



MEETING OF THE BOARD OF GOVERNORS
Committee on Historically Minority-Serving Institutions

August 21, 2018 at 1:00 p.m.
University of North Carolina System Office
Spangler Center, Board Room
Chapel Hill, North Carolina

AGENDA

- A-1. [Welcome and Introductions](#) Darrell Allison
 - a. Call to Order
 - b. Committee Charge
 - c. Recognition of Special Guests
- A-2. [The State of HBCUs](#) Dr. Harry Williams
- A-3. Chancellors' Reports Darrell Allison
 - a. Winston-Salem State University Chancellor Elwood Robinson
 - b. North Carolina Agricultural and Technical State University Chancellor Harold Martin
 - c. Fayetteville State University Chancellor James Anderson
 - d. The University of North Carolina at Pembroke Chancellor Robin Cummings
 - e. North Carolina Central University Chancellor Johnson Akinleye
 - f. Elizabeth City State University Interim Chancellor Karrie Dixon
- A-4. Next Steps Darrell Allison
- A-5. Adjourn

Additional Information Available:

[A-2. Presentation: The State of HBCUs](#)

COMMITTEE CHARGE

- Situation:** As a state with one of the highest populations of historically minority-serving institutions in the nation, a number of which are both part of the state-run university system and nationally highly ranked among historically minority-serving institutions, North Carolina has a responsibility to assist these institutions in navigating the changing marketplace of higher education and to ensure that the UNC System is doing what it can to strengthen its institutions' foundations for future growth.
- Action:** The Board of Governors' Special Committee on Historically Minority-Serving Institutions shall examine and report to the Board through the Committee on Educational Planning, Policies, and Programs and the Committee on Budget and Finance throughout the 2018-19 year on an assessment of the challenges these institutions face and the most promising strategies for the Board to explore to aid in this mission. This will include an interim report by December 1 on the status of these objectives. The work of this committee will be guided by the overall mission of the UNC System; therefore, the committee's work to provide strategies for the Board to consider on behalf of these institutions will strengthen the System more broadly as well. The areas the report may examine include:
- Capital and other infrastructure needs
 - Advancement and private philanthropy
 - Finance and budget
 - Human capital
 - Marketing and branding
- Membership:** Chair Allison, Mrs. Blue, Mr. Davenport, Mr. Long, Mrs. Murphy, Chancellor Anderson, Chancellor Cummings, and Interim Chancellor Dixon

AGENDA ITEM

A-2. The State of HBCUs..... Dr. Harry Williams

- Situation:** Dr. Harry Williams, President and CEO of the Thurgood Marshall College Fund, has been invited to speak about the challenges facing historically minority-serving institutions in the current education climate.
- Background:** As a veteran of the UNC System Office, Appalachian State University, and North Carolina Agricultural and Technical State University, Dr. Williams is familiar with the UNC System. As president and CEO of the Thurgood Marshall College Fund, Dr. Williams will provide a national perspective to help the committee identify and address challenges and opportunities for the System's historically minority-serving institutions.
- Assessment:** Included for information are a biography of Dr. Williams, a profile of the Thurgood Marshall College Fund, and a recent article by Dr. Williams.
- Action:** This item is for information only.

Dr. Harry L. Williams

President & CEO

Thurgood Marshall College Fund

Dr. Harry L. Williams made history when he became the first sitting university president to serve as President & CEO of the Thurgood Marshall College Fund.

During his eight-year tenure leading Delaware State University (DSU), Dr. Williams proved himself to be a prolific fundraiser, passionate advocate, and strategic planner for the school. He increased student enrollment every year, made incredible partnerships with government and private organizations resulting in several multi-million dollar grants and investments into the campus.



Under Dr. Williams, the University successfully completed their five-year \$20 million Greater Than One Campaign for Students. As the most successful fundraising campaign in DSU history, the raised money was used for scholarships, to strengthen the University's endowment and for other student success initiatives.

Dr. Williams' extensive leadership background in the Historically Black College and University (HBCU) and higher education spheres earned him the National TRIO Achiever Award, TMCF Education Leadership Award, and HBCU Digest named him one of the "Top 10 Influential HBCU Presidents" in the country. He has served in senior positions at the University of North Carolina General Administration, Appalachian State University, and North Carolina A&T State University. He is also a member of Alpha Phi Alpha Fraternity, Inc.

A native of Greenville, N.C., Dr. Williams has a Bachelor of Science in Communication Broadcasting and a Master of Arts in Educational Media, both from Appalachian State University, as well as an Ed.D. in Educational Leadership and Policy Analysis from East Tennessee State University.

He is married to Dr. Robin S. Williams and the father of two sons.





PROFILE

OUR MISSION:

Our Mission is three-fold:

- Partner with our member-schools to increase access, retention, and graduation rates of students
- Identify and prepare students attending member-schools who have significant leadership potential
- Create a pipeline for employers to highly qualified member-school students and alumni

OUR VISION:

Changing the World... One Leader at a Time

STRATEGIC PILLARS:

- Scholarships
- Programmatic Support
- Capacity Building Support
- Public Policy & Advocacy

WHAT WE DO:

- Serve as a voice for all Historically Black Colleges and Universities (HBCUs), but our member-schools are the 47 *publicly-supported* HBCUs and Predominately Black Institutions (PBIs)
- Serve as a resource for nearly 300,000 students enrolled at our member-schools
- Enable Education: TMCF member-schools confer more degrees than any other HBCU-serving organization

29,425 Undergraduate degrees
7,399 Graduate degrees
2,065 Doctorate degrees

FACTS:

- To date, TMCF has provided more than \$300 million in scholarships, programmatic and capacity building support to our member-schools and students
- Unlike UNCF, 98 percent of TMCF's awards are distributed exclusively to Historically Black Colleges and Universities and Predominantly Black Institutions
- The average graduation rate is 97% for TMCF scholarship recipients
- *Publicly-supported* Historically Black Colleges and Universities (HBCUs) enroll over 80% of all students attending the nation's HBCUs
- 93% of all first-time, full-time undergraduate degree/certificate-seeking students who attend TMCF member-schools rely on financial aid in their pursuit of a degree
- TMCF has achieved the highest level of accreditation from three major non-profit review groups: Charity Navigator (4-Stars), Guide Star (Platinum Level Participant) and Better Business Bureau - Wise Giving Alliance (20 out of 20 standards)



ABOUT

THURGOOD MARSHALL COLLEGE FUND

The Thurgood Marshall College Fund (TMCF), formerly the Thurgood Marshall Scholarship Fund, is named for the U.S. Supreme Court's first African-American justice. It was established in 1987 under the leadership of Dr. N. Joyce Payne in cooperation with Miller Brewing Co., Sony Music, the National Basketball Association (NBA), Reebok, and the American Association for State Colleges and Universities.

TMCF is the nation's largest organization representing and raising funds for *publicly-supported* Historically Black Colleges and Universities (HBCUs) and Predominantly Black Institutions (PBIs) and the students they serve. TMCF supports its member-schools and students through scholarships, programs, research initiatives, strategic partnerships, capacity building and advocacy, making the organization a vital resource in the K-12 and higher education space.

Through its talent sourcing and professional development programs, the organization also serves as a resource for major corporations and government agencies seeking human capital, thereby providing employment opportunities for career-ready students.

Its ability to build the capacity of its member-schools to thrive in the increasingly competitive higher education space makes the organization an indispensable asset for faculty, staff and leaders of the schools supported by TMCF. With an intense focus on the critical, high-need areas of information technology support, instructional communications, research and development and staff training through national conferences, TMCF's offerings are fundamental to the advancement of both students and TMCF member-schools.

The organization also maintains effective bi-partisan working relationships on Capitol Hill. Through strategic advocacy work, TMCF has adopted a proactive advocacy position that all but ensures that the issues confronting publicly-supported HBCUs and PBIs are well represented to congressional leaders and policy makers.

To date, the organization has awarded more than \$300 million in assistance to students and its member-schools. TMCF distributes 98% of its awards exclusively to HBCUs and PBIs, which is more than any other organization that supports the Black College Community. TMCF has also achieved the highest level of accreditation from three major non-profit review groups: Charity Navigator (4-Stars), Guide Star (Platinum Level Participant) and Better Business Bureau - Wise Giving Alliance (20 out of 20 standards).

[It's Time to Talk Sustainability](#)

It's better for historically black colleges and universities to consider merging than to close in disgrace, argues Harry L. Williams.

By [Harry L. Williams](#)

July 5, 2018

[5 COMMENTS](#)



GETTY IMAGES

For those who love historically black colleges and universities, the narrative of our own resilience has always seemed to guarantee our survival. Many of us believe that our particular institution and others like it will always be around because they've always been around, even through difficult financial times. But this is a different era of choice, access and resources. Our colleges are no longer buoyed by institutionalized racism that helped to direct students and money to our campuses. Certain data suggests that HBCUs are no longer the top choice of most African-American students, faculty or administrators -- despite the relevance, impact and opportunity that our institutions afford to students who have the talent and drive to achieve.

Unfortunately, the fact is that too many HBCUs may face the threat of closure within the next decade. When you read financial reports, accreditation reviews and enrollment data, many in our community are wondering how long some of our struggling institutions can survive. I certainly have heard a number of my colleagues quietly ask this question because they too care about the vibrancy and longevity of our HBCUs. With the impending closure of [Concordia College Alabama](#) and talk about an uncertain future for [Denmark Technical College](#) in just the first four months of 2018, there is cause for collective concern and a need for collective solutions.

The question is, what can we do?

It is time for us to come together, ask tough questions, discuss potential opportunities and develop solutions to prevent other HBCUs from closing. For decades, we've focused our efforts on attracting philanthropic donations, increasing support from federal and state governments, and fixing secondary systems to ensure that students are well prepared for college and equipped to maximize the time and money spent in their academic pursuits. I agree that all those factors matter, but perhaps it is time to expand this conversation and put out-of-the-box ideas on the table -- ideas that challenge the fundamental tenets of the higher education model.

If we are to develop constructive solutions to the problem, we should consider, for example, the University System of Georgia's [principles of consolidation](#), which were developed to help evaluate ways to mitigate the expense of operating dozens of public campuses while addressing key areas of need in some of the state's most vulnerable regions. Those principles led the system to [consolidate Albany State University, an HBCU, with predominantly white Darton State College](#) in 2016 to improve operational efficiency and to respond to dwindling industries and population losses in Southwest Georgia.

Close to 300,000 students attend our membership of publicly supported HBCUs, and I think about their futures every day. Our students deserve the right to study in vibrant campuses and thriving communities. There is no perfect answer right now, but we need to start the discussion, think creatively and imagine how HBCUs might enhance their rich legacies and powerful academic profiles. Imagine if our colleges could operate without the financial pressures of unmanageable deferred maintenance, threatened loss of accreditation, employee furloughs or cuts, or the selling of assets just to keep the doors open?

Many HBCUs are located within miles of one another and share a common mission to educate economically disadvantaged students from underrepresented communities. Some among them have invariably faced real challenges recently

in finances, accreditation or enrollment -- or all three. Instead of competing for the same shrinking pool of students, might they find opportunities for partnership or, maybe, more radically, merger? Such steps might ensure the vitality and preserve the legacies of many more institutions than future financial projections and demographic changes might suggest is otherwise possible.

If you are like me, your heart breaks for the students, faculty, staff and alumni who have to live with the possibility that the institutions they love could close. It would be better for a struggling HBCU to merge with a stronger HBCU with a new vision, rather than close for good, out of nostalgic reverence to tradition. Once an HBCU closes, we can never create a new one. Seeing an HBCU have the option to preserve its campus legacy, honor its obligation to its current students and keep its alumni proud by remaining open in some capacity -- and on its own terms -- is far more important than being forced to close because we all lacked the courage to talk about innovative ways for HBCUs to survive and thrive. HBCUs are the 21st-century exemplars of the cross section of social innovation and industrial necessity; they cannot be allowed to face extinction for the sake of history or tradition. For reasons that are obvious to all of us, they are worth fighting for.

It will take a collective effort to secure the future for our black colleges. There has never been a real discussion about sustaining HBCU excellence, but the time has come for it. I do not have all the answers, but together I know we can find innovative ways to ensure that another HBCU does not simply close its doors.

Many HBCUs in imminent danger of closure do not happen to be members of my organization, [Thurgood Marshall College Fund](#). But as a former HBCU president and current leader of TMCF, I hope leaders from the black college community consider joining me at a special HBCU sustainability session during the [American Association of State Colleges and Universities annual meeting](#) at the end of October in Washington. We'll be announcing details on our website, so please check it later this summer if you are interested in participating and contributing your ideas.

Now is the time to begin the conversation about the issue of greatest consequence facing our generation's stewardship of our institutions' collective legacy -- that of preserving, protecting and promoting the HBCU value proposition.

Bio

Harry L. Williams is the president and CEO of the Thurgood Marshall College Fund, the largest organization exclusively representing the black college community. Before joining TMCF, he spent eight years as president of Delaware State University. Follow him on Twitter at [@DrHLWilliams](#).

Read more by [Harry L. Williams](#)