November 7, 2018 at 12:00 p.m.
University of North Carolina System Office
Center for School Leadership Development, Board Room
Chapel Hill, North Carolina

AGENDA

A-4. Discussion

A-5. Adjourn

DRAFT MINUTES

October 8, 2018
University of North Carolina System Office
Center for School Leadership Development, Room 128
Chapel Hill, North Carolina

This meeting of the Committee on Historically Minority-Serving Institutions was presided over by Chair Darrell Allison. The following committee members, constituting a quorum, were also present in person or by phone: Steven B. Long, Walter Davenport, Kellie Hunt Blue, and Wendy Murphy.

Chancellors participating were James Anderson and Interim Chancellor Karrie Dixon.

Staff members present included Timothy Minor, Andrea Poole, and others from the UNC System Office.

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1. **Call to Order and Approval of OPEN Session Minutes (Item A-1)**

Chair Allison called the meeting to order at 2:02 p.m. on Monday, October 8, 2018, and called for a motion to approve the open session minutes of August 21, 2018.

MOTION: Resolved, that the Committee on Historically Minority-Serving Institutions approve the open session minutes of August 21, 2018 as distributed.

Motion: Wendy Murphy
Motion carried

2. **University Advancement Presentations (Item A-2)**

The Committee on Historically Minority-Serving Institutions heard four presentations from advancement leaders in the UNC System:
   a. Timothy Minor of the UNC System Office provided a conceptual overview of university advancement
   b. Ken Sigmon of North Carolina Agricultural & Technical State University presented a summary of the changes to the university's advancement efforts during his tenure
   c. LaTanya Afolayan of Winston-Salem State University shared opportunities for growth in advancement at the university
   d. Brittany Sandefur of The University of North Carolina at Pembroke explained the utility of Customer Relations Management (CRM) programs in advancement

This item was for information only.

3. Discussion and Next Steps

Chair Allison invited Interim Chancellor Dixon and Chancellor Anderson to offer their thoughts. Discussion by the committee ensued.

Chair Allison later invited Vice Chancellor for Advancement Brock Winslow, of the North Carolina School of Science and Mathematics, and Associate Vice Chancellor for Advancement Meredith Carlone, of the University of North Carolina School of the Arts, to share their concerns as schools with advancement infrastructures similar to UNC System Historically Minority-Serving Institutions.

There being no further business, the meeting adjourned at 3:55 p.m.

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Walter Davenport, Secretary

AGENDA ITEM

A-2.   Presentations by Chief Financial Officers .... Darrell Allison

Situation:	The chief financial officers of the Historically Minority-Serving Institutions within the UNC System have been invited to present their thoughts on the system's repairs and renovations funding formula and process in light of the special challenges historically faced by their institutions. The chief financial officers of the smaller institutions within the UNC System – UNC Asheville, UNC School of the Arts, and the North Carolina School of Science and Math – face many of the same challenges and have also been invited to share their perspectives.
Background:	At the meeting on August 21, 2018, the chancellors of the Historically Minority-Serving Institutions shared the challenges that are, in their view, the most significant obstacles to progress for their institutions. A common thread in their presentations was a significant backlog of repairs and renovations. These presentations by the chief financial officers will explore their perspectives on the current system, possible improvements to the system, and ability of their institutions to adapt to improvements.
Assessment:	The remarks of the chief financial officers should be considered when formulating the budget and policy proposals for the next legislative session.
Action:	This item is for discussion only.

DRAFT   **DRAFT**

UNC System
Overview of 2019-2025 Repairs and Renovations Plan Responses

	Traditional R&R	Targeted Renovations**	Vacant Buildings Renovate/Demolish
ASU	$ 57,768,287	$ 96,290,000	
ECU	$ 270,850,571	$ 508,325,700	
ECSU	$ 31,064,753	$ 49,084,679	$ 9,260,000
FSU	$ 19,029,500	$ 54,837,000	
NCA&T	$ 123,882,251	$ 39,532,847	
NCCU*	$ 30,302,006		
NC State	$ 273,841,000	$ 515,600,000	$ 990,000
UNCA	$ 53,354,525	$ 233,905,325	
UNCCH	$ 300,000,000	$ 289,100,000	
UNCC	$ 74,506,256	$ 186,300,000	
UNCG	$ 67,612,800	$ 364,836,850	$ 80,903
UNCP	$ 32,750,000	$ 74,702,559	$ 1,158,785
UNCW	$ 45,430,420	$ 323,311,030	$ 325,000
UNCSA	$ 37,964,000	$ 81,328,902	
WCU	$ 292,886,800	$ 207,800,000	
WSSU*	$ 22,300,000	$ 24,600,000	$ 20,600,000
NCSSM	$ 52,580,000		
Total Campuses	$ 1,733,543,169	$ 3,049,554,892	$ 32,414,688
NCArb	$ 3,292,000		
UNCTV*	$ 24,291,086		
UNCSO	$ 5,605,900		
Total All	$ 1,766,732,155	$ 3,049,554,892	$ 32,414,688

**Some overlap exists between traditional R&R, such as roof replacement, and a comprehensive renovation for the same building. Summing the "Traditional R&R" and "Targeted Renovations" columns to obtain a total R&R figure will result in a higher number than is actually correct.

MDT

11/1/2018

MEETING OF THE BOARD OF GOVERNORS
Committee on Historically Minority-Serving Institutions
November 7, 2018

THE
UNIVERSITY OF
NORTH CAROLINA
SYSTEM

AGENDA ITEM

A-3.   CRM and Data Mart Modernization Proposal .... Darrell Allison

Situation: The committee has requested a proposal outlining the CRM and data mart modernization effort put forward by University Advancement.

Background: At its meeting on October 8, 2018, the committee heard a presentation by Brittany Sandefur, interim assistant vice chancellor for advancement at The University of North Carolina at Pembroke. Earlier this year, Ms. Sandefur led the CRM Discovery Committee in exploring the feasibility of shared services as a path forward from the antiquated CRM system on which the Historically Minority-Serving Institutions currently rely. The CRM committee found that a single unified CRM was not feasible but that a joint purchase of a CRM, supported by an investment in a System-level data mart, would significantly increase the advancement capacity of the Historically Minority-Serving Institutions and the UNC System institutions of similar size and scope.

The proposal calls for a $5,005,000 one-time legislative appropriation to cover the costs of a new CRM software and of installation of a modernized data mart. Recurring maintenance costs will be covered by existing state appropriations to the UNC System Office and to the constituent institutions. This presentation will outline further details of the investment.

Assessment: A cover letter and handout detailing the proposal are included for reference.

Action: This item requires a vote by the committee to recommend it to the Committee on Budget and Finance for inclusion in the 2019 Budget Priorities.

THE **UNIVERSITY** OF
NORTH CAROLINA SYSTEM

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Memorandum

To: Darrell Allison
         Chair, Historically Minority-Serving Institutions Committee
         UNC Board of Governors

From: Timothy Minor
         Vice President
         University Advancement

Date: October 25, 2018

Subject: University Advancement CRM and Data Mart Modernization Solution Prospectus

Per your request, I am providing an overview of the recommendations for enhancing the Advancement efforts of the six Historically Minority-Serving Institutions of the University of North Carolina System along with the University of North Carolina at Asheville, the University of North Carolina School of the Arts, and the North Carolina School of Science and Mathematics. As discussed at the meeting of the Committee on Historically Minority-Serving Institutions on October 8, 2018, the number, experience and expertise of constituent institutions' Advancement staff vary significantly, resulting in uneven fundraising outcomes. Maintaining the integrity of alumni and donor data, a complex project foundational to the success of any fundraising campaign, is a further challenge for our institutions. For the Historically Minority-Serving Institutions and institutions of similar size, these issues are compounded by reliance on antiquated constituent relationship management (CRM) database systems to manage their fundraising and alumni engagement.
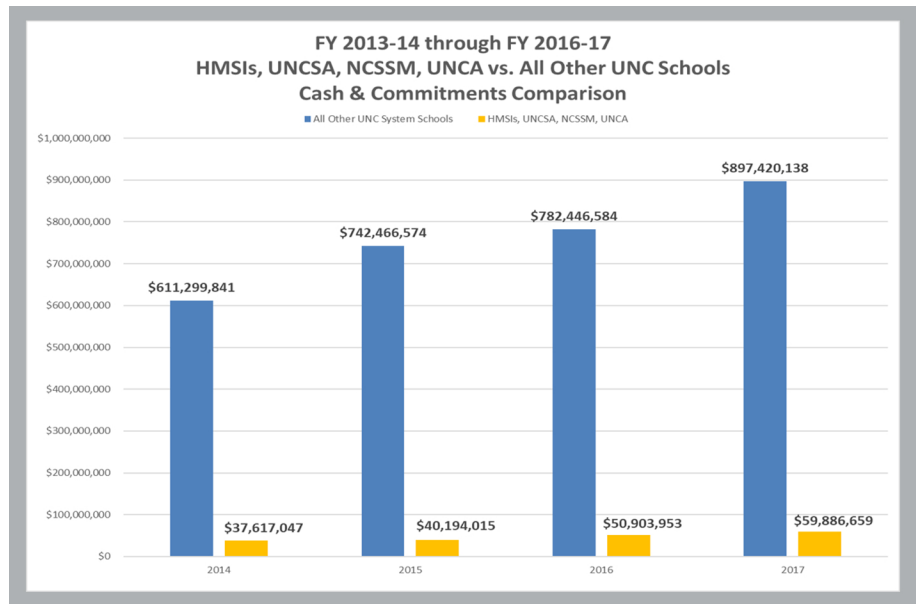
In response to these challenges, the UNC System Office convened the CRM Discovery Committee in February 2018 with the purpose of exploring the feasibility of shared services as a way to both manage modernized CRMs and create a data mart solution across the UNC System. The 20-person committee was composed of UNC Advancement professionals from across the state and chaired by the Interim Assistant Vice Chancellor for Advancement at UNC Pembroke, Brittany Sandefur. Ms. Sandefur presented the recommendations of the committee at the October meeting of the Committee on Historically Minority-Serving Institutions. The CRM committee found that the challenges currently faced by our Historically Minority-Serving Institutions and similarly-sized institutions would best be fought with an investment in a modernized database solution as part of the shared services platform. This evolution will empower our Advancement professionals to optimize their efforts with enhanced data intelligence and analytical tools, directly increasing efficiency and scale for their fundraising success.

The enclosed CRM and Data Mart Modernization investment prospectus details the vision, purpose and investment involved in realizing this concept and transforming fundraising and donor engagement at these nine institutions.

cc: Margaret Spellings, President, UNC System
    Clinton Carter, Senior Vice President, Finance and Administration and Chief Financial Officer, UNC System
    Meredith Didier, Chief of Staff and Senior Vice President, UNC System

CONSTITUENT RELATIONSHIP MANAGEMENT & DATA MART MODERNIZATION PROJECT

Over the past four years, University Advancement has established sound strategies in gift planning, prospect development, system contracts and talent development. The successes of these efforts are clear: cash and commitments to our universities have increased by 47 percent from 2014 to 2017, with more than $957 million raised over that period. However, our historically minority-serving institutions and smaller regional institutions (UNCA, UNCSA, and NCSSM) account for less than seven percent of that growth.

FY 2013-14 through FY 2016-17
HMSIs, UNCSA, NCSSM, UNCA vs. All Other UNC Schools
Cash & Commitments Comparison

Legend: All Other UNC System Schools / HMSIs, UNCSA, NCSSM, UNCA

Year	All Other UNC System Schools	HMSIs, UNCSA, NCSSM, UNCA
2014	$611,299,841	$37,617,047
2015	$742,466,574	$40,194,015
2016	$782,446,584	$50,903,953
2017	$897,420,138	$59,886,659

THE PROBLEM:

A number of issues have been identified with the antiquated Banner Advancement CRM used by the UNC System's Historically Minority-Serving Institutions and other institutions of a similar size:

- Difficulty running reports, with report access limited to only a few administrators
- Lack of customizable, easy-to-use analytics, mapping, and predictive modeling tools that support best practices in fundraising and ensure the right prospects are contacted
- Not user-friendly and difficult for staff to master, compounding the vital challenge of maintaining data integrity
- Not mobile-friendly, making it incompatible with fundraisers' frequent travel to solicit donors

THE SOLUTION:

A system-level initiative to convert to a modernized CRM and maintain a data mart would:

- Provide Historically-Minority Serving Institutions and similarly-sized schools the tools they need to drive long-term progress in fundraising and alumni engagement
- Grant significant leverage with vendors, driving dramatic savings unattainable by individual institutions
- Establish infrastructure that streamlines day-to-day operations and creates growth far beyond what is possible with the existing CRM
- Bring the more sophisticated, flexible, scalable, and secure cloud solution necessary for the University's strategic direction

PROPOSED BUDGET FOR CRM & DATA MART

THE UNIVERSITY OF
NORTH CAROLINA SYSTEM

Enhanced Reporting and Analytics (Data Mart)

Deliverables
Expand existing data warehousing to include alumni data
- Automate data collection
- Enhance reporting capabilities
- Create shared reports

Budget
Use one-time funding to build the data warehouse, improve business processes and enhance data quality. Use recurring funds to support and maintain the data warehouse.

Item	One-Time	Recurring
Consulting & Travel	$270,000	$0
Software & Hardware	$800,000	$350,000
Personnel	$50,000	$50,000
Total	**$1,120,000**	**$400,000**

Modernized CRM Implementation

Deliverables
- Implement a modern CRM
- Improve business processes
- Enhance data quality

Budget
Use one-time funding for expertise during implementation. Nine constituent institutions and the System Office will use funds from their existing Advancement systems to cover the on-going maintenance and support of the new system.

Item	One-Time	Maintenance
Software	$3,000,000	$500,000
Consulting & Travel	$135,000	$0
Total	$3,135,000	$500,000

Shared Services

Deliverables
- Leverage scale to provide more capabilities to institutions
- Train new users across the UNC System
- Provide consistent services over time as turnover impacts would be more limited
- Create efficiencies by sharing resources

Budget
Use one-time funding for recruiting and building the team and a shared cost recovery model between the nine participating institutions and the UNC System Office to continue the service. Implementing a shared service will provide efficiencies across the system compared to individual institutions building the same team separately.

Item	One-Time	Shared Cost
Personnel	$750,000	$750,000

LEADERSHIP INSIGHTS

"The development of the UNC system's shared services platform has been extremely beneficial to Winston-Salem State University, particularly the services of UNC Management, the planned giving program, and the charitable registration services. The possibility of a shared CRM guarantees greater access to our constituents, thereby increasing our capacity to connect, engage, and secure more private resources. I can think of no greater need for a tool that supports our need for accurate data in a timely manner."

- VC for Advancement, LaTanya Afolayan
Winston-Salem State University

"With the support of the University System's Advancement team and shared services program, NCSSM has doubled our annual fundraising results over the last five years and is well-positioned for a comprehensive campaign. Having an efficient partner for these operational fundamentals lets us direct more time and energy toward cultivating meaningful donor relationships that realize greater returns for the institution. I'd love to see the UNC System expand the shared services platform to include CRM procurement and implementation, consulting, training, and unified reporting."

- Chancellor J. Todd Roberts
N.C. School of Science and Mathematics

"I came to UNCP because of its unique history and compelling mission. It is easy to tell the story of our institution in a way that inspires philanthropy. A new CRM will keep our growing number of fundraisers on the same page, allow our Deans and Chancellor to roll up their sleeves, and ensure that we steward our donors in an honorable way. A powerful tool like this – and the support it takes to get it up and running – will grow our giving program both in size and number of gifts while simultaneously bringing our university in line with our national peers and on track for historic milestones in philanthropy."

- Interim AVC for Advancement,
Brittany Sandefur
UNC at Pembroke

Total one-time request for CRM and Data Mart Modernization = $5,005,000

Total recurring cost, shared by constituent institutions and UNC System = $1,650,000