



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

September 11, 2024 at 3:30 p.m.
Via Videoconference and PBS North Carolina Livestream
UNC System Office
223 S. West Street, Board Room
Raleigh, North Carolina

AGENDA

OPEN SESSION

- A-1. Approval of the Minutes of May 22, 2024.....Reginald Holley
- A-2. National Trends in Advancement for
Minority-Serving Institutions.....Harold Williams, Thurgood Marshall College Fund
- A-3. Institutional Advancement RoundtableIvy R. Taylor, UNC System Office
Kevin Wade, Elizabeth City State University
Omar Bell, Fayetteville State University
Susan L. Hester, North Carolina Central University
Ken Sigmon, North Carolina Agricultural and Technical State University
Anita Stallings, the University of North Carolina at Pembroke
Lisa McClinton, Winston-Salem State University
- A-4. Adjourn

MINUTES

May 22, 2024 at 12:30 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 Historically Minority-Serving Institutions was presided over by Chair Reginald Holley. The following committee members, constituting a quorum, were also present in person or by phone: Lee Barnes, Kellie Hunt Blue, and Woody White.

Chancellor participating was Anthony Graham.

Staff members present included Shun Robertson and others from the UNC System Office.

The chair called the meeting to order at 12:30 p.m. on Wednesday, May 22, 2024. The open session minutes from the January 24, 2024, meeting were approved by unanimous consent.

1. Navigating FAFSA Delays, Implementing New Student Success Access Initiatives (Item A-2)

Chair Holley gave an overview of the Free Application for Federal Student Aid (FAFSA) process, along with the current issues and delays the state is facing. Presidential scholar Ezana Tamrat, a recent graduate of North Carolina Agricultural and Technical State University, then gave the current student outlook and experience with the FAFSA. Following her, Andrea Poole with North Carolina State Education Assistance Authority presented the process and details of the NextNC scholarship and its hardships.

The committee then heard from three institutional representatives, Joseph Montgomery, associate vice provost for enrollment management at North Carolina A&T; Dr. Sharon Oliver, associate vice chancellor for enrollment management at North Carolina Central University; and Dr. Farrah Ward, provost and vice chancellor for academic affairs at Elizabeth City State University, on their institutions' experience with FAFSA and the NextNC scholarship.

There being no further business and without objection, the meeting adjourned at 1:31 p.m.

R. Gene Davis, Jr., Secretary

AGENDA ITEM

- A-2. National Trends in Advancement for
Minority-Serving Institutions Harold Williams, Thurgood Marshall College Fund

Situation:	Dr. Harold Williams leads the Thurgood Marshall College Fund and will provide a brief overview of the national landscape relating to philanthropy for HBCU and Minority Serving Institutions with an emphasis on any trends related to supporting student success.
Background:	The Thurgood Marshall Foundation works nationally with public HBCUs to raise funds for scholarships, engage corporate and other partners and support student success. Dr. Williams will share insights on recent trends with an emphasis on how philanthropy can support student success.
Assessment:	This presentation will serve as a foundation for the ensuing discussion by the institutional representatives.
Action:	This item is for information only.

AGENDA ITEM

A-3. Institutional Advancement Roundtable Ivy R. Taylor, UNC System Office
Kevin Wade, Elizabeth City State University
Omar Bell, Fayetteville State University
Susan L. Hester, North Carolina Central University
Ken Sigmon, North Carolina Agricultural and Technical State University
Anita Stallings, the University of North Carolina at Pembroke
Lisa McClinton, Winston-Salem State University

Situation: Dr. Ivy R. Taylor will lead a discussion with representatives from each of the historically minority-serving institutions.

Background: The historically minority-serving institutions often serve economically disadvantaged students who benefit from flexible solutions to support their persistence. While advancement discussions often revolve around endowments for academic scholarships and other institutional needs, institutions must also creatively address issues affecting retention and student success.

Assessment: Each institution will share successes and highlights from their unique advancement activities with a focus on how their efforts support student success.

Action: This item is for discussion only.



“Strengthening Endowments and Fundraising for Student Success”

Successes and Challenges

Elizabeth City State University is located in the northeast part of North Carolina and is isolated from other institutions in the state that are close in proximity to major highways and districts. This isolation is challenging but also poses a unique advantage in recruitment in the northeast part of North Carolina and very rural parts of southeastern Virginia. Despite ECSU’s location, our student enrollment has continued to increase due to more strategic recruitment efforts, maintaining the only four-year aviation program in the UNC System, and the promotion of the NC Promise program.

Our priorities in university advancement include increasing endowments and annual scholarship (gap funding) support. As of June 30, 2024, the current combined endowment total of the university and foundation (unaudited) is approximately \$22M. As the investment portfolio strengthens through fundraising and other business efforts, we anticipate upward mobility.

Specific Steps to Increase Endowments and Other Funding

Firstly, ECSU is educating our alumni and donors on the various types of endowments. Historically, endowments have primarily supported scholarships, which are critical to ensure students have adequate funds to complete studies. In more recent conversations with donors, we offer consideration in establishing endowments that support departmental or programmatic needs, such as unrestricted funds or athletics, which are also critical to the success of the student experience. Since FY2020, ECSU has raised over \$2.8 million in endowment and scholarship dollars. For FY2024, University Advancement secured \$310,550 in endowment dollars, with \$86,000 of that secured in June during the end of fiscal year push, and an additional \$35,000 in progress.

Secondly, the recent policy change to increase the minimum endowment amount from \$5,000 to \$25,000 (effective July 1, 2024) is pivotal. An endowment at the prior level of \$5,000 does not significantly yield a return that would maximize awards. Per the ECSU Foundation’s investment policy, an average return of 5% of a 3-year average of the market value (given a favorable market) would yield \$1,250, an amount large enough to make an impact.

Thirdly, University Advancement has prioritized Gap Scholarship Funds on our crowdfunding pages, fundraising materials, and annual appeals (e.g. Giving Tuesday, end of fiscal year, end of calendar year). Since our earlier appeal in 2020 during the peak of the pandemic, we’ve raised close to \$200,000 for gap scholarships.

Fourthly, we’ve created a new discretionary fund for adult learners to support the non-traditional needs of students as they navigate their degree-seeking programs. University Advancement plans to promote the new fund as a major campaign for fiscal year 2025.

Prepared by:

Catherine Edmonds, Ed.D.
Interim Chancellor

Kevin J. Wade, Ed.D.
Vice Chancellor, Student Affairs
Interim Vice Chancellor, University Advancement
Executive Director, ECSU Foundation

FAYETTEVILLE STATE UNIVERSITY

The University Advancement Approach to Philanthropy

University Advancement at Fayetteville State University operates within a donor-centric mindset. We strive to formulate deep and long-lasting relationships with our donors that involve more than the identification, solicitation, and stewardship strategies. Along with our philanthropic/financial goals we focus on creating an environment that encourages our donors to feel comfortable sharing aspects of their giving philosophies not only to FSU but also to other organizations. This allows for a much more robust donor relationship that can create the opportunity for larger solicitations and ultimately larger totals raised.

Steps to Flexible Dollars for Student Success:

- **Case for Support:** During the last 17 months, we have been able to work with our office of Student Success as well as Academic Affairs to showcase that with adequate funding, programs such as our free summer school Bronco Opportunity Scholarship, and being a NC Promise School (\$500/a semester tuition) result in a much higher retention rate going from 69% to 77.7% in our first-year students that participate.
- **Donor Education:** We have continued to educate our donors on the variety of ways to give, including information on endowed funds vs. current use funds, scholarships vs. programs, estate giving, and the benefits of alumni participation. University Advancement leverages its strong partnership with the FSU National Alumni Association to reach alumni.
- **Blended Asks:** University Advancement works with donors to understand blended asks. We are finding that many donors are not aware there are options for giving that allow them to make larger commitments, in a way that may not impact their current finances but can be extremely beneficial to students in the future.
- **Campus Collaboration:** Each front-line fundraiser is assigned to work as a liaison with one of the four colleges at FSU (Business, Education, Humanities and Social Sciences, as well as a college of Health, Science, and Technology). This way when gift conversations with prospects happen between the prospect and a professor or Dean, the liaison is made aware and can help thoughtfully guide the conversation through solicitation into stewardship.
- **Community Interaction:** By hosting community events, as well as including other community-based initiatives into conversations, (especially with Foundations) University Advancement is able to increase the amount of the ask as well as showcase the impact that flexible funds can have on the general student population. Combining community initiatives with campus priorities has created an opportunity for non-alumni to contribute to flexible dollars as they can witness firsthand how students at FSU impact the “outside community” in a positive way.

Funding for Student Success (Endowment and Private)

- Private funding received for student success programs in FY'24: \$2,381,590.00
- Endowment available for scholarships: \$18,525,580.00 (53% of total endowment)
- Amount available for Bronco Opportunity Scholarship current year: \$534,065 (59 scholarships awarded).



Overview

Student retention and on-time graduation are critical pillars of Goal One – “Student Success”, in North Carolina Central University’s (NCCU) strategic plan. Our student population consists of large numbers of low-income (61%), first-generation (22%), and rural (35%) students that require additional support to reach their full potential. Many of our students face significant financial barriers to re-enrollment and graduation due to unpaid fees, tuition, and other bills. In the 2023-2024 school year, there were over 170 seniors that were unable to graduate due to these unpaid fees. In the spring 2024 semester alone, 112 of our seniors had a total balance of over \$440,000 with some students having individual balances as high as \$17,000. As an institution that primarily serves a student population with significant financial needs, it is vital that we work to identify resources to support their continued matriculation to their degree. The primary challenge we face is securing sufficient needs-based support. Currently, 98% of our donors are giving to support their passion, and only 2% of contributions target areas of greatest need. Our institution is working with current donors to reframe how they think about supporting NCCU, utilizing technology and data such as iWave to move donors from areas of specific interest to engaging them in supporting the highest University priorities.

Approach

NCCU has created unique student success programming that not only enhances outcomes but also provides new avenues for donors to engage with the university at-large. One such program is our *Aspiring Eagles Academy* (AEA), a summer bridge and academic support program that serves incoming first-generation and rural students. This program has proven highly effective in increasing GPA, retention, and graduation rates above their fellow students at NCCU and the national average for first-generation and rural students. AEA has also proven to be an effective vehicle for cultivating philanthropic support both from individuals and from institutional funders. Another student success program offered at NCCU is the popular *End Zone initiative*, a pair of interdisciplinary degree programs aimed at helping typically adult learners that have some college credit but have not completed their degree. The flexibility of the curriculum permits acceptance of most credits previously earned by returning students and credits from other regionally accredited institutions.

Strategies

NCCU is developing new and innovative methods of fundraising to meet the needs of our institution and our students. The University’s Division of Institutional Advancement is implementing the following strategies to strengthen endowments and support student success:

- **Broaden the Visit:** When engaging donors and potential partners on campus, we expose donors to multiple areas of our institution – taking them out of their singular area of interest and showing them how their passion is connected to the larger picture at NCCU.
- **Case for Support:** Our approach to cultivation and solicitation must be innovative, developing creative methods of allowing donors to give to their passion while also supporting the priorities of the university.
- **New Funding Sources:** Utilizing prospect research tools to identify additional sources of funding for student success initiatives. Individual and institutional funders provide novel pathways to sustaining and expanding the impact of student success programs across campus.
- **Matching Funds:** Utilizing matching funds when supporting endowments and student success programs allows donors to have a meaningful impact while still giving to their primary area of interest.

North Carolina Central University is a hub where students are prepared to become leaders that change their communities and the world. We can eliminate the barriers and make sure that our students are given the opportunity to reach their full potential.

University Advancement Overview for UNC Board of Governors

University Advancement at North Carolina A&T starts with a philosophy of **The Right Team, Doing the Right Things, The Right Way.**

Right Team. We start with making sure our structure is such that we work as effectively and efficiently as possible with the right balance of front line fundraisers and support staff so that everyone has a specific focus, understands that focus and how it contributes to the overall success and can be individually successful at their assigned role. Fundraisers can focus on philanthropic outcomes, support staff can focus on gift processing, information support, stewardship, finances, and prospect research/management, and administrative staff can focus on the necessary administrative functions. Our structure is also such that we have built the team around either the type of money we seek to raise (annual, renewable, discretionary) or the constituency from which it comes (corporations, foundations, etc.) and creating specialization (constituent fundraising, gift planning) or economies of scale (annual giving). We have also focused on paying commensurate salaries that allow us to recruit and retain the best talent for the type of roles and responsibilities of the position and outcomes we expect.

Right Things. Our success can be attributed to each member of our team doing the right things based on their respective roles and engaging academic leaders and volunteers to extend our reach and influence – fundraising is everyone’s business. Major gift fundraisers focus only on managing a portfolio of prospects capable of making a gift of \$25K or more, annual giving fundraisers focus on soliciting our entire alumni and friends body, giving every donor an opportunity to support the institution, corporate and foundation engagement officers focus on the spectrum of relationships with organizational donors, and planned giving officers focus on structured gifts from donors as part of their estates. While each has their own specialty, they are also encouraged to collaborate as necessary to manage the life cycle of donors.

Right Way. We practice donor-centered fundraising that starts the relationship with a donor’s passion and capability and match them up appropriately with a priority of the institution that matches that passion, whether it is embedded within a college, part of a larger university priority, athletics, or some combination. The relationship is then managed at the appropriate level, even up to the chancellor, if necessary. We do this within a structured prospect management structure that makes sure we present a united and consistent front to potential donors, not step on each other’s toes and have conflicting interactions from multiple people, and maximize the relationship with the donor. This also allows us to extend our resources and be more efficient and effective. We then hold ourselves accountable to a specific set of metrics designed to track our outcomes, impact on the university, and impact on growing the enterprise as a whole.

Flexible Dollars for Student Success. Creating flexible funding for student success begins with education and communication and then including appropriate giving options in all of our solicitations, whether asking for unrestricted gifts or gifts to our general scholarship fund. Both of these allow us to meet unforeseen needs related to student success. From a major gift standpoint, we work with donors in a philanthropic advisor standpoint in order to maximize the flexibility of funding, even if the gift is restricted to a particular purpose, such as making scholarship criteria as flexible as possible to satisfy both the institution and the donor’s wishes. We then have made the institutional decision to allocate the maximum Title III funds to march donor endowments, thus doubling the fund and its later distributions. In the end, we are always promoting student success programs and funding as it usually emerges as one of our donor’s top passions when we start the conversation.

Available Funding. As a result of the strategies above, we have been able to create sources of revenue to meet many of today’s needs, as well as long term funding through endowments. Our endowment dedicated to strictly academic purposes now exceeds \$170M and is used for undergraduate/graduate scholarships, professorships in a wide variety of disciplines, various programs from the Honors College to international programs, and discretionary endowments for deans through the appropriate application of naming gifts.



Strengthening Endowments and Fundraising for Student Success
HMSI Committee of the UNC Board of Governors
September 11, 2024

The University of North Carolina at Pembroke embraces its mission as an access institution, attracting students from many different backgrounds and experiences to see higher education as possible as well as life-changing. We not only focus on communicating an affordable education but one that responds to the unique needs of first-generation students, working professionals, military-affiliated students, and those with barriers to education that often hinder student success. As an historically Indian-serving institution, our current demographic is 38% White/Caucasian, 29% Black/African American, 13% American Indian, 9% Hispanic/Latino; and 1% Asian.

The focus of UNCP's Advancement division is to secure expendable funding to support immediate needs as well as to build flexible endowments, providing permanent resources for scholarships, program support and other university priorities that support student persistence and completion. As of June 30, 2024, UNCP's endowment is valued at \$36M, with \$19.5M dedicated to scholarships, programs and unrestricted support. For the academic year 2024-2025, a spending rate of 4% has been approved for scholarships, amounting to \$542K in student aid. This figure is in addition to annual and grant-based scholarships, bringing the total donor-funded scholarship aid to \$685K.

Over the last several years, UNCP's Advancement office has seen turnover in leadership and staffing as well as a reduction in positions due to university-wide budget constraints. Despite this, appropriate emphasis has been placed on building internal systems to track alumni/donor biographical and giving data, and enhance prospect management in order to position us for major gift success. Professional staff (5) all have active major gift portfolios with one having 100% responsibility for major gift work and plans to add a second in the near future. In addition, we will invest in a leadership position in Annual Giving, accelerating our work to build a strong donor pipeline and build on existing annual giving success. Utilizing outside counsel, UNCP has increased alumni donors by 172% in four years. These efforts have raised over \$500,000 for fully unrestricted financial aid for new, returning, and re-enrolled students.

Major gift success examples over the last four years include securing a \$2.9M grant from Anonymous Trust to build a pipeline of teachers to serve Robeson and surrounding counties. These funds target students from low-income families who are most impacted by financial aid. UNCP also secured a \$6M gift to establish the McKenzie-Elliott School of Nursing, which led to the approval of UNCP's first doctoral program, the Doctor of Nursing Practice (DNP) and has led to a focused fundraising initiative for the health sciences. Notable outcomes include the creation of new endowed scholarships and the naming of classrooms and laboratories, the latter of which serves to build significant flexible support for student success. Most recently we have secured a naming gift of \$200,000, which will provide endowed and expendable support for our CARE Resource Center to address food insecurity of our students, reducing a negative impact on student success.

The UNC System has supported the strategic growth of HMSI Advancement teams, which face challenges in data-driven fundraising and full funding of Advancement programs. The "shared services model" has allowed us to standardize, but has required a tradeoff between funding fundraisers and services provided as costs for these services have been transferred to us over time, limiting our ability to both use those services and fund critical positions on our team.



WINSTON-SALEM
STATE UNIVERSITY

University Advancement

THE HOLISTIC STUDENT INVESTMENT ADVANCEMENT MODEL

Seventy-nine percent of the New First-Time Freshmen (NFTF) attending WSSU in Fall 2024 were eligible for the Pell Grant, 63% of these students have a student aid index of zero because their family income falls below the poverty guidelines based on family size. These indicators illustrate the financial realities of students and their families with a significant portion lacking financial resources to pay remaining balances; therefore, University Advancement model centers fundraising and alumni relations to emphasize student success and student holistic support as its central strategic pillar.

Given the reality of the student population that WSSU enrolls and serves, University Advancement deploys an approach that centers the holistic development of the student. Consistent with the UNC System's strategic plan and the university's *WSSU 2030 Unleash the Genius* strategic plan, this approach invests a significant portion of funds raised into the overall growth and development of our students. The following approach focuses on the holistic development of its students:

1. Investments in Student Financial Support for Enrollment and Completion

- a. Gap Funding – Fundraising efforts that provide financial resources to assist students with closing the gap between their bills.
- b. Emergency Funds – Fundraising efforts that provide financial support to students with unexpected costs that might prevent course enrollment or delay time-to-degree completion.

2. Investments in Academic Experiences

- a. Academic Support: Fundraising efforts that assist with the expansion of tutorials, mentoring, and advising services to ensure students have the resources they need to succeed academically.
- b. Student Success: Fundraising efforts that directly impact student success through named scholarships, support for specific programs, or contributions to student services.

3. Investments in High-Impact Practices for Professional and Leadership Development

- a. Undergraduate Research: Fundraising efforts that support the expansion of students who participate in research experiences proven by empirical studies to increase student engagement and learning.
- b. Study Abroad: Fundraising efforts that support domestic or international student travel proven by empirical studies to increase cultural competency, student learning, and student social capital.
- c. Internships: Fundraising efforts that support student participation in authentic work-based experiences with businesses and corporations across the world.

4. Investments in Health and Wellness

- a. Mental and Emotional Health: Fundraising efforts designed to address pressures that students encounter by enhancing mental health services, counseling, and wellness programs.
- b. Physical Wellness: Fundraising efforts designed to support student engagement in healthy eating, physical fitness, and active living.

This approach requires University Advancement to raise funds in a specific way and that the institution deploys funding to support student success and student holistic development. By leveraging this model, WSSU enhances its educational environment, enriches student academic and personal experiences, and establishes a foundation with current students for long-term engagement post-degree completion.

FUNDING OVERVIEW AND CHALLENGES

University Advancement provided approx. \$2.5M, with \$2.36M being allocated to scholarships, in support during fiscal year 2024 to support students. The remaining dollars were used to support students with housing, internship, utilities, and other types of emergencies. The major challenge for the university is the limited unrestricted/flexible dollars to support the various needs of our students.