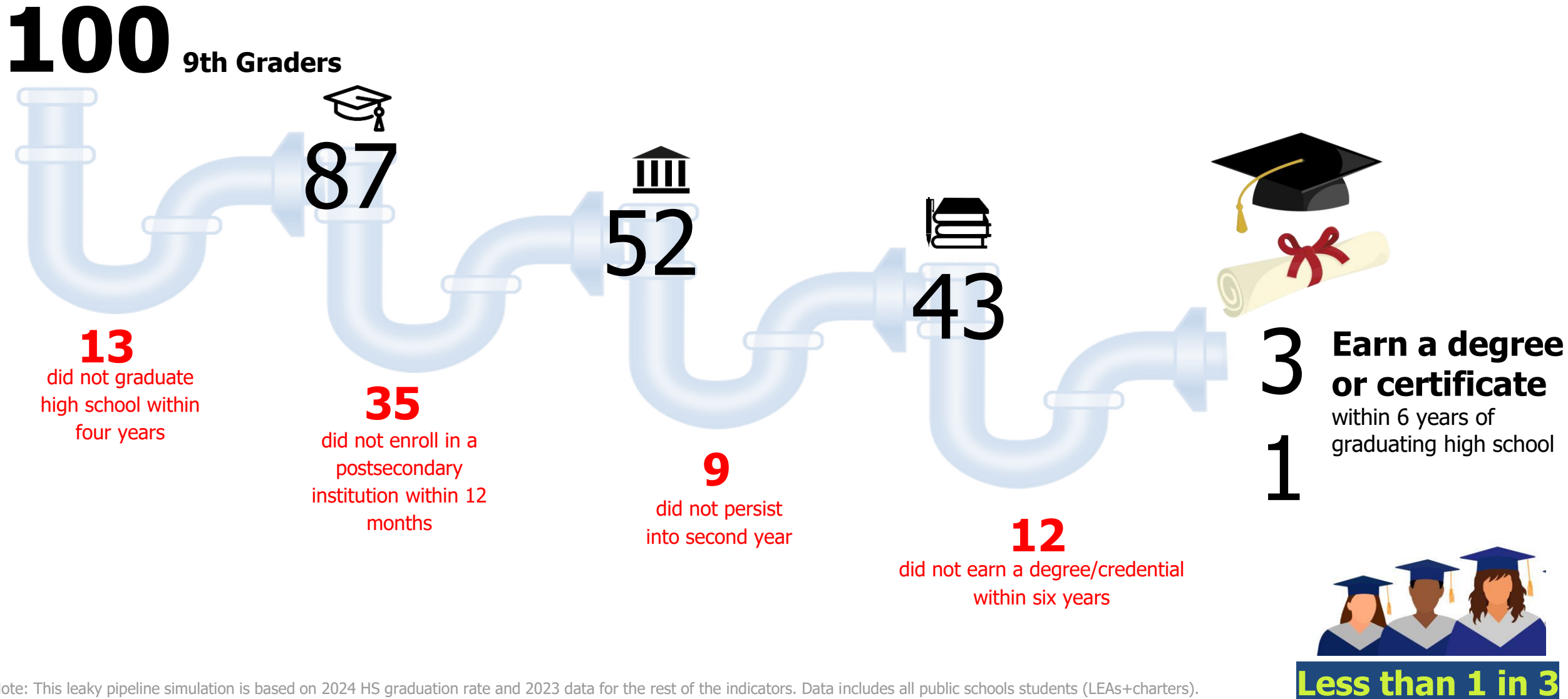
2 Million by 2030

One Student at a Time

Given the 12-month reporting lag in Census data, North Carolina would need to meet the 2 million attainment goal by 2029 to celebrate in 2030...



North Carolina's Leaky Pipeline in Education



Note: This leaky pipeline simulation is based on 2024 HS graduation rate and 2023 data for the rest of the indicators. Data includes all public schools students (LEAs+charters). Sources: Special calculation by Carolina Demography for myFutureNC using data from NCDPI and the National Student Clearinghouse.

Our State Must Take Action

- To reach the goal of 2 million by 2030 requires us to do more than what we are currently doing.
- To ensure our state's economic prosperity and upward mobility for all North Carolinians requires us to think and to act boldly.

A Comprehensive Approach to Workforce Development: A “Workforce Act”

**Opening Doors:
Access & Affordability**

**Connecting Learning to Work:
Seamless Pathways**

**Future-Proofing Success:
Career-Connected Learning for Life**

ACCESS →

ATTAINMENT →

ALIGNMENT →

myFutureNC asked our Strategy Working Group—which consists of leaders from NC’s education and workforce development sectors alongside leaders in business and the philanthropic community—to imagine that policymakers, seeking to comprehensively address the state’s needs over the long-term, were considering introducing a “Workforce Act” and to tell us what should be included.

This “Workforce Act” framework represents a roadmap, built on the collective input of all of these stakeholders for what North Carolina can accomplish over the next few years to ensure our state and our economy continues to thrive well into the future.

Cory Biggs
Director Policy & Advocacy

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2 million by 2030



Overarching Components for a “Workforce Act”

Employer-Driven, Student-Centered

Opening Doors: Access & Affordability	Connecting Learning to Work: Seamless Pathways	Building Successful Futures: Career-Connected Learning for Life
<p>ACCESS → Expanding opportunities for every learner to pursue education and training leading to good jobs</p>	<p>ALIGNMENT → Ensuring education and training connect directly to employer needs</p>	<p>ATTAINMENT → Embedding career exploration, lifelong skills development, and strong pipelines to build a future-ready workforce</p>
<p>Why It Matters: Affordable, simple entry ramps mean more residents in the pipeline for high-demand jobs and more opportunity for all.</p>	<p>Why It Matters: Cuts red tape, saves learners money and time, and delivers skilled talent to businesses when they need it.</p>	<p>Why It Matters: Career-connected learning builds a future-ready workforce that adapts to changing industries and economic shifts.</p>
<p>Key Elements:</p> <ul style="list-style-type: none"> ● Dual enrollment and incentives for K12 so high school students can earn college credit and industry-valued credentials early ● Programs like NC College Connect to welcome more people into educational pathways ● Financial aid (Next NC, NC Need-Based Scholarships, Workforce Pell, etc.) to make higher education more affordable ● Strong support systems to help students complete their programs ● Streamlined access to crucial wraparound services so life’s challenges don’t derail progress 	<p>Key Elements:</p> <ul style="list-style-type: none"> ● Proven curriculum and skills training that leads to successful workforce outcomes ● Frameworks like Propel NC and NC Workforce Credentials to strengthen and maintain alignment with employer needs ● Scaled work-based learning through apprenticeships, paid internships, sector-based training programs, and “earn-and-learn” models co-designed with employers ● Easy-to-navigate systems for recognition of prior learning and transfer across higher education to help learners move smoothly through their education journey 	<p>Key Elements:</p> <ul style="list-style-type: none"> ● Career planning tools like those offered through NCcareers that are accessible to everyone ● Clear, measurable outcomes for workforce systems, focused on durably higher earnings and reduced reliance on public support ● Strengthened data systems that connect education to employment and respond to economic changes ● Support for communities to test and scale innovative solutions ● Integration of new technology, including AI, to keep NC’s economy competitive
<p>Analysis & Evaluation: Continuous revalidation of postsecondary credentials to ensure transparency for students and high-impact use of public funds</p>	<p>Analysis & Evaluation: Incentives based on completion as well as post-completion outcomes</p>	<p>Analysis & Evaluation: Required evaluation funded alongside programs and performance-based metrics for continued funding opportunities</p>

ACCESS, ALIGNMENT, ATTAINMENT

ACCESS

- Dual enrollment & incentives so high school students can earn college credit & industry-valued credentials early
- Programs like NC College Connect to welcome more people into educational pathways
- Financial aid to make higher education more affordable
- Strong support systems to help students complete
- Streamlined access to crucial wraparound services



Alignment to Council Goals:

Goals 1, 2, 3, 4, 5, 8, 11



Goals 1, 3, 4, 11



Goals 1, 3, 4



Goals 1, 4, 5, 6, 7, 8



Goals 4, 5, 7

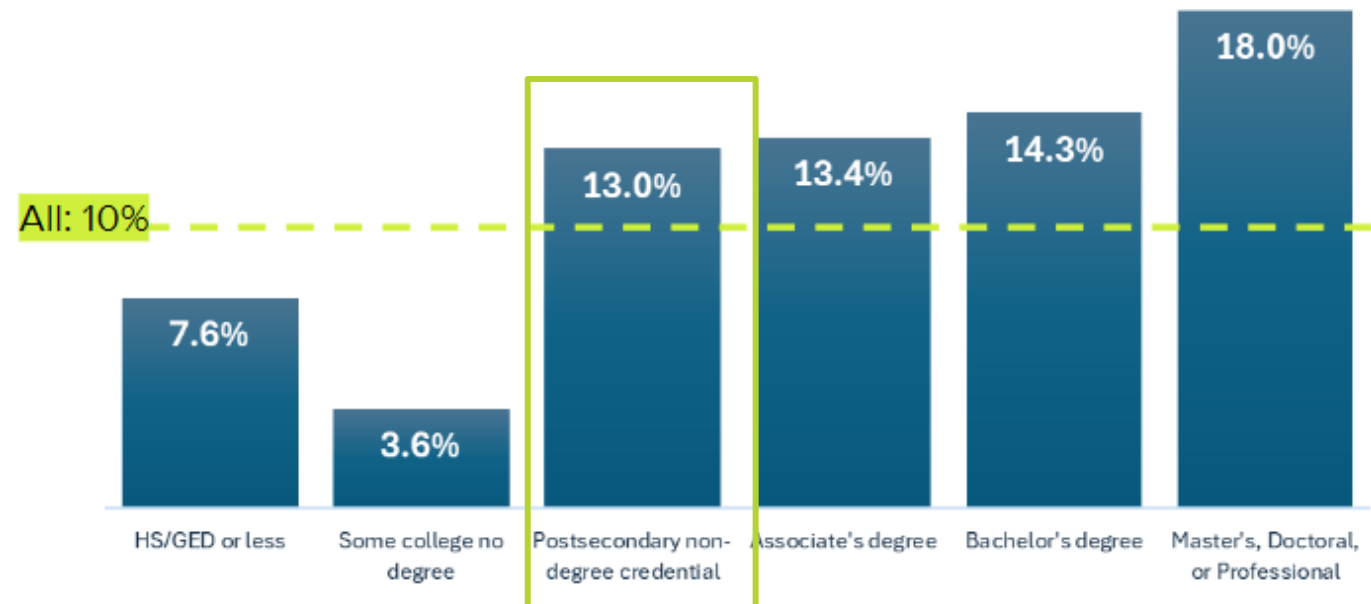
Workforce Pell - A Transformational Opportunity

This summer, the enactment of H.R. 1 at the federal level created the Workforce Pell program, which, when implemented, will allow students pursuing non-degree credentials to access financial aid via Pell Grants for the first time.

NC must get serious about data:

- Enrollment & program completion
- Individuals earning corresponding certifications and/or licensure
- Job placement
- Wage outcomes over time

Projected Growth Rates of Occupations in NC
by required minimum education, 2022-2032



ACCESS, ALIGNMENT, ATTAINMENT

ALIGNMENT

- Proven curriculum & skills training that leads to successful workforce outcomes
- Frameworks like Propel NC & NC Workforce Credentials to strengthen & maintain employer alignment
- Scaled work-based learning (apprenticeships, internships, “earn-and-learn” models)
- Easy-to-navigate systems for recognition of prior learning & transfer across higher education



Alignment to Council Goals:

Goals 2, 3, 4, 5, 6, 7, 8, 10



Goals 2, 3, 4, 5, 6, 7, 8, 10



Goals 2, 3, 4, 5, 6, 7, 8, 11



Goals 2, 3, 4, 5, 8

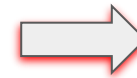
ACCESS, ALIGNMENT, ATTAINMENT

ATTAINMENT

- Career planning tools like NCcareers that are accessible to everyone
- Clear, measurable outcomes for workforce systems, focused on durably higher earnings
- Strengthened data systems connecting education to employment
- Support for communities to test and scale innovation
- Integration of new technology like AI to keep NC's economy competitive



Alignment to Council Goals:
Goals 2, 3, 4, 5, 6, 7, 8, 10, 11



Goals 3, 4, 5, 6, 7, 8



Goals 3, 4, 6, 7, 8, 10



Goals 1, 2, 3, 4, 5, 6, 7, 8, 11



Goals 6, 7, 8, 9

Questions?



LET'S STAY CONNECTED

Reach out to us:

- **Cecilia Holden**, President & CEO
cecilia@myFutureNC.org
- **Cory Biggs**, Director of Policy & Advocacy
cory@myFutureNC.org

Join us in thinking about how to implement strategies that will move the needle on career pathways.

Many Thanks to myFutureNC!

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Council on Workforce and Apprenticeships 2026 Meeting Schedule

Where:

NC State McKimmon Center, Raleigh

When:

- February 11, 2026 10:00am-11:30am
- May 13, 2026 10:00am-11:30am
- August 12, 2026 10:00am-11:30am
- November 18, 2026 10:00am-11:30am

Meeting Adjourned.
Thank you!

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