THE **UNIVERSITY** OF
NORTH CAROLINA SYSTEM

February 22, 2023 at 11 a.m.
Via Videoconference and PBS North Carolina Livestream
UNC System Office
223 S. West Street, Room 1809 (18th Floor)
Raleigh, North Carolina

AGENDA

OPEN SESSION

A-1.   Approval of the Open Session Minutes of January 18, 2023.. David Powers

A-2.   Project Kitty Hawk Update... Wil Zemp

A-3.   Staff Perspectives on Leadership Profiles and Selection....................................... Staff Representatives

A-4.   Adjourn

DRAFT MINUTES

January 18, 2023 at 12 p.m.
Via Videoconference and PBS North Carolina Livestream
UNC System Office
223 S. West Street, Board Room
Raleigh, North Carolina

This meeting of the Committee on Strategic Initiatives was presided over by Chair David Powers. The following committee members, constituting a quorum, were also present in person or by phone: Carolyn Coward, Anna Nelson, John Fraley, Joel Ford, Mark Holton, and Ray Palma.

Chancellors participating were Chancellor Brown and Chancellor Cole.

Staff members present included Dr. Andrew P. Kelly, and others from the University of North Carolina System Office.

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1.   Call to Order and Approval of November 16th, 2022, Session Minutes (Item A-1)

The chair called the meeting to order at 12:00 p.m. on Wednesday, January 18, 2023, and called for a motion to approve the open session minutes of November 16, 2022.

MOTION: Resolved, that the Committee on Strategic Initiatives approve the open session minutes of November 16, 2022, as distributed.

Motion: Anna Nelson
Motion carried

2.   Review of Search Practices Across Public Higher Education (Item A-2)

Dr. Andrew Kelly presented an overview of the work and findings of this committee thus far and highlighted search process trends, including the University of North Carolina System's current search policy, and policies and practices in other state systems.

3.   Faculty Perspectives on Leadership Profiles and Selection (Item A-3)

Mr. Wade Maki, University of North Carolina at Greensboro faculty member and UNC System Faculty Assembly Chair, moderated a discussion among System faculty, including professors Debra Smith from University of North Carolina at Charlotte, Carolyn Bird from NC State University, Louis Gallien, Jr. from Appalachian State University,

and Sean Colbert-Lewis from North Carolina Central University. They all shared their perspectives on the roles and responsibilities of today's higher education leaders. A committee discussion followed the panel presentation.

4. Adjourn

There being no further business and without objection, the meeting adjourned at 1:11 p.m.

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Joel Ford, Secretary

AGENDA ITEM

A-2.   Project Kitty Hawk Update ....William "Wil" Zemp
David Eby

Situation: The committee will hear an update on Project Kitty Hawk, the University of North Carolina System's new initiative designed to extend the benefits of our constituent universities to more adult learners.

Background: In the 2021 budget, the North Carolina General Assembly appropriated $97 million to create Project Kitty Hawk, a nonprofit associated entity of the UNC System designed to support digital learning across the constituent institutions of the University of North Carolina. Per the budget provision, Project Kitty Hawk operates as a nonprofit education technology firm with a Board of Directors appointed by the University of North Carolina Board of Governors. Project Kitty Hawk's mission is to enable constituent universities to build and launch degree and credential programs designed to attract and serve adult learners, including the approximately one million North Carolinians over the age of 25 with some college but no degree.

Each year, Project Kitty Hawk is to report to the General Assembly on progress made to date. In the year since the launch of the nonprofit and the appointment of the president and chief executive officer, the company has hired key staff; established partnerships with industry leaders in digital learning and education technology to build the technological capacity needed for expanded online offerings; and visited every UNC System campus to discuss institutional goals and the potential for Project Kitty Hawk to assist in achieving those goals. Working with the board of directors, the firm has also developed strategy and associated operational plans, budget, and projections. The first academic programs offered in partnership with Project Kitty Hawk are scheduled to launch in the fall of 2023. This session will provide an update on progress made to date and the path to fall 2023.

Assessment: In this session, the committee will hear an update on Project Kitty Hawk.

Action: This item is for information only.

Wil Zemp

Wil Zemp is the chief executive officer of Project Kitty Hawk. A strategist, team builder, and coach, Zemp brings together leaders in industry and education to build a stronger, more prolific workforce. Zemp comes to Project Kitty Hawk from Amazon Web Services, where he served as the global director for Amazon's Education Workforce Initiative since 2020. He and his team worked with industry leaders, educators, and entrepreneurs, building programs that helped public education systems meet workforce demands. Prior to joining Amazon, Zemp spent seven years at Southern New Hampshire University, a nonprofit institution serving 100,000 online students, where he held multiple roles, including executive vice president and chief strategy and innovation officer for SNHU's Innovation Center. Zemp served 25 years in the U.S. Armed Forces, achieving the rank of colonel and commanding Multi-National, Joint and Army combat formations. He was deployed to stability and peace operations around the globe, and served combat tours in Africa, Iraq, and Afghanistan. Zemp received his undergraduate degree from The Citadel, The Military College of South Carolina, and master's degrees from The Catholic University of America and the U.S. Army War College. He completed his postgraduate studies as a fellow to the Foreign Service Institute through the U.S. Naval War College and the Postgraduate School.

Brian Fleming

Brian leads business development for Project Kitty Hawk where he is responsible for new partnerships and market development. Prior to joining Kitty Hawk, Brian was an Associate Vice Chancellor on the Education Innovation Team at Northeastern University in Boston, MA where he led the university's innovation portfolio in the areas of experiential learning, cooperative education, and emerging technology. Brian has also served as Vice President of Innovation and Executive Director of the Sandbox Collaborative at Southern New Hampshire University, as a Principal Consultant at Tyton Partners, a strategy consulting firm focused on education and human capital management markets, and a Senior Analyst at Eduventures, a Boston-based research firm supporting the higher education community. Brian holds a Ed.D from Vanderbilt University.

Rae Williams

Jerraé "Raé" Williams is the Director of Finance at Project Kitty Hawk. She has over 27 years of diverse finance experience serving and advising in banking, treasury, nonprofits, global finance, government, healthcare, transportation, and higher education. She has developed strategies that are innovative, transformative, and sustainable. Presently she serves as the Director of Finance for Project Kitty Hawk, Inc overseeing the enterprise financial functions for the organization. Raé has also served as the CEO of The Rae Michelle Group, a boutique financial consulting firm advising large organizations like UPS Global, the State of NC Treasurer's Office, the Renaissance Companies, and several organizations nationwide. Raé has also served as CFO of the Renaissance Companies, SVP, Virtual CFO of Fahe, Vice President (Administration) of Atlanta Airline Terminal Company, Vice President (Government & Institution Banking) of Wells Fargo Bank, and in various Treasurer roles in Atlanta, Georgia, Raleigh, North Carolina, and Austin, Texas. Raé earned a B.A. in Public Administration and Finance Information Systems from St. Cloud State University and an M.B.A. in Corporate Finance from Capella University.

David Eby: David Eby is the Chief Operating Office of Project Kitty Hawk. He has over 20 years of experience in higher education marketing, admission and operations leadership. Over the last three years his work has led him to work with multiple universities to help them navigate through the pandemic by helping them transition to a virtual learning environment. Prior to the pandemic, David

was the COO for coding bootcamp, startup, Thinkful, where he helped lead them to acquisition by Chegg in under one year of service. One of his more recent roles in higher education was serving as COO for Grantham University where he was responsible for positioning the university for partnership or acquisition (now a part of University of Arkansas). Prior to that role, he worked with Bertelsmann Education Group in a variety of roles, including Chief Academic Success Officer for HotChalk, President of Arist Learning Solutions and Chief Marketing Officer for Arist Education System. Prior to his time with Bertelsmann he served as Chief Marketing Officer at Southern New Hampshire University (SNHU) where he helped lead the marketing and operations strategy that grew SNHU's online division to over 70,000 students, making it the fastest growing nonprofit university in the country. David started his career in education at the Apollo Education Group as Director of Student Services at the College for Financial Planning. David's experience also includes serving as President of Anthem College Online and Vice President of Enrollment Management at Jones International University.

Where We've Been

Jan – Sep 2022

Organize and develop core processes and systems; develop the business model

Oct 2022 – Jul 2023

Translate business model into programs through talent, process, and technology solutions

Aug 2023 – Jun 2024

Launch initial portfolio of programs and services; adjust for product-market fit

Jul 2024 – Beyond

Focus on KPI-driven expansion for increased market traction and revenue growth

Investment

Execution

Phase 0: Plan

Phase 1: Build

Phase 2: Enter the Market

Phase 3 & 4: Grow and Scale

PKH
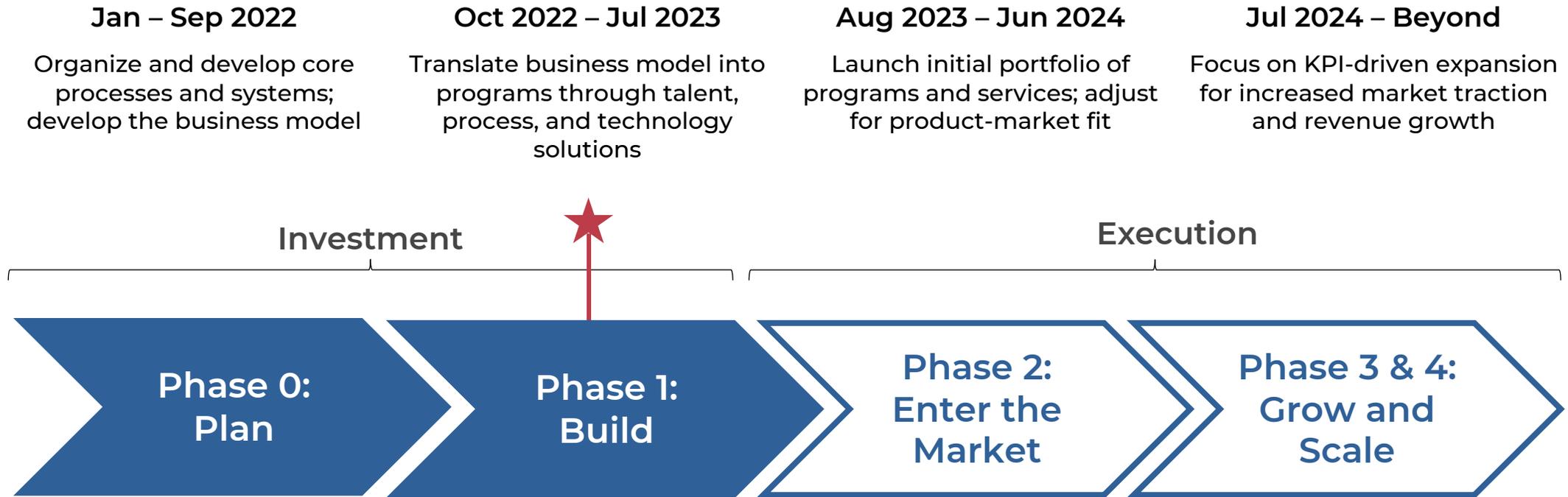
Demand for Online Education is Strong in NC

NC residents have above-average demand for online learning; however, over two-thirds of learners are choosing out-of-state providers

Percent of 25-to-44-year-old state residents enrolled in an online program, 2019

Demand

U.S. Average: 3.1%

NC: 3.4%

NC adults are more likely to be enrolled in online programs …

1.5%   6.0%
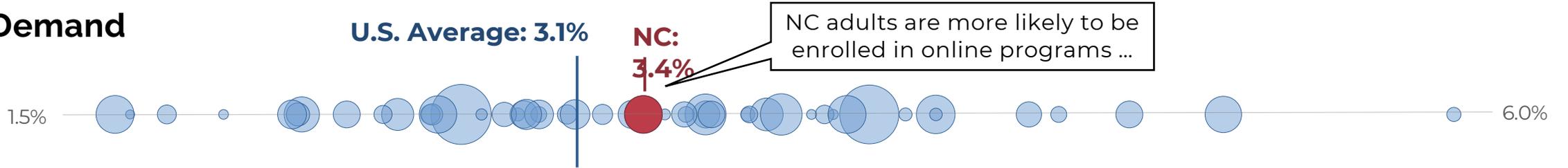
Proportion of state residents studying online who choose out-of-state institutions, 2021

Supply

U.S. Average: 46%

NC: 68%

… but most choose out-of-state providers.

25%   85%
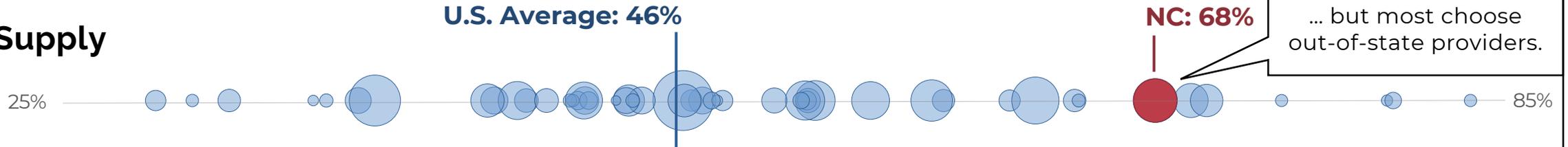
NC institutions are not meeting in-state demand for online education and pose little competition to out-of-state providers

Sources: NC-SARA, IPEDS, PKH Analysis. Incudes only four-year, Title-IV-eligible degree-conferring institutions, excluding California, which does not report to NC-SARA.

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Competitive Market Dynamics

**2021 North Carolina Online Student Enrollments at Four-Year Institutions
By Institution Location and Sector**

63,386 enrollments
68% of total

Out-of-State Private
30%

Out-of-State
For-Profit
25%

Out-of-State Public
13%

29,403 enrollments
32% of total

In-State Private, *6%*

UNC
Institutions
26%

In-State
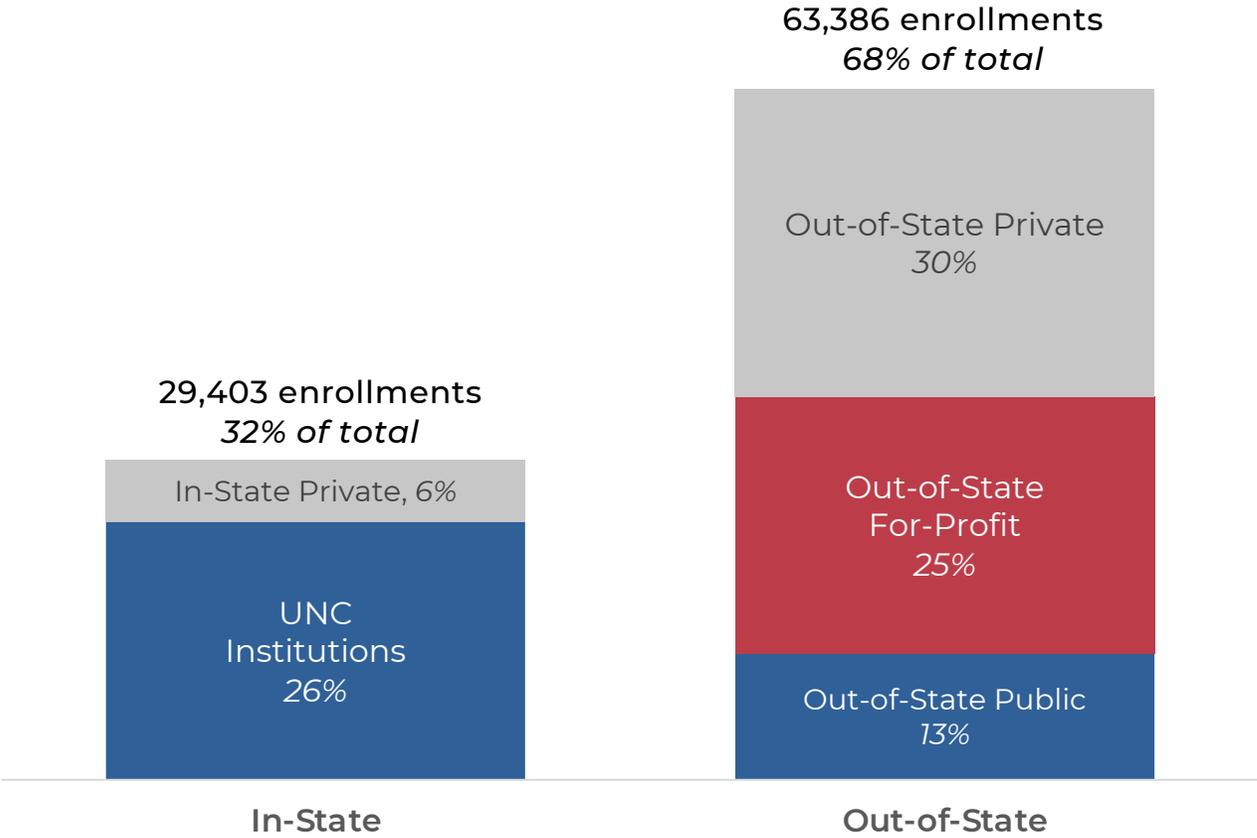
Out-of-State

Why NC's adults are choosing out-of-state online providers

NC Market Leaders

1 Large program portfolios offering the experiences and skills adult learners demand

2 Relentless execution and excellence in online and adult learning—enrollment management, course design and development

3 Investment in core functions to reach, retain, and support adult learner at scale

4 Seamless and accelerated path to graduation and employment

5 Heavy investment in marketing and adult-serving brand development

LU ONLINE LIBERTY UNIVERSITY

888 NC adults enrolled; offers discounts for special populations

STRAYER UNIVERSITY

Corporate and workforce focus

SNHU

High spend on marketing; 90+ hours in transfer credit

WGU

Competency based

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The Problem to Be Solved by Project Kitty Hawk

"How might the institutions across the UNC System **better serve adult learners**, so that each university can fulfill its mission to "**extend the benefits of public higher education**" to all North Carolinians and amplify its role in helping the state create a robust talent pool prepared for the economic and civic demands of the present and the future?**"**

PKH

Our Mission

Our mission is to serve North Carolina's colleges and universities to significantly expand access to higher education and increase the attainment of high-quality credentials that benefit residents and employers by eliminating the gap between the skills required for a nationally competitive business climate and the current education opportunities available throughout the state.

PKH

Our Vision — "Our Why"

Why do we exist?

PKH exists to make North Carolina a top state in which to work and live, its people more knowledgeable, and its culture richer.

What do we do?

PKH enables UNC System universities to consistently produce a diverse and globally competitive workforce that meets the needs of North Carolina businesses and communities, fosters innovation and research, and facilitates entrepreneurship.

How do we do that?

Through our people, process, and technology, PKH maintains North Carolina's competitive business climate by aligning its education and workforce development systems to: significantly expand access to education for all its residents; exponentially increase the attainment of high-quality and in-demand credentials; and relentlessly innovate to eliminate the gap between the skills employers require and the education and training available throughout the state.

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Our Business Model

Our Customer: The Institution

- Market readiness and online and adult learner strategy and readiness

- Online Program Development and Management

- Partnership development

Our Consumer: The Student
(what we value most)

- Access to programs and features that meet their needs

- Job readiness

- Upward economic mobility

- Improved quality of life through the benefits of education

Beneficiaries

- Residents: access to in-demand credentials and upward mobility

- Employers: highly skilled workforce

- State: enhanced economic competitiveness and civic vitality

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The Business Case for Partnering with PKH

1 New Enrollment Growth
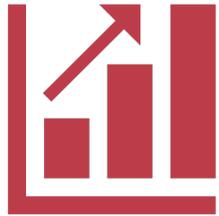
- New programs and credentials
- Efficiencies in program design and delivery
- Gain a competitive edge

2 Reach Underserved Residents

1.5M Adults in NC with some college but no degree

63K NC residents learning online from an out-of-state provider

3 Institution-First Services Model

OPMs		PKH
For-profit	→	Non-profit
Shareholder Value	→	NC Educational and economic value
Revenue share favors OPM	→	Financial terms favors UNC schools
Academic decision rights negotiated	→	Institutions retain all academic decision rights

4 Meet Students Where They Are

12 Hr Speed to Lead

Workforce Alignment

Marketing

Program Portfolio Optimization

5 Flexible Revenue Streams

$300+ Potential tuition per credit for NC residents

100% Net revenue stays within institutional trust fund

6 Path to Sustainability

Value

5+

2-5

1-2

Time
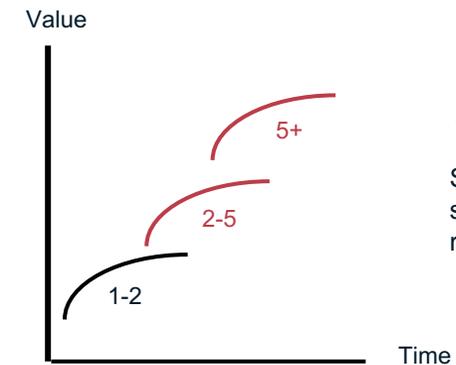
5+Yr Strategic growth toward sustainable delivery and revenue models

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How We Work

People

Process

Technology
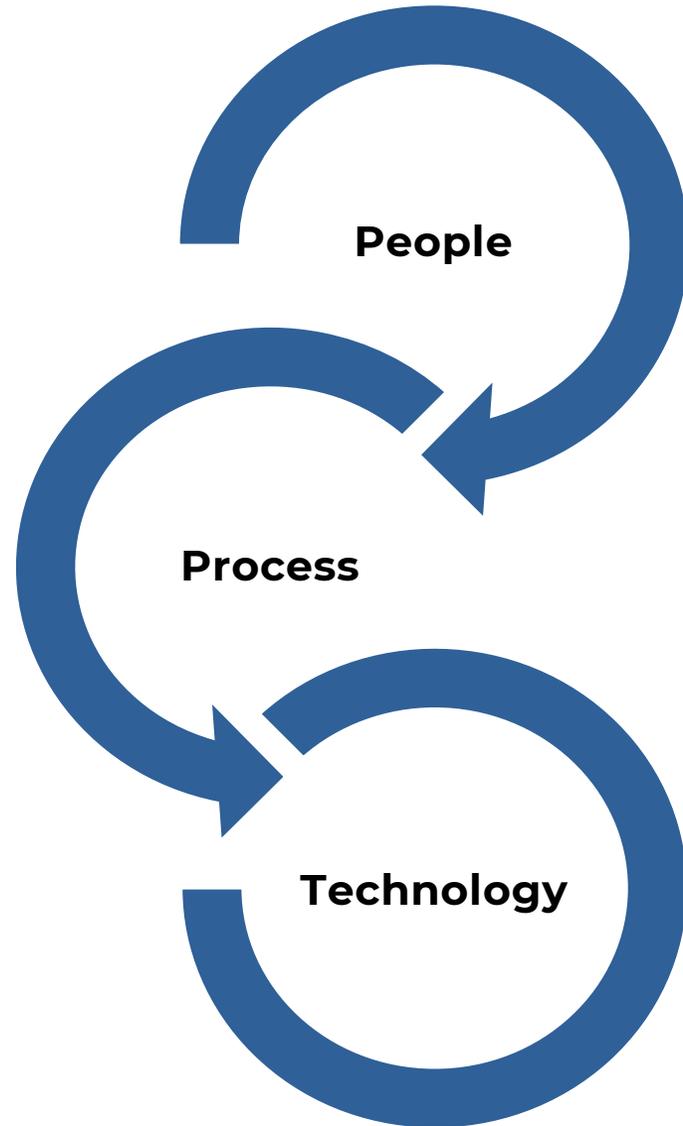
Decades of experience in online and adult higher education *our team understands how to scale*

⌄

Strong operational leadership – we *bring effective execution of best practices in adult learning*

⌄

Digital backbone designed for adaptability and scale – our **infrastructure** *will scale to meet current and future demand*

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Alignment: Project Kitty Hawk Goals Are the UNC System's Goals

UNC System Goals

PKH Strategic Commitments

| UNC System Goals	PKH Strategic Commitments
Access	**Adult Enrollment Growth:** PKH will create strategic direction and operational capacity dedicated solely to serving adult learners
Student Success	**Adult Learner Success:** PKH will focus on providing dedicated adult learner support through audience-specific services, analytics, and interventions.
Affordability and Efficiency	**Cost Effectiveness:** PKH will help partners develop fiscally-sound programs and services while containing costs to maximize the state's investment
Economic Impact and Community Engagement	**Education and Employer Partnerships**: PKH will help partners increase educational capacity for key workforces, and by enhancing engagement with the state's military locations and organizations that support them, address North Carolina's labor market needs.
Excellent and Diverse Institutions	**Organizational Excellence:** Create an unrivaled employee experience that transmits value to UNC institutions in the form of new skills, knowledge, and a professional work culture.

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Build: The Organization
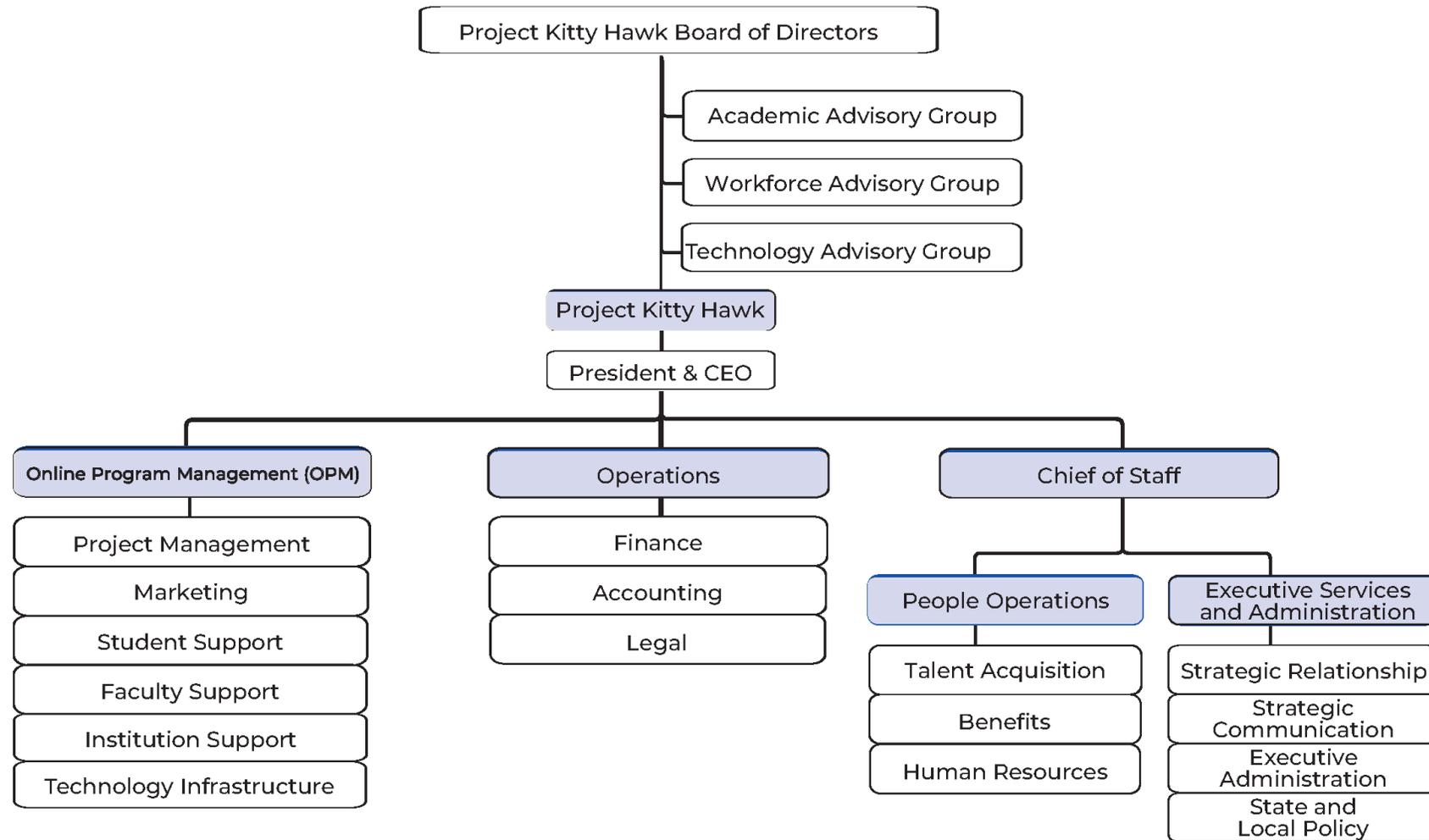
Build: The Organization

Project Kitty Hawk Full-Time Equivalent Staff, February 2023

PKH	AWS	Accenture	Archer	ACUE	Collegis	ReUp	HR/Legal/Accounting	Total
37.5	15.0	6.0	5.0	3.5	2.8	2.5	1.5	73.8
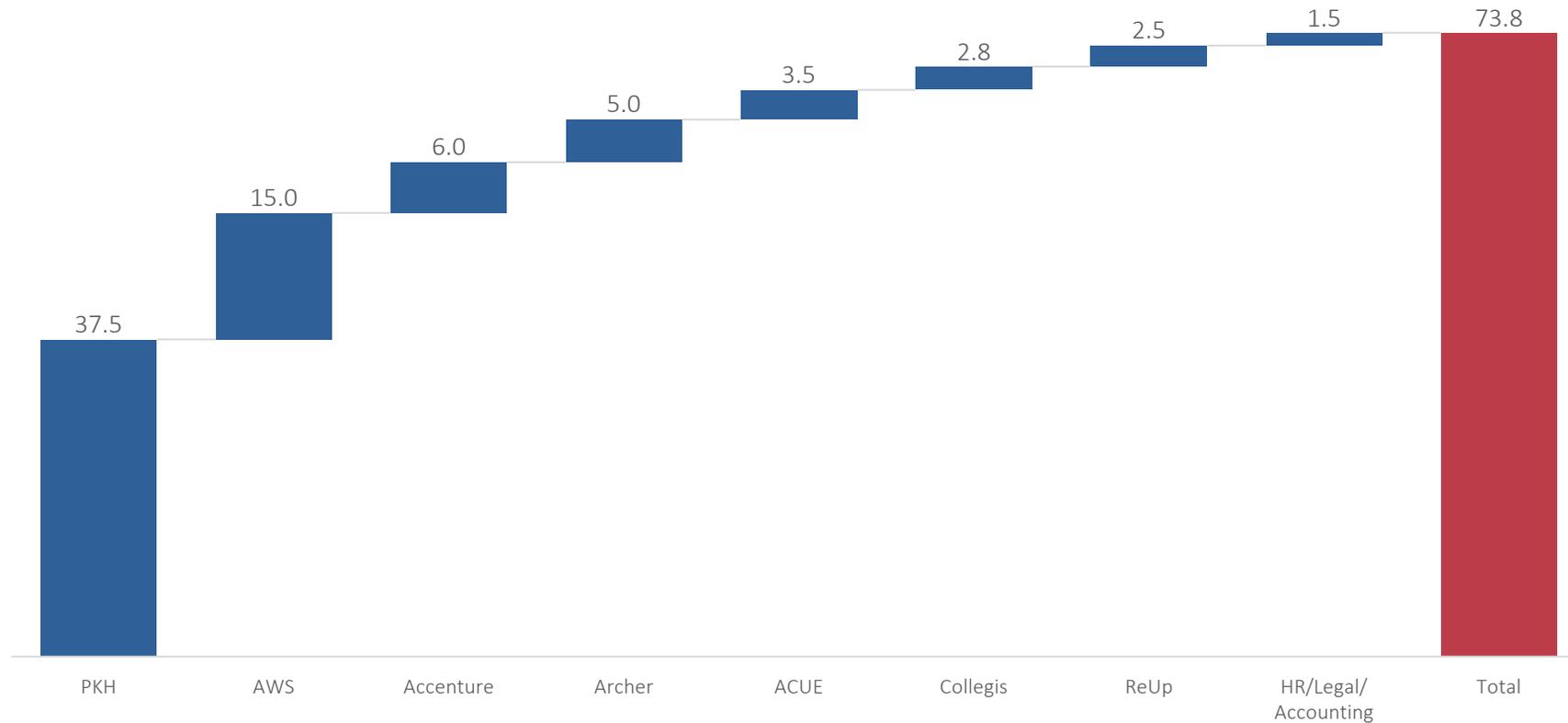
PKH Staff in NC: 21 (56%)

Build: The Technology
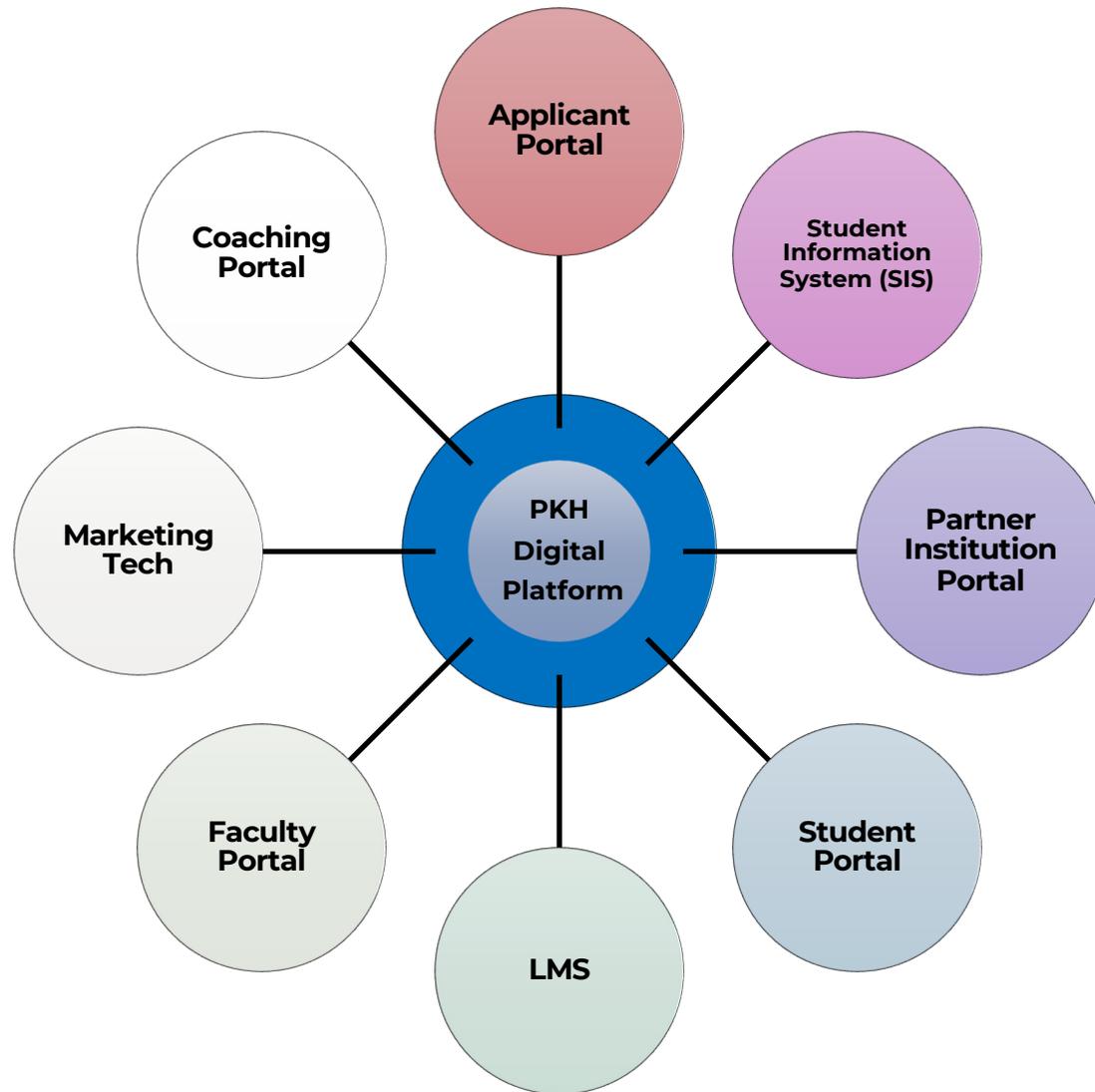
Business Domains

- Marketing
- Coaching
- Admissions Management
- Student Information Management
- Partner Institution Dashboards
- Student Experience
- Learning Management
- Faculty Experience

Build: University Partnerships

Awareness Phase

(A) Elizabeth City State University

(A) North Carolina State University

(A) UNC Wilmington

Exploratory Phase

(E) Appalachian State University

(E) Fayetteville State University

(E) North Carolina A& T State University

(E) UNC Asheville

(E) UNC Chapel Hill

(E) UNC Pembroke

(E) Western Carolina University

(E) Winston-Salem State University

Discovery Phase

(D) East Carolina University

(D) North Carolina Central University

(D) UNC Charlotte

Design Phase

(D) UNC Greensboro

PKH completed over 30 UNC institution visits
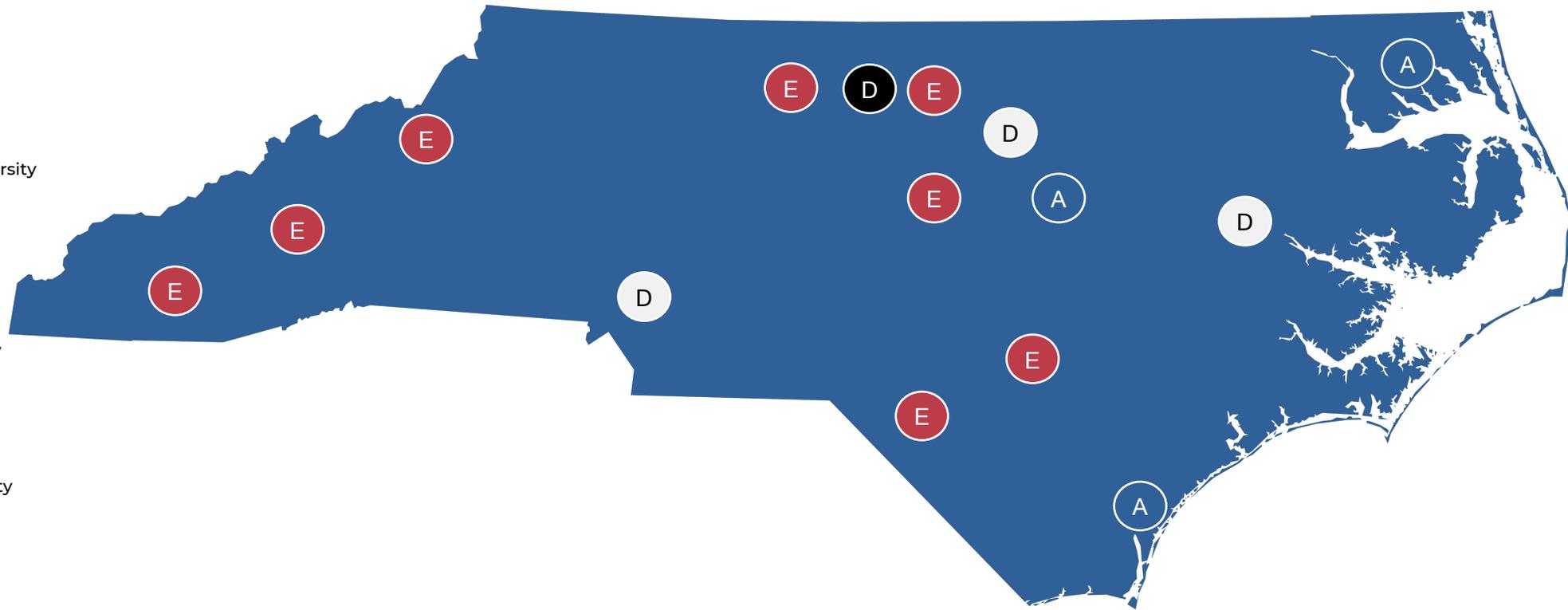
1. Awareness → **2. Exploration** → **3. Discovery** → **4. Design** → **5. Development** → **6. Implementation**

PKH's Business Development Process

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Build: University Partnerships

PKH Partnership Capacity

Capacity to add 2-3 partners annually

# of Partners

PKH Growth and Value Contribution

Group 1 | **Early Adopters–** 5 Partners Total
Prioritization
Leadership support and willingness to participate

Group 2 | **Next In Line** 2 New Partners
Prioritization
Institutional readiness and evidence of demand

Group 3 | **Early Majority** 3 New Partners
Prioritization
Geographic location and workforce partnerships

Group 4 | **Strategics** 2 New Partners
Prioritization
Late adopters focused on strategic portfolio needs

FY 2024 | FY 2025 | FY 2026 | FY 2027

Fiscal Years

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Strategic rather than Startup Build Plan

The PKH Board of Directors approved $26 million over three years to support building the technology platform and integrations to design, deliver, and scale digital-first academic programs for North Carolinians

PKH Fiscal Year 2023 Build Budget: $15.8 million
Approved by the PKH Board, September 2022

Function	FY23	FY24	FY25	3-Year Total
Technology Platform	$8.0	$2.0	$2.0	$12.0
Project Management	$3.1	$1.5	$1.0	$5.6
Faculty Experience	$1.0	$1.1	$1.2	$3.3
Student Engagement	$2.2	$0.3	$0.3	$2.8
Analytics & Systems Integration	$1.5	$0.4	$0.4	$2.3
Total*, Build	$15.8	$6.8	$4.9	$26.0

*millions

Build Expenses Incurred through January 2023: $6.4 million

Function	FY23 YTD
Technology Platform	$1.7
Project Management	$2.1
Faculty Expense	$1.0
Student Engagement	$1.2
Analytics & Systems Integration	$0.4
Total, Build	$6.4

Progress through Build Plan, Budget vs. Actual

	FY23	FY24	FY25
% of 3-year period	19% of build period completed		
% of budget	25% of build budget spent		
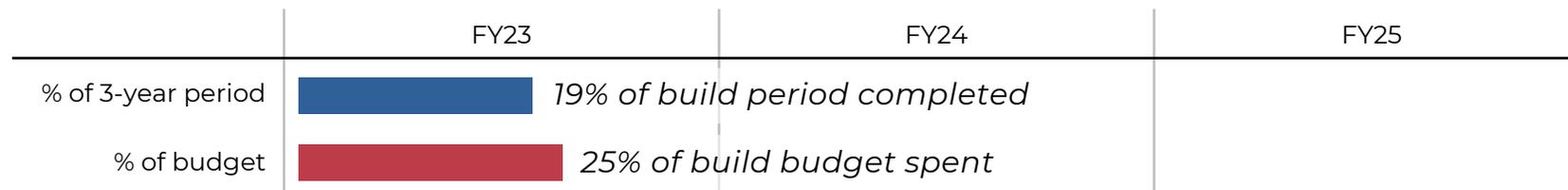
Build vendors include AWS for technology platform; Accenture for project management; ACUE for faculty experience; ReUp for student engagement; and Collegis for analytics and systems integration

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FY2023 Operating Expenses by Function

PKH Balanced Scorecard: Fiscal Year 2023 Costs through January 2023 by Business Function

PKH Fiscal Year 2023 Operating Budget: $8.0 million
Approved by the PKH Board, September 2022

Enrollment
Includes: Market research, institutional partnership development, student enrollment and retention

FY23 expense through January 2023: $927k (32% of total expense)
Expense Categories:

Staff	$688k
Contractors	$95k
Other	$144k

Administration
Includes: Internal corporate systems and processes, including human resources, finance, and other G&A

FY23 expense through January 2023: $739k (26% of total expense)
Expense Categories:

Staff	$464k
Contractors	$87k
Other	$188k

Operations
Includes: Technology platform and integration with institutions to design, launch, and manage academic programs at scale

FY23 expense through January 2023: $891k (31% of total expense)
Expense Categories:

Staff	$605k
Contractors	$164k
Other	$122k

Governance
Includes: Non-profit and higher education reporting; PKH board, UNC System, N.C. General Assembly, and workforce and community engagement

FY23 expense through January 2023: $297k (10% of total expense)
Expense Categories:

Staff	$230k
Contractors	$22k
Other	$45k

Operating Expenses Incurred through January 2023: $2.9 million

FY2023 Operating Budget and Actuals Year-to-Date

PKH Fiscal Year 2023 Operating Budget: $8.0 million
Approved by the PKH Board, September 2022

Operating Expenses Incurred through January 2023: $2.9 million

Operating Expenses by Function, July 2022 to January 2023

Function	Jul '22	Aug '22	Sep '22	Oct '22	Nov '22	Dec '22	Jan '23	Total, YTD
Enrollment	$77k	$98k	$160k	$121k	$224k	$137k	$110k	**$927k**
Operations	$57k	$89k	$127k	$124k	$199k	$147k	$148k	**$891k**
Administration	$65k	$68k	$96k	$87k	$144k	$122k	$151k	**$734k**
Governance	$29k	$34k	$42k	$38k	$58k	$48k	$47k	**$295k**
Total	$228k	$288k	$428k	$370k	$628k	$455k	$456k	**$2.9 MM**

Progress through Fiscal Year 2023, Operating Budget vs. Actual

	Jul 2022	Aug	Sep	Oct	Nov	Dec	Jan 2023	Feb	Mar	Apr	May	Jun

% of year — *58% of FY23 completed*

% of budget — *36% of FY23 operating budget spent*

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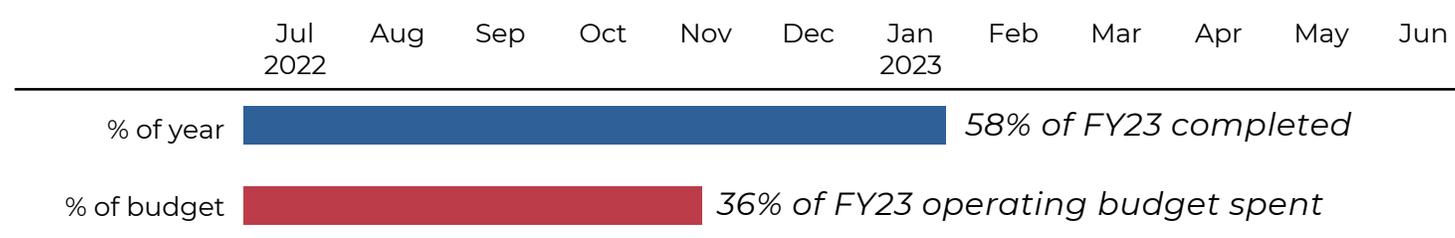
Operating Forecast, FY23 to FY28

In December 2022, PKH presented its operating forecast to the PKH Board of Directors

	FY23	FY24	FY25	FY26	FY27	FY28
Programs in Market	–	18	38	58	78	100
New Student Starts	–	2,320	6,260	11,480	17,980	25,300
Student Headcount, End-of-Year	–	1,300	4,600	11,100	19,900	30,800
Annual Credit Hours Enrolled	–	20,700	107,100	262,200	478,800	744,600
Program Financials *(millions)*						
Total Program Revenue	–	$8.9	$47.0	$112.7	$201.9	$312.4
UNC Program Revenue	–	$5.2	$27.7	$66.5	$119.2	$184.4
PKH Program Revenue	–	$3.6	$19.3	$46.2	$82.8	$128.0
Program/Enrollment Expenses	$3.0	$16.6	$34.1	$49.8	$64.6	$74.4
Program Contribution	**($3.0)**	**($13.0)**	**($14.8)**	**($3.6)**	**$18.2**	**$53.7**
Operations/Administration/ Governance Expenses	$5.0	$7.8	$10.5	$13.8	$17.9	$22.8
Net Operating Income	**($8.0)**	**($20.8)**	**($25.3)**	**($17.5)**	**$0.4**	**$30.9**

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Opportunity Ahead: Workforce Partnerships

- Connecting with North Carolina's employers

NC Chamber

Education and Talent Supply

Competitive Business Climate

Infrastructure and Growth Leadership

Entrepreneurship and Innovation

PKH

Questions and Discussion

AGENDA ITEM

A-3.   Staff Perspectives on Public University Leadership Profiles and Selection................. Staff Representatives

Situation: The Committee on Strategic Initiatives is examining the evolving role of public university leaders and the implications for policy, process, and practice. Through a series of sessions, the committee is working to identify the skills, attributes, experience, and supports that are most important to effective campus leadership today and in the future, and to identify any changes to policy and practice that are necessary to ensure continued success in selecting exceptional leaders.

Background: Senior leadership roles in public higher education are simultaneously more complex, demanding, and accountable than ever before, and surveys suggest that the skills necessary for success as a college chancellor (also known as a president in other systems) are distinct from those that were most important in the past. While skill demands have evolved and increased, so has turnover, meaning university and system boards will be searching for and appointing new leaders more frequently. These trends have implications for the University of North Carolina System.

Over the course of fall 2022 and early winter 2023, the committee will host a series of discussions focused on the local and national landscape of public higher education leadership. The committee will seek opportunities to enhance the development, recruitment, and selection of leaders. Sessions will feature expert speakers from within and outside the UNC System, research by System Office staff on policies and practices in other states, and identification of potential areas for refinement of policy and practice. The committee will also solicit input from key stakeholders including faculty, students, staff, administrators, and other university leaders.

Assessment: The Committee on Strategic Initiatives will hear staff perspectives on the skills, attributes, and experiences that are most critical to chancellor success and the implications for search and selection policies and practices.

Action: This item is for information only.

Ms. Crystal Woods
UNC System Staff Assembly Chair

Crystal Woods is an Emmy Award-winning Digital Media Specialist. She currently works in the Division of Extended Learning at the North Carolina School of Science & Mathematics. In her various roles at NCSSM, she also serves as the Staff Senate Chairman and an ex-officio member of the NCSSM Board of Trustees. She is the current UNC System Staff Assembly Chair and has been on the Staff Assembly since 2013. Crystal is a native of Durham and an alumna of North Carolina Central University. She worked for local television stations for over eight years including WRAL-TV & Fox 50, News 14 Carolina (Spectrum News), and interned at UNC-TV/PBS-NC. In 2013, she won an Emmy Award from the National Association of Television Arts & Sciences for news coverage of Hurricane Irene for Chyron graphics operations and news production. In 2011, she earned an Emmy nomination for studio audio and news production for WRAL's breaking news coverage of the April 2011 Tornado Outbreaks in North Carolina.

Dr. Hector M. Molina
Vice Chancellor for Information Technology and Telecommunications Services

Dr. Hector M. Molina is responsible for overseeing the Information Technology Division well as the entire technology portfolio. Dr. Molina provides strategic vision and leadership to FSU to advance the teaching, research, and service missions through the utilization of data and information technology. Prior to his arrival at FSU, Dr. Molina served at East Carolina University for seven years as the Deputy Chief Information Officer. Throughout Dr. Molina's career, he has gained the respect of his peers as a highly esteemed senior administrator with stellar communication skills, cross-functional teaming capabilities, and building client relationship systems. In addition to this vast knowledge, he has utilized his expertise toward overseeing the technology procurement processes, compliance, data security, physical security, as well as standards and practices areas. As a US Marine Corps veteran, Dr. Molina served as ITTS/Telecommunications supervisor. He has served as an adjunct professor at institutions such as Sanford-Brown College and the University of Louisiana at Monroe. He has also authored articles on IT governance and other topics within higher education.

Ms. April C. Horton
Executive Director of Development

April C. Horton is responsible for creating plans, implementing strategies, and supervising fundraising programs at NCSSM and joined the team in 2017 as the Executive Director of Development. April has worked for several notable arts and higher education institutions, including Salem Academy & College, Appalachian State University, and Penland School of Crafts. Most recently, she served as the Associate Director of Development for University Initiatives at Carnegie Mellon University for their Inspire Innovation campaign. A native of Western North Carolina, April is delighted to support NCSSM's broad educational mission and campus expansion to Morganton.

Mr. Ben Pendry
Assistant Vice Chancellor for Development

Benjamin J. Pendry is the Assistant Vice Chancellor for development at Western Carolina University. He is an alumnus of Western Carolina University. Pendry in his various roles has overseen the Division of Advancement's donor relations, prospect management, accounting, gift processing, and database management staff, while personally working with a portfolio of major gift and planned gift donors. He also has served as a staff liaison for the finance and audit committee of WCU's Foundation Board of Directors. Prior to his original appointment at WCU in 2017, Pendry served in various roles at the University of North Carolina at Charlotte, including director of development and director of prospect strategy and research, from 2014 to 2017. He also served as a development officer with the Sigma Chi Foundation from 2001 to 2014 and as vice president for advancement with the North American Interfraternity Conference and the NIC Foundation from 2007 to 2011.

Charlie Leffler

Charles Leffler is the Vice Chancellor for Finance and Administration Emeritus at North Carolina State University where he served as the Chief Financial Officer. Mr. Leffler oversaw an operating budget of over $1.4 billion and was responsible for all business and administration functions supporting the University's instructional, research and extension programs. His direct responsibilities included resource management and campus enterprises, facilities management, human resources, environmental health and public safety, financial services and investment management.

Mr. Leffler played a leadership role in the development of NC State's Centennial Campus, an innovative, award winning research science park, and oversaw the capital construction program. He worked directly with local and state government leaders and agencies including serving as a primary contact for city-university relationships. He was a principal advocate for the redevelopment efforts of Hillsborough Street, the adjacent business district to campus in Raleigh. He served as Treasurer of the University's Endowment, and held officer positions in various University related foundations and affiliated entities. He served NC State University for 31 years, retiring in 2015, and previously held positions at the University of Cincinnati and in the private sector. Mr. Leffler has also served in interim finance and administration roles at the University of North Carolina System Office, UNC School of the Arts, UNC Greensboro, UNC Pembroke and PBS North Carolina.

Charlie has also served for more the 20 years on the Board of the Tammy Lynn Center for Developmental Disabilities in Raleigh.