May 14, 2025 at 11 a.m.
Via Videoconference and PBS North Carolina Livestream
UNC System Office
223 S. West Street, Room 1809
Raleigh, North Carolina

AGENDA

OPEN SESSION

DRAFT MINUTES

January 29, 2025 at 2:30 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: Sonja Nichols, Kellie Hunt Blue, R. Gene Davis Jr., and Temple Sloan.

Chancellors participating were Interim Chancellor Catherine Edmonds, Chancellor Darrell Allison, Chancellor Bonita Brown, Chancellor Robin Cummings, Chancellor Karrie Dixon, and Chancellor James R. Martin II.

Staff members present included Ivy Taylor, Kaity McNeill, and others from the UNC System Office.

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1. **Call to Order and Approval of September 11, 2024, Session Minutes (Item A-1)**

The chair called the meeting to order at 2:31 p.m. on Wednesday, January 29, 2025. The open session minutes from the September 11, 2024, meeting were approved by unanimous consent.

2. **Leveraging Public Investment in HMSIs through Innovative External Partnerships Roundtable Discussion (Item A-2)**

The HMSI Committee engaged in a robust roundtable discussion of the importance of innovative external partnerships. Chancellors from each of the six HMSIs provided in depth examples of their external partnerships and the benefits of the initiatives. The committee also heard from students who have benefited directly from these partnerships and initiatives.

3. **Adjourn**
Being no further business and without objection, the meeting adjourned at 3:30p.m.

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R. Gene Davis Jr., Secretary

THE **UNIVERSITY** OF
NORTH CAROLINA SYSTEM

MEETING OF THE BOARD OF GOVERNORS
Committee on Historically Minority-Serving
Institutions
May 14, 2025

AGENDA ITEM

A-2.   Accelerating Time to Degree ....Darrell Allison, Fayetteville State University

Situation:	Chancellor Darrell Allison will present information regarding accelerated time to degree completion.
Background:	The UNC System continues to focus on helping more North Carolinians graduate on time. At Fayetteville State, where most students are from Tier 1 and Tier 2 counties, innovative strategies were required to boost the graduation rate and accelerate the time to degree completion. A variety of successful strategies have been employed to address challenges.
Assessment:	Fayetteville State University's programs and initiatives will be highlighted and serve as a basis for the following discussion with the HMSI chancellors on accelerating time to degree completion.
Action:	This item is for information only.

THE STORY OF FSU 30-60-90
SUMMER SCHOOL PROGRAM

FSU FOCUSED ON PROVIDING TRANSFORMATIVE ACCESS TO SUCCESS

FAYETTEVILLE STATE UNIVERSITY™

FSU STUDENT PROFILE

Approximately

59% of students are Pell Eligible per semester

80% Tier 1 or Tier 2 counties students – highest among the UNC System

Before the 30-60-90 Summer School Initiative
FSU ranked last in both Graduation Rates and Retention Rates within the UNC System in 2020

PRIOR TO LAUNCH OF 30-60-90 INITIATIVE:

2020 Retention Rate: Only 63% (Last in UNC System)

2020 Cohort Graduation Rate: Last in UNC System

» **Freshmen Earning Less Than 30 credits: ~300**

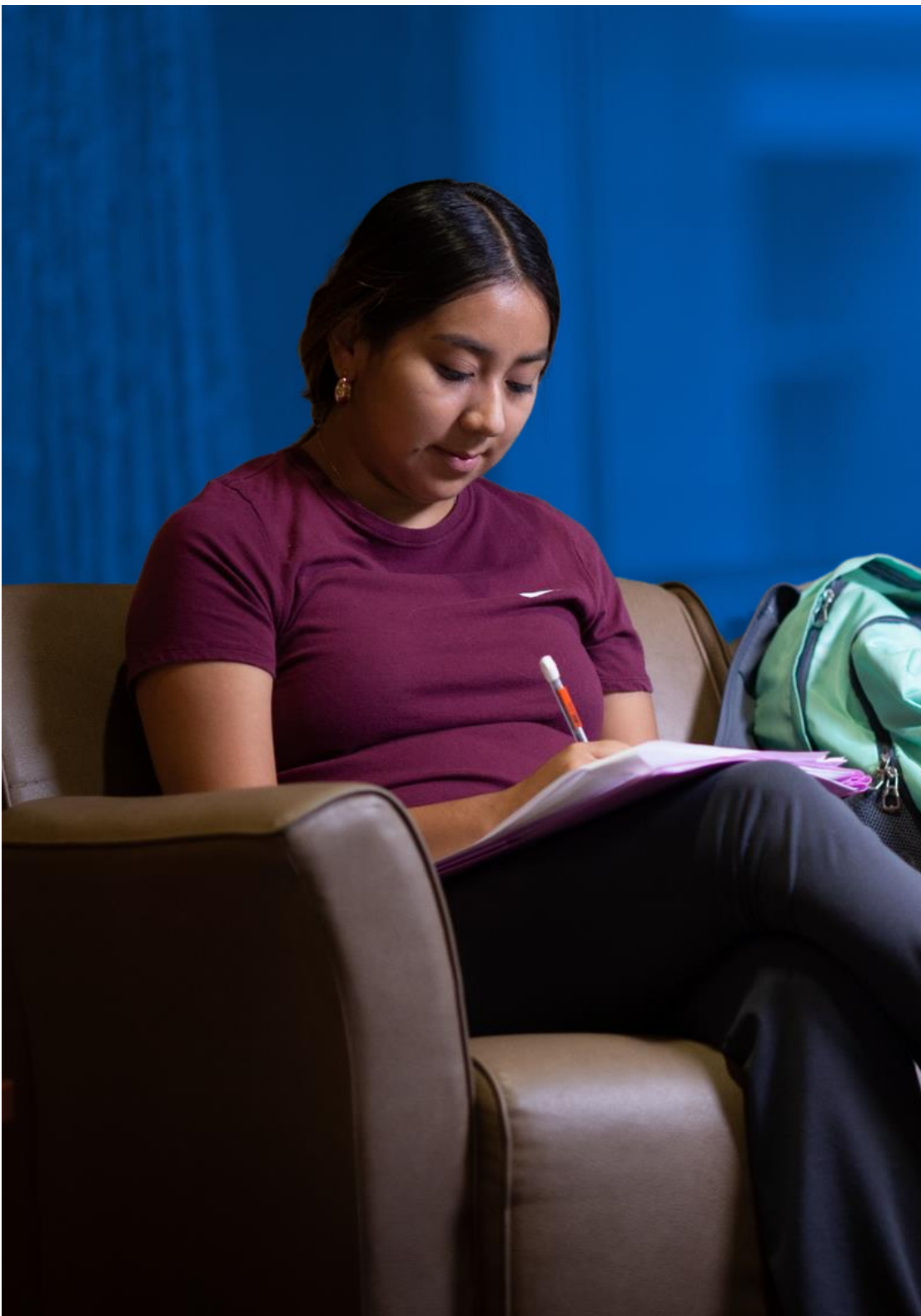» **Sophomores Earning Less Than 60 credits ~600**

» **Juniors Earning Less Than 90 credits ~700**

» *120 Credits Needed to Graduate*

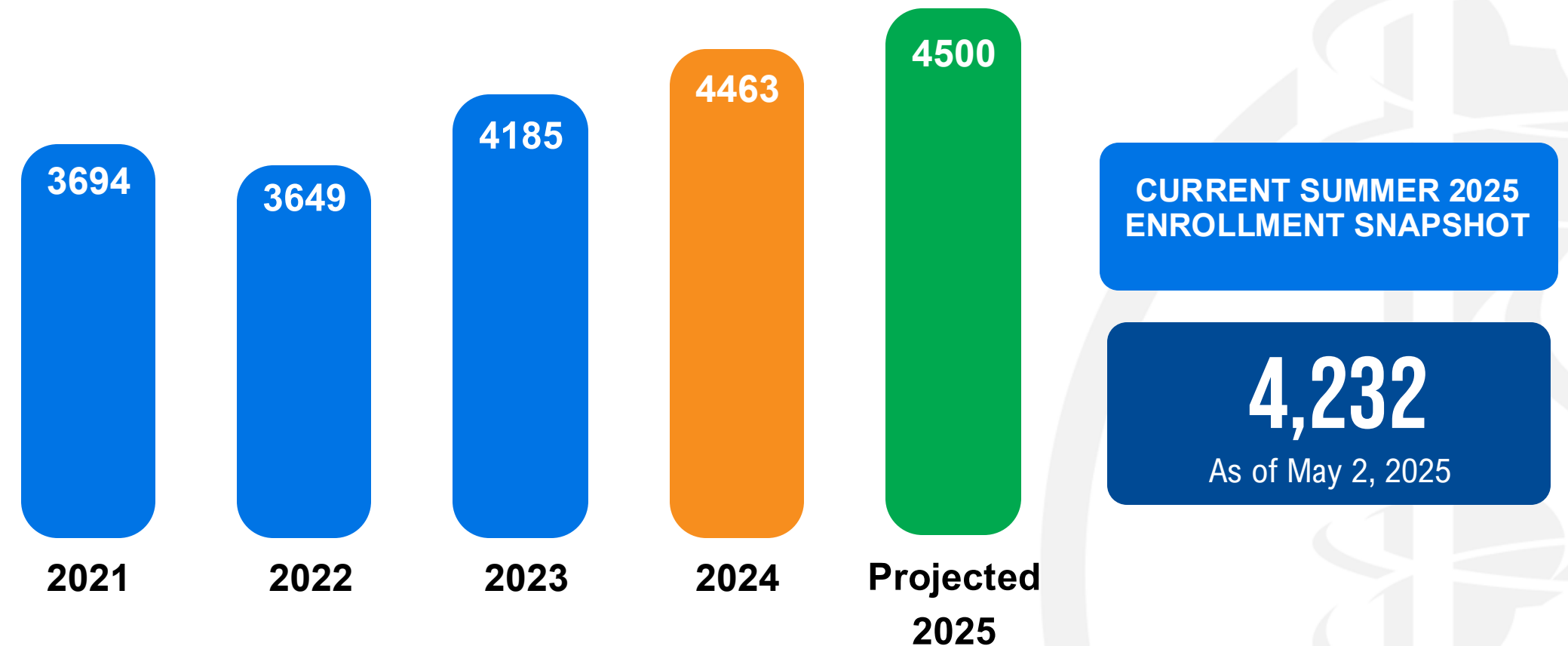*Note: Credit Trendline Per Class when Chancellor Allison began March 2021 for students not on track.*

Launched in Summer 2021

✓ **Free Summer Tuition for up to 7 credits**
✓ **Free room and board for up to 500 students / year**
✓ **Enables students to overcome barriers to on-time graduation**

SUMMER ENROLLMENT GROWTH

2021	2022	2023	2024	Projected 2025
3694	3649	4185	4463	4500

CURRENT SUMMER 2025 ENROLLMENT SNAPSHOT

4,232
As of May 2, 2025

66% of FSU Students Enrolled in Summer 2024

OUTCOME:
SIGNS OF CONTINUAL GROWTH

📊 Increased Retention Rates

2025 Retention Rate Projection
80%
(Above Average Among UNC System Peer Institutions)

vs

2020 Retention Rate
63%
(Last in UNC System)

📊 Increased Graduation Rates

2021 Cohort Projected Graduation Rate
24%
(Set to Exceed UNC System Baseline Targets)

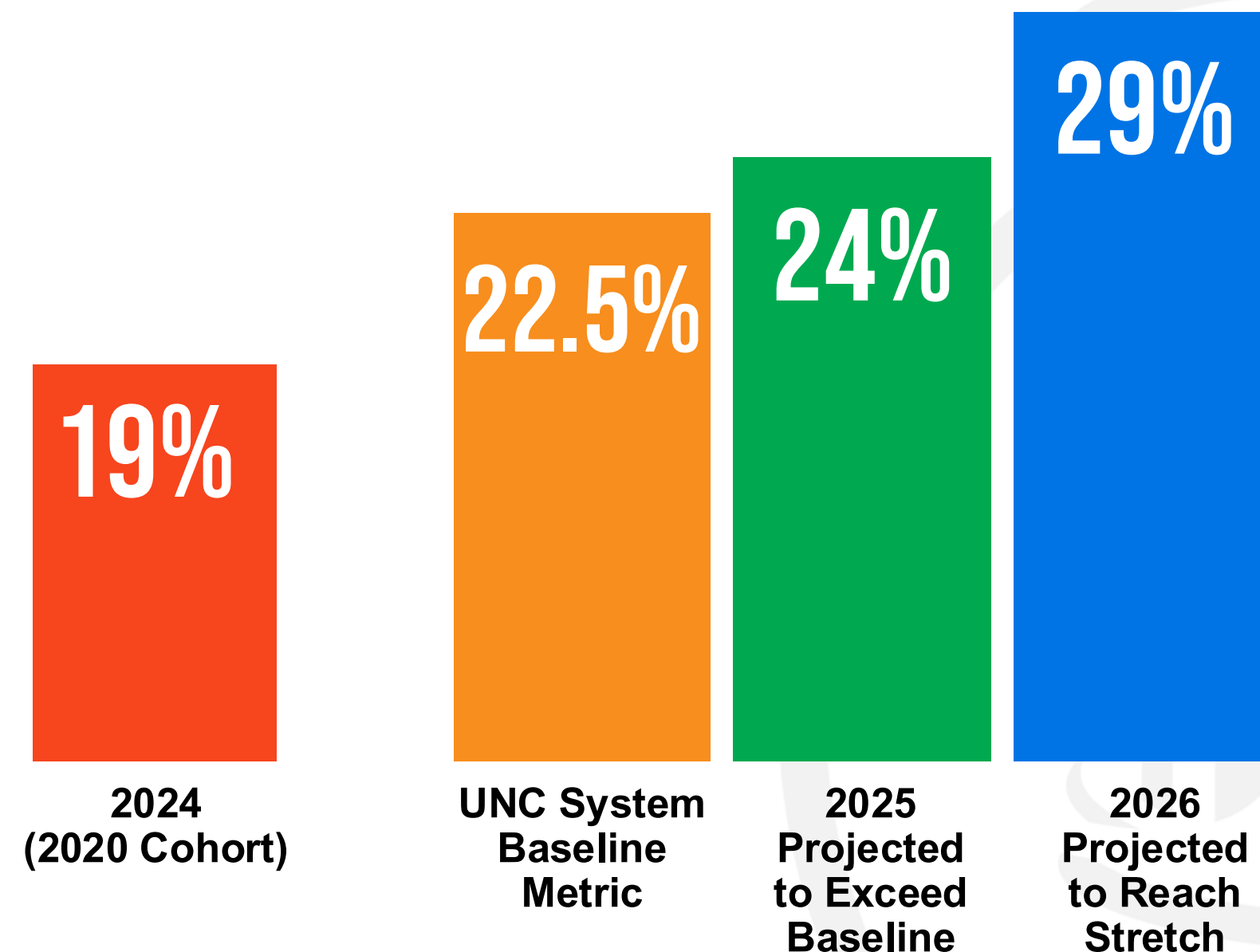**vs**

2020 Cohort Graduation Rate
19.46%
(Last in UNC System)

FAYETTEVILLE STATE UNIVERSITY

FSU on verge of reaching 30% 4-Year Graduation Rate by 2026

Increased Graduation Rates

- 2020 Cohort (2024 Class) Graduation Rate: 19.46% (Last in UNC System)

- 2021 Cohort (2025 Class) <u>Projected</u> Graduation Rate: 24% (Meets UNC System Baseline Target for FSU)

- 2022 Cohort (2026 Class) <u>Projected</u> Graduation Rate: 29+% (Approaching UNC System *Stretch* Targets for FSU)

UNC System Performance Funding Model
FSU 4-Yr Graduation Rate Goal, 2025-2026

19%	22.5%	24%	29%
2024 (2020 Cohort)	UNC System Baseline Metric	2025 Projected to Exceed Baseline	2026 Projected to Reach Stretch

TWO "SURPRISING" TAKEAWAYS OF FSU STORY: 30-60-90 FREE SUMMER SCHOOL

30-60-90 Free Summer School Funding by Source, 2021-2024

Private Funding Sources — $6,304,909

FSU Scholarship Funds — $2,104,002

State Funding — $976,006
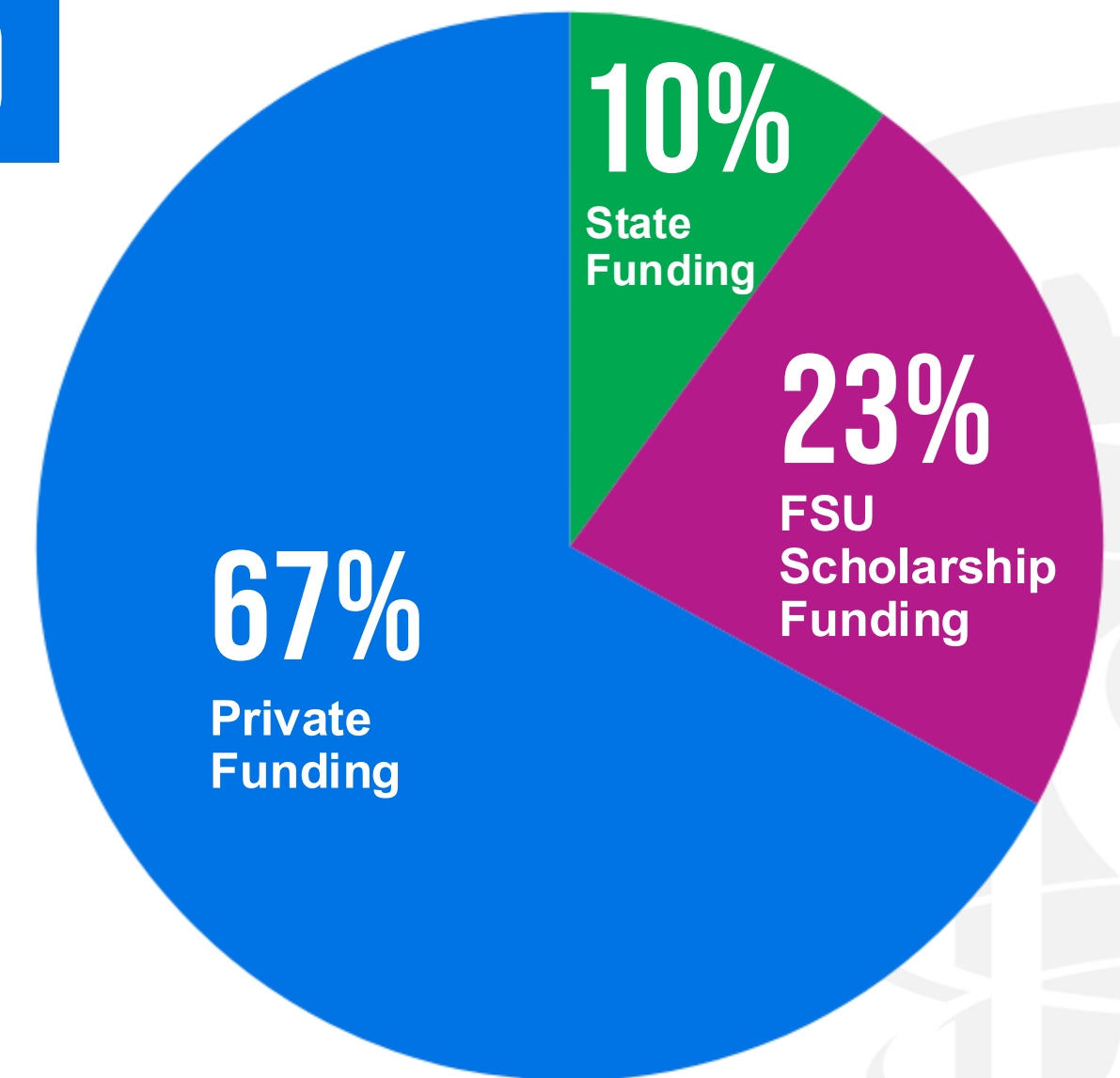
- **2021-2024 Total Amount: $9,384,917**
- **$6.3M is from Private Funding**

Important: Degree Completion Grant Funding $1M solidifies FSU as a three-semester university

Pie chart:
- 10% State Funding
- 23% FSU Scholarship Funding
- 67% Private Funding

Note: Reflects sources of funds to meet student needs after federal financial aid

Over $2.5M Student Debt Eliminated and Counting...

	Summer Headcount	Loans Originated	Loans per FTE	YoY Change
Summer 2020	2934	1,458,408	770	
Summer 2021	3694	1,414,323	721	-6%
Summer 2022	3649	1,355,644	694	-4%
Summer 2023	4185	824,298	366	-47%
Summer 2024	4426	411,340	176	-52%

Loans forgone if originated at pre-free summer school rate	**2,539,551**
Average % decrease in loan origination per FTE (2020 to 2024)	**-77%**

- In the most recent year, loan usage was lowered by **nearly 77%** when compared to the year before the program began.

- If students had continued to use loans at the same rate, they **would have taken out roughly $2.5 million in additional loans from Summer 2021 to Summer 2024**.
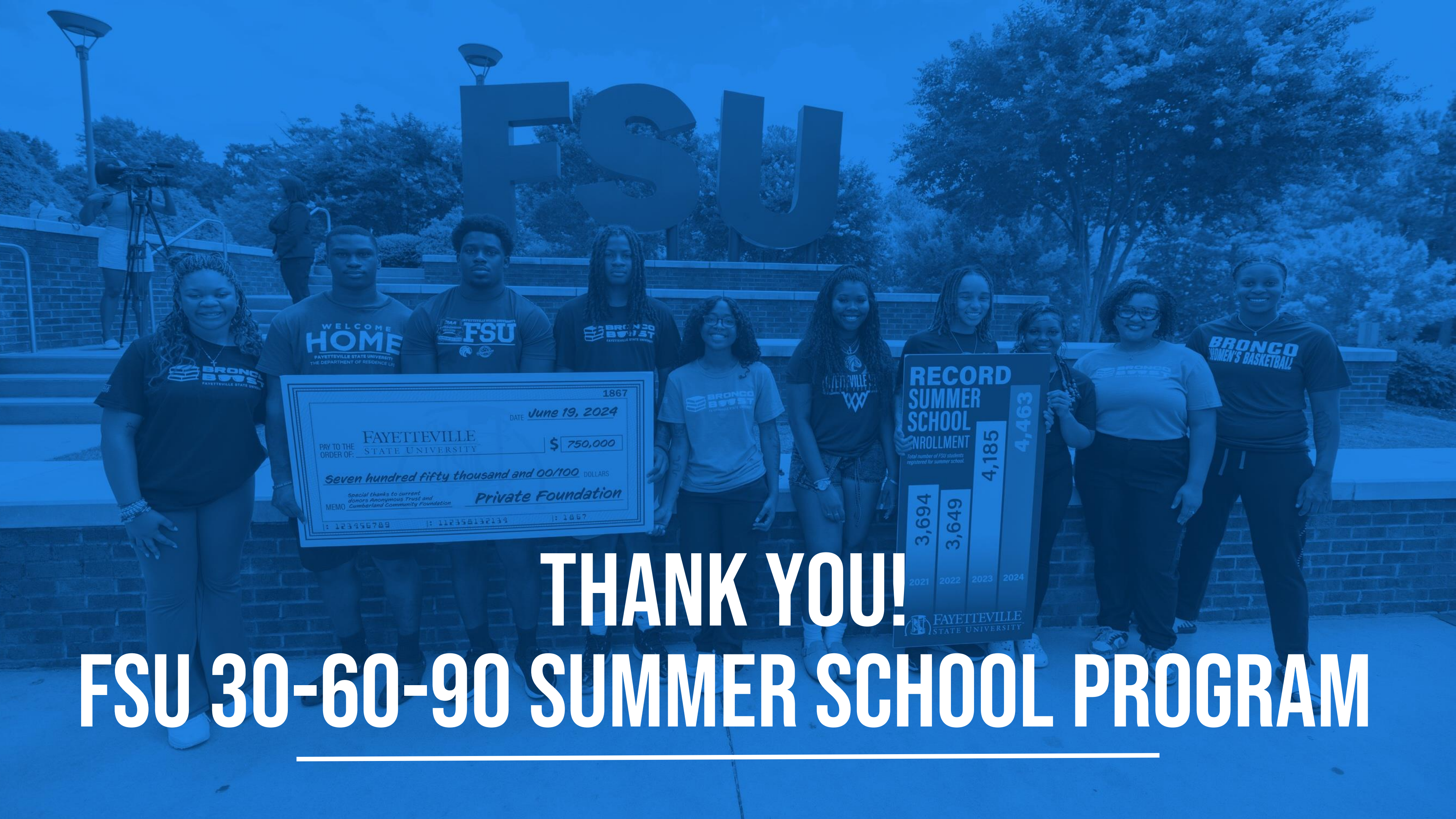
THANK YOU!
FSU 30-60-90 SUMMER SCHOOL PROGRAM

AGENDA ITEM

A-3.   Accelerating Time to Degree
Bonita Brown, Winston-Salem State University
Robin Cummings, University of North Carolina at Pembroke
James R. Martin II, North Carolina Agricultural and Technical State University
Karrie Dixon, North Carolina Central University
Catherine Edmonds, Elizabeth City State University

Situation: Dr. Ivy R. Taylor will lead a discussion with chancellors from each of the minority-serving institutions regarding accelerated time to degree.

Background: The UNC System continues to focus on helping more North Carolinians graduate on time. At last month's Strategic Initiatives committee meeting, data was shared about the progress made on increasing the four-year graduation rate across the System and at specific institutions. Historically minority-serving institutions, which educate many Pell-eligible students, employ innovative strategies to address challenges, and accelerate the time to degree for their students.

By reducing the financial burden on students, improving graduation rates, and addressing labor market demands, institutions that promote shorter degree completion times help create a more efficient and productive UNC System.

Assessment: Each institution will highlight their strategies to address timely degree completion within their institutions.

Action: This item is for information only.

Overview
Over the past year, Elizabeth City State University (ECSU) has taken bold and strategic steps to enhance the academic experience and success of its students. Through targeted initiatives in transfer credit evaluation, proactive academic advising, and data-informed student support, ECSU continues to remove barriers, accelerate time to graduation, and empower students to make informed decisions about their academic journey. These efforts reflect our commitment to a more student-centered approach that prioritizes efficiency and excellence across all areas of academic planning and support.

Transfer Credits
Transfer Student Services has collaborated closely with department chairs and faculty to maximize the number of transfer credits accepted as direct equivalents to ECSU courses. In cases where the combined content of two courses from a transfer institution aligns with the learning outcomes of an ECSU requirement, departments have used their academic discretion to accept them as equivalent. As a result, the number of accepted transfer credits has increased by over 12% since the 2020–2021 academic year. This progress allows transfer students to meet degree requirements more efficiently, often accelerating graduation timelines and reducing the overall cost of their education.

"15 to Finish" Audit
At the beginning of each semester, credit hour enrollment data for full-time students are shared with deans and department chairs. This enables departments to audit student schedules and identify those registered for fewer than 15 credit hours. Students falling below the 15-hour threshold are contacted to highlight the benefits of the "15 to Finish" initiative and to explore their interest in increasing their course load. While some students may choose to maintain their current schedule due to personal or academic considerations, advisors work closely with those open to adding courses, ensuring any additions align with their degree plan and support timely graduation.

Academic Advising Enhancements
In Spring 2024, ECSU launched a multi-phase initiative to strengthen academic advising and enhance student success.

1. **Phase One (Spring 2024):** Introduced a tiered registration process to improve advising and course access. Previously, all students registered simultaneously. The new approach prioritizes registration based on academic level and progress toward graduation, ensuring that those closest to completing their degree have the first opportunity to register for required courses.

   This phase also marked the rollout of Degree Works, ECSU's new degree audit system, along with faculty and staff training on E4U (EAB Navigate). These tools support course planning, progress tracking, and effective curriculum advising, equipping advisors to guide students more effectively.

2. **Phase Two (Fall 2024):** Launched a new onboarding and certification process for all academic advisors. This ensures that every advisor is well-prepared and trained before engaging with students, resulting in more accurate, personalized, and impactful advising experiences.

3. **Phase Three (Spring 2025):** Introduced Departmental Lead Academic Advisors, who serve as advising leaders within their departments. These individuals act as key resources for advising best practices, provide support to fellow faculty advisors, and help foster consistency and excellence in academic advising across the university.

FAYETTEVILLE STATE UNIVERSITY™

ACCELERATING TIME TO DEGREE at FSU

FSU STUDENT PROFILE

67% of in-state students are from Tier 1 counties (highest proportion of any UNC System institution)

OVER 70% are from Eastern North Carolina Counties (highest proportion of any UNC System institution

80% are from Tier 1 or Tier 2 counties

Before the 30-60-90 Summer School Initiative, FSU ranked <u>last</u> in both Graduation Rates and Retention Rates within the UNC System in 2020.
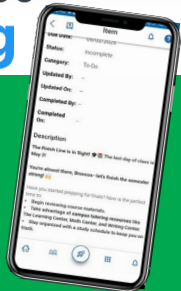
Increased Retention Rates

2024 Retention Rate		2020 Retention Rate
75% (Above Average Among UNC System Peer Institutions)	**VS**	**63%** (Last in UNC System)

Increased Accumulation of Credit Toward Graduation

451 Additional Freshmen Earning 30 credits or more	**385** Additional Sophomores Earning 60 credits or more	**510** Additional Juniors Earning 90 credits or more

Increased Graduation Rates

2021 Cohort Projected Graduation Rate		2020 Cohort Graduation Rate
22.5% (Meets UNC System Baseline Targets for FSU)	**VS**	**19.46%** (Last in UNC System)

Navigate360
Upswing

PATHWAYS TO COMPLETION

- 30-60-90 Summer School Completion Program grew to 69% from 2021-24
- Streamlining Access to Aid, reduced loan usage by 77%
- Through Project Kitty Hawk's ReUp re-enrolled 242 students, Spr '24 to Spr '25
- Engaged in Credit for Service with military student population
- Targeted advising for special populations
- Invested in Upswing and Navigate 360 software to enhance communication
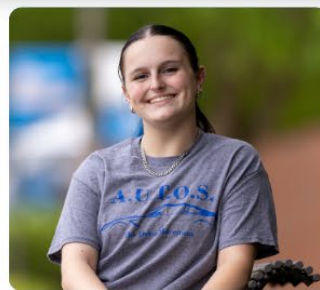- Bridging education to employment through personalized career coaching and more.

Bronco Boost	First-Year Experience (FYE)	Second-Year Experience (2YE)	Third & Fourth-Year Experience (3YE & 4YE)	Graduation Navigators

CLASS OF 2028

STUDENT SUCCESS BY THE NUMBERS

- **2024 Retention Rate at 75% and rising**
- **Additional students earning credit toward graduation**
  - Freshmen – 451
  - Sophomore - 385
  - Juniors - 510
- **Increased graduation rates**
  - Cohort 2020 – 19.46% to Cohort 2021 – 22.5%

Demonstrating Excellence Through Strategic Student Success Interventions

Executive Summary

North Carolina Agricultural and Technical State University (N.C. A&T), a premier land grant, research university, proudly reports significant progress in reducing DFW (grades of D, F, and Withdraw) rates across key academic disciplines. This success aligns with performance metrics established by the University of North Carolina System and positions N.C. A&T to exceed its institutional goals.

The University Student Success Office (USSO), employs artificial intelligence (AI) to support student achievement. The USSO collaborates across all campus units, including faculty and instructional practices. Since the office's inception, NC A&T has seen improvements in 4-year graduation rates, reduced student debt, and enhanced first-year retention.

Mathematics Quality Enhancement Plan (QEP: TEAM)

The QEP, "Toward Enhanced Achievement in Mathematics" (TEAM), targets eight gateway math courses where historically over 33% of students received a D, F, or W. TEAM employs embedded tutors, enhanced attendance tracking, and faculty engagement strategies, resulting in reduced DFW rates and improved student performance.

ALEKS, an AI-based technology, has been implemented to improve math placement accuracy. The College of Education also uses ALEKS to enhance NC Math Praxis scores. Students are now closing the gap or outperforming state-level averages.

Writing Center Expansion

Focused support for graduate students and discipline-specific embedded consultants have significantly improved writing competencies at both undergraduate and graduate levels.

Summer Sessions and Bridge Programs

The Aggie Success Academy bridges academic gaps while fostering community engagement. The 2024 cohort achieved an average GPA of 3.67 and an 86% persistence rate, surpassing the 2023 cohort (3.61 GPA). Students receiving funding for summer sessions are reducing their time to graduation, contributing to a five-point increase in the 4-year graduation rate, from 36% to 41%.

Results and Impact

Metric	Pre-USSO (2022)	Post-USSO (2026 Projection)	Goal Status
DFW Rate (Gateway Math)	~33%	<25%	On track to exceed
Freshman Retention	80%	>82%	Approaching target
4-Year Graduation Rate	33%	≥40%	Upward trajectory

Accelerating Time to Degree

By harnessing the power of data analytics and fostering deep collaboration between faculty and students, we are proactively identifying barriers and implementing timely solutions to support student success. Our approach integrates comprehensive academic advising, structured engagement initiatives, and tailored support—ensuring all students have the resources they need to thrive academically.

Through these coordinated, student-centered strategies, we are cultivating a culture of support, accountability, and success that measurably improves retention rates and accelerates time to graduation.

Strategies

🎓 **Expanded Upper Division Academic Advising** by enhancing student support services to include personalized academic coaching, real-time progress tracking, and targeted interventions to keep juniors and seniors on track for graduation in four years. Appointed a dedicated Upper Division Advising Coordinator and hired 10 Graduation Specialists to ensure consistent, proactive support for approaching degree completion. Implemented the "15 to Finish" initiative to encourage students to register for 15 credit hours each semester. These strategic initiatives have been instrumental in achieving the UNC System Office's average credit hour completion benchmark.

🥇 **Launched the "Level Up" Event (Fall 2024)** to mark sophomore students' transition from University College to Upper Division Academic Advising. This event is designed to build connections and support continued student engagement.

📚 **Established a University Academic Advising Council** to integrate data-driven decision-making, cross-campus faculty collaboration, and peer mentoring—strengthening the impact and alignment of advising services across all units.

⏳ **Promoted on-time graduation by reducing credit-hour requirements** to 120 for ten Music and Education programs and concentrations—aligning curriculum structure with national best practices for degree efficiency.

🧑‍🏫 **Enhanced student support services** through comprehensive academic support, streamlined engagement programs such as a summer bridge program, early warning and mid-term support.

📋 **Implemented Early Course Registration (December 2024)** for incoming Spring 2025 students, allowing them to register before Orientation—fostering early engagement and connectedness from day one.

🚧 **Alleviated financial barriers through UNC Completion Assistance Program funds and micro-grants** to provide critical financial support to help 58 students, this academic year, stay enrolled and on track for timely graduation.

Accelerating Time to Degree at UNCP

Recruitment, Retention, and Persistence Framework

UNCP launched a cross-functional, institution-wide committee to collaborate on recruitment, retention, and persistence. Co-Chaired by Vice Chancellors of Academic Affairs, Enrollment Management, and Student Affairs.

1. **Data-Informed Activities**
   - Created a weekly registration report to track progress during registration and allow advisors and academic departments to follow up with students.
   - Increased advising and registration communications and added targeted advising and registration events.
   - Aligned professional advisors with specific majors/colleges who meet regularly with department chairs.
   - Tracked student participation data across four pillars of UNCP's unique student engagement model, the Brave Experience, which includes Learning, Belonging, Community, and Wellbeing.
   - Conducted a comprehensive review of all academic policies.

2. **Technology-Enhanced Work**
   - Conducting the Ellucian Transfer Pilot with community college to minimize excess credit.
   - Implemented new DegreeWorks degree audit and academic advising software to increase clarity on requirements and reduce time to degree.
   - Implementing AdAstra Course scheduling software to increase course scheduling efficiency (including room use); identify course scheduling barriers (i.e. identify where course offerings for required courses are blocking each other); and will produce and issue regular reporting on DFW rates to feed into Gateway courses project.
   - Launched campus ESP, the NEST, parent-family portal.

3. **Campus-Wide Coordination**
   - Added 14 professional advisors over the past three years.
   - Established Financial Wellness Taskforce to improve student support by enhancing financial literacy and overall financial wellness.
   - Stabilized advising and registration periods (moved from earlier in the semester to mid semester and provided a focused, full week for each "class").
   - Created guiding principles for the Academic Calendar and now produce calendars and course schedules earlier than in the past.
   - Created the Office of Transfer Transition and Engagement, which has expedited the transfer registration process.
   - Established a multi-day extended orientation program, LAUNCH, immediately prior to fall semester and including academic workshops to improve student transition to college and improve access to academic and other support resources.
   - Restructured the Office of Financial Aid and Scholarship to increase access to financial aid counselors.
   - Leveraged awarding of institution, state, and federal aid to increase the ability of students to fund education and diminish the need for students to stop out to earn money to pay for college.
   - Engaged the campus community in a three-year JED Campus process to use "evidence-based tools, strategies and techniques to foster student mental health."
   - Expanded to four Weeks of Welcome, one each for the four pillars of the Brave Experience, to engage and support students in a successful start to the academic year.

Accelerating Time to Degree Completion

WSSU has implemented a variety of targeted academic initiatives that support student progress and address longstanding performance gaps across high-enrollment disciplines. Some examples include the:

- Future Nurses Project, which enhances foundational readiness for students entering nursing pathways.
- Male Student Success Initiative, which reduces disparities in retention and course success among students in business, computer science, nursing, and related fields.
- implementation of "RamPath" (DegreeWorks), EAB Academic Planning Module, and EAB Navigate, which has enhanced advising and degree planning and provided for real-time academic tracking, streamlined degree mapping, and more effective guidance from advisors and faculty.
- completion of the ACUE (Association of College and University Educators) Certification in Excellence in Online Instruction by over 200 faculty members, which has contributed to a more engaging and effective learning environment. As a result, DFIW rates have decreased to pre-pandemic levels and are projected to continue improving.
- redesign of gateway courses with historically high DFW rates as part of Quality Enhancement Plan for SACSCOC, which has significantly improved student outcomes in critical early-credit courses.

Additional non-academic initatives also include the:

- expansion of mental health and student support services through a suite of new programs, such as the UNC System Telepsychiatry Pilot; the "Togetherall" peer support platform; QPR Suicide Prevention Training for faculty and staff; and the PULSE Student Ambassador Program, which empowers students to lead campus wellness and outreach efforts.
- enhancement of Federal Work Study opportunities, the launch of Scholarship Universe to centralize scholarship discovery and application, and the iniation of financial literacy programming to assist students with staying focused on their academic goals by reducing unmet financial needs and increasing financial confidence.
- 365 Summer Scholars Program, which is a $500,000 donor-supported initiative aimed at accelerating degree completion for students close to achieving important academic milestones. It focuses on supporting near-completers (90+ credit hours); momentum builders (30–59 credit hours); and credit recovery students in finishing their degree.This program integrates financial assistance, academic coaching, and milestone tracking. It aims to enhance four- and six-year graduation rates, improve credit hour efficiency, and positively impact state performance funding benchmarks.
- implementation of a 15X8 marketing campaign, which encourages all undergraduate students to register for a minimum of 15 credit hours for 8 semesters to reach the goal of graduation in four years.