



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

October 8, 2018 at 2:00 p.m.
University of North Carolina System Office
Center for School Leadership Development, Room 128
Chapel Hill, North Carolina

AGENDA

- A-1. [Approval of the Minutes of August 21, 2018](#).....Darrell Allison
- A-2. [University Advancement Presentations](#)
 - a. [General Overview of University Advancement](#) Timothy Minor
 - b. [University Advancement and Fundraising at N.C. A&T](#) Ken Sigmon
 - c. [An Era of Opportunity](#) LaTanya Afolayan
 - d. [CRM Consortium](#) Brittany G. Sandefur
- A-3. Discussion and Next StepsDarrell Allison
- A-4. Adjourn

DRAFT MINUTES

August 21, 2018
University of North Carolina System Office
Spangler Center, Board Room
Chapel Hill, North Carolina

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

Chancellors participating were James Anderson, Robin Cummings, and Interim Chancellor Karrie Dixon. Chancellors Johnson Akinleye and Elwood Robinson and are not assigned to this committee, but attended as they were invited to speak at this meeting. Chancellor Harold Martin was not able to accept this invitation and sent Provost Beryl McEwen to present in his place.

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

1. Call to Order (Item A-1)

Chair Allison called the meeting to order at 1:02 p.m. on Tuesday, August 21, 2018.

Chair Allison recognized the Board of Governors members in attendance and thanked them for their time. He then ceded the floor to Harry Smith, who talked briefly about the need to realign and refocus the Board's time to better serve the UNC System's six historically minority-serving institutions (HMSIs). Chair Allison then recognized a number of elected officials present in the audience and read a letter of support from Congresswoman Alma Adams.

2. The State of HBCUs (Item A-2)

Dr. Harry Williams, a former leader in the UNC System and current president of the Thurgood Marshall College Fund, was invited to speak about the challenges facing modern minority-serving institutions. He also discussed programs launched by the Thurgood Marshall College Fund that tackle some of these challenges by providing assistance both to universities and directly to students. A brief question-and-answer session followed.

3. Chancellors' Reports (Item A-3)

Chair Allison called on representatives from each of the UNC System's HMSIs, listed below, to present a brief status report on their institution's triumphs and challenges.

- Winston-Salem State University
- North Carolina Agricultural and Technical State University
- Fayetteville State University
- The University of North Carolina at Pembroke
- North Carolina Central University
- Elizabeth City State University

The presenters agreed that the challenges common to all of the HMSIs include backlogs in facilities funding and insufficient advancement infrastructure.

4. Next Steps (Item A-4)

The committee did not have sufficient time to engage in discussion after the presentations concluded. Chair Allison closed the meeting by reading the formal charge of the committee and thanking the UNC System staff for their assistance.

There being no further business, the meeting adjourned at 3:05 p.m.

Walter Davenport, Secretary

AGENDA ITEM

A-2. University Advancement Presentations Timothy Minor

Situation: The committee has asked for an overview of university advancement, both generally and as it is practiced at constituent institutions.

The committee has invited representatives from North Carolina Agricultural and Technical State University, Winston-Salem State University, and The University of North Carolina at Pembroke to speak about the state of advancement efforts at their institutions.

Background: Recent work at the UNC System Office has included the formation of a gift planning LLC, the search for a multi-campus client relationship management (CRM) tool, the development of a centralized research and analytics program, and the creation of other shared services utilized by constituent institutions.

Vice Chancellor for Advancement Ken Sigmon was originally hired by North Carolina A&T State University to build up their advancement team and launch a campaign to support their strategic plan, Preeminence 2020. Vice Chancellor for Advancement LaTanya Afolayan joined Winston-Salem State in June 2018. She has previously held the position of vice chancellor for advancement at both Elizabeth City State University and North Carolina Central University and has worked in advancement leadership at Appalachian State University. UNC Pembroke's Interim Assistant Vice Chancellor for Advancement Brittany G. Sandefur is also a veteran of the UNC System. She previously worked at UNC-Chapel Hill when it adopted a new customer relationship management (CRM) software. During her time at UNC Pembroke, she has worked with the UNC System CRM Consortium to explore the possibility of adopting a new CRM across the system.

Assessment: The presentations of Timothy Minor, Ken Sigmon, LaTanya Afolayan, and Brittany G. Sandefur are included for reference.

Action: This item is for information only.





COMMITTEE ON HISTORICALLY MINORITY-SERVING INSTITUTIONS

University Advancement

Timothy Minor

Vice President

Presentation Outline

1. University Advancement Overview
2. UNC Advancement Shared Services
3. Fundraising Results
4. Challenges in Advancement for HMSI
5. UNC Institutional Presentations
 - Ken Sigmon, N.C. A&T
 - LaTanya Afolayan, WSSU
 - Brittany Sandefur, UNCP

Overview

Mission

University Advancement's mission is to support the institution through the enhancement and management of private resources by:

- ❖ Expanding opportunities for engagement
- ❖ Increasing the institution's resources
- ❖ Strengthening the institution's brand
- ❖ Improving communications

Overview

Role of Advancement

The Advancement model is a strategic, integrated method of managing relationships to increase understanding and support among key constituents including the following:

Alumni

Donors

Faculty and Staff

Media

Marketing

Parents

Current & Prospective Students

Legislators & Governing Boards

Members of the Community

Corporations & Foundations

University Events

Overview

Why Is University Advancement So Important?

- ❖ **Reputation**: University's ability to attract students, faculty and staff depends on its reputation.
- ❖ **Relationships**: University's reputation is influenced by its relationships with key constituencies.
- ❖ **Resources**: University's ability to attract resources relies on both its relationships and its reputation.

Overview

University Development

The Office of University Development is responsible for identifying, cultivating, soliciting, and stewarding donor prospects for the university and for developing strategies for prospects to align their giving with the university's initiatives.

Overview

UNC System-wide Fundraising

“Levels of development staffing, experience, expertise, and investment vary widely among UNC campuses, leading to uneven fundraising results.

A number of UNC campuses significantly underperform their institutional peers in key fundraising metrics, including planned giving prospects, major gift pledges, outreach to major gift prospects, and annual fund participation.”

- BOG Report 2013

Advancement Shared Services

UNC System Office Shared Services

Enhance philanthropic support and manage a sustainable operation model that includes:

- Fundraising for system-wide priorities, key foundation initiatives, and enhancing major/planned giving opportunities
- Gift Planning consultation and North Carolina Gift Planning, LLC

Advancement Shared Services

UNC System Office Shared Services

Enhance philanthropic support and manage a sustainable operation model that includes:

- Centralized prospect research and analytics program focused on donor discovery for emerging campuses
- System-wide master contracts to reduce costs for common services (e.g. software and communication)
- Human resource and talent management initiatives
 - State Fundraising Registration
 - UNC Talent Connect
 - UNC Advancement Symposium
 - Consulting Services

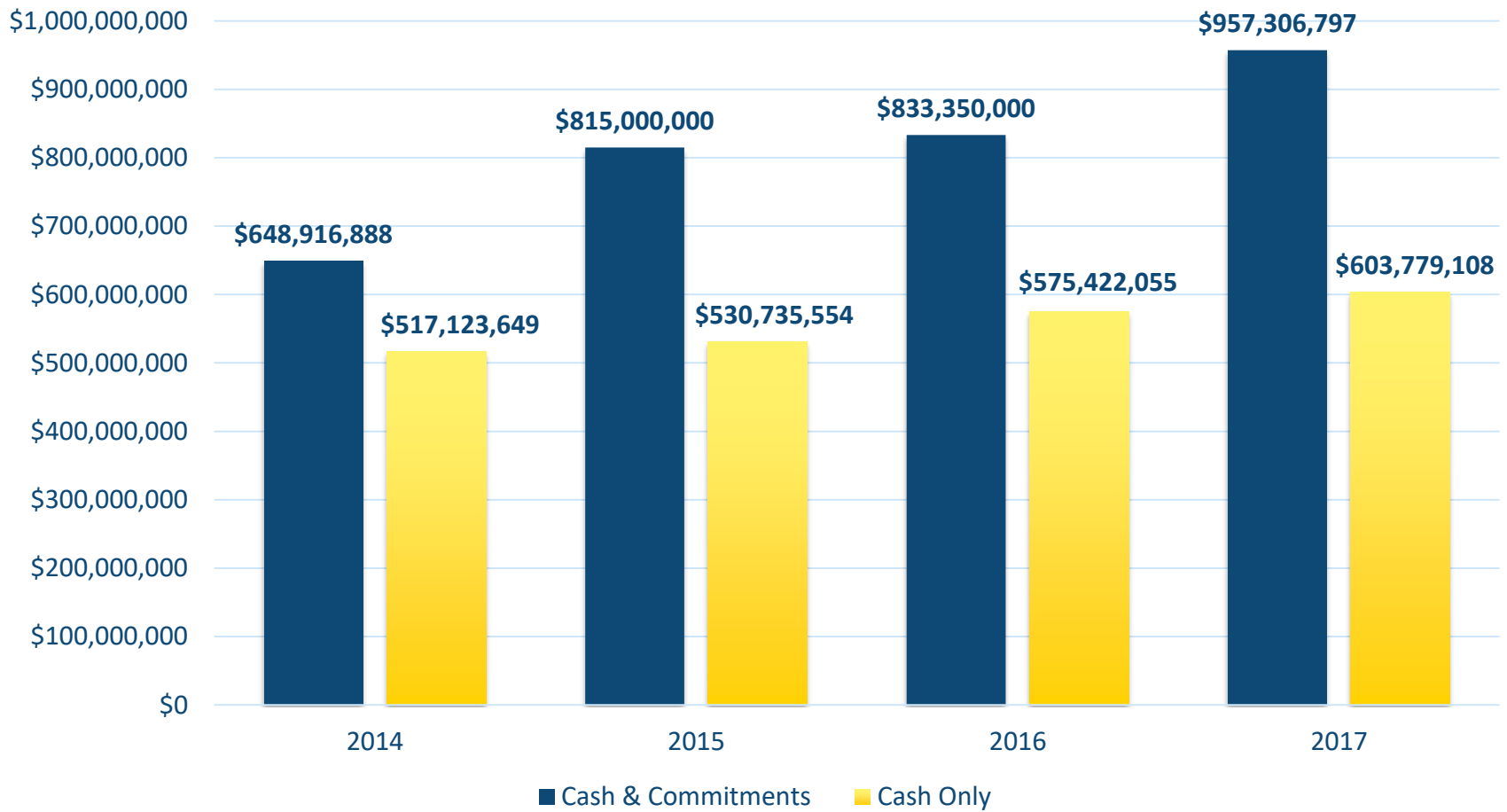
Overview

Transparency and Accountability

1. Efficiency and Effectiveness Metrics
 - Private Fundraising Index
2. UNC System closely involved in goal setting and forecasting
3. Consistent practices around gift acceptance, counting, etc.

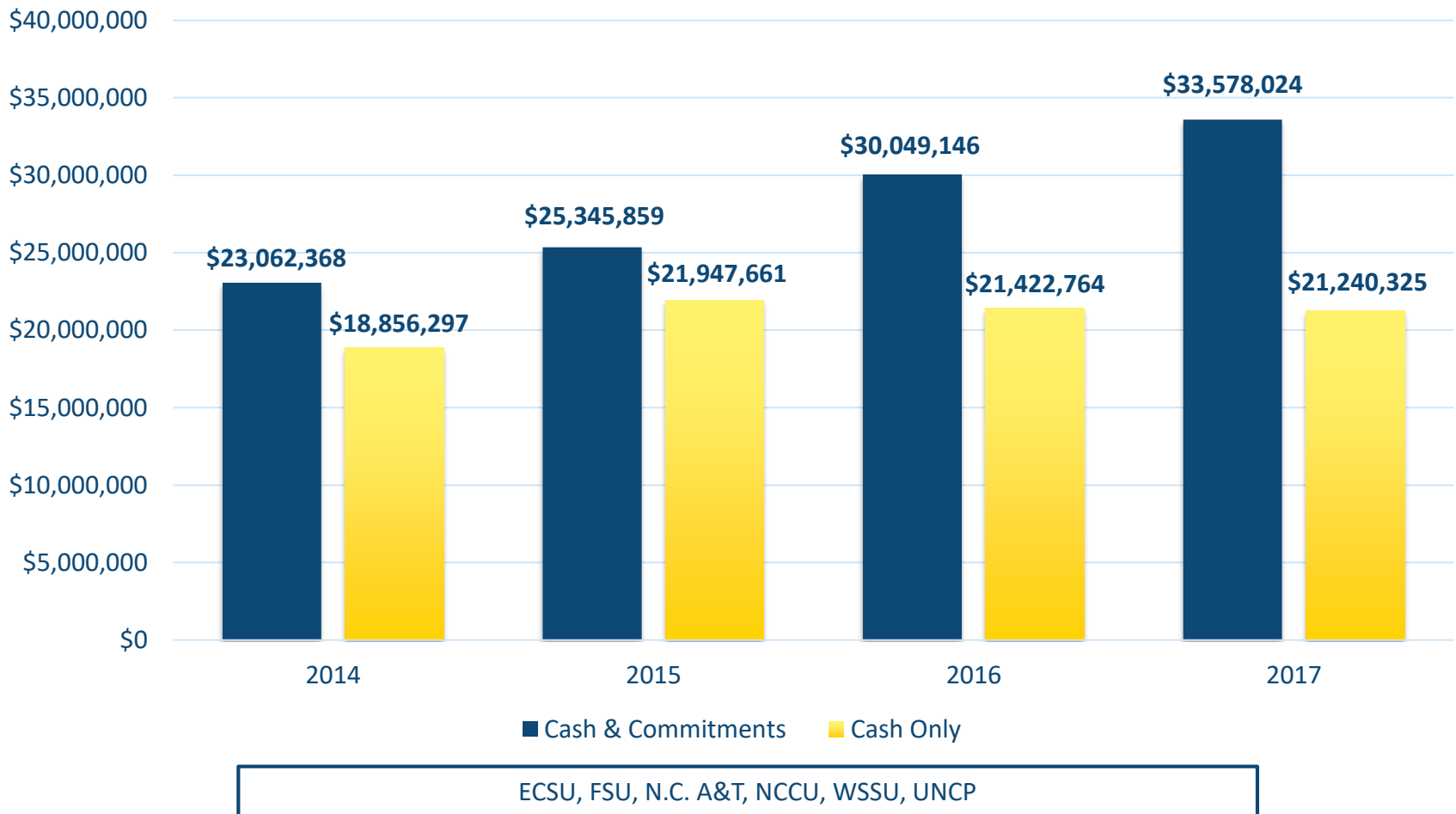
UNC System-Wide Fundraising

FY 2013-14 through FY 2016-17 Development Activity

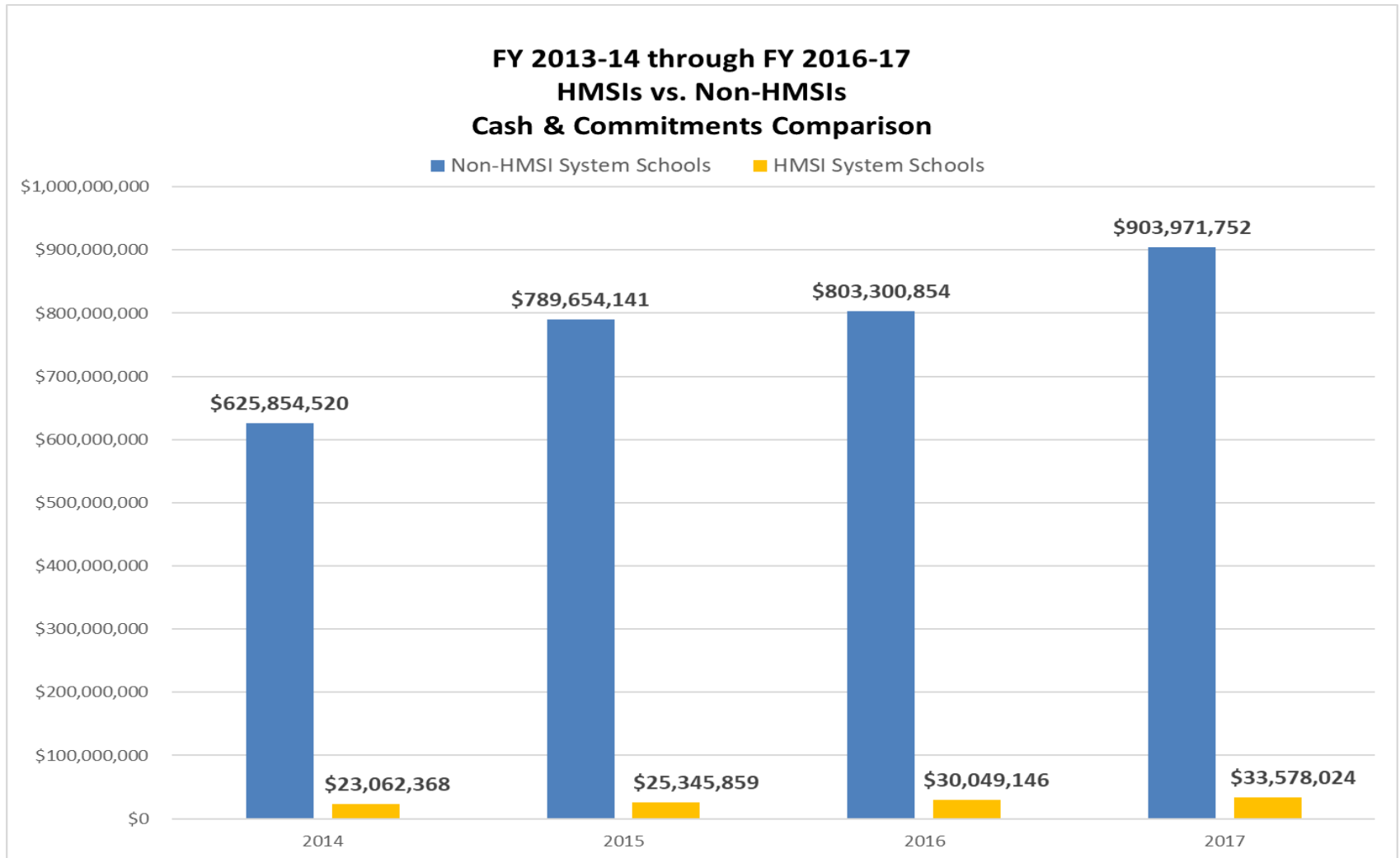


UNC HMSI Fundraising

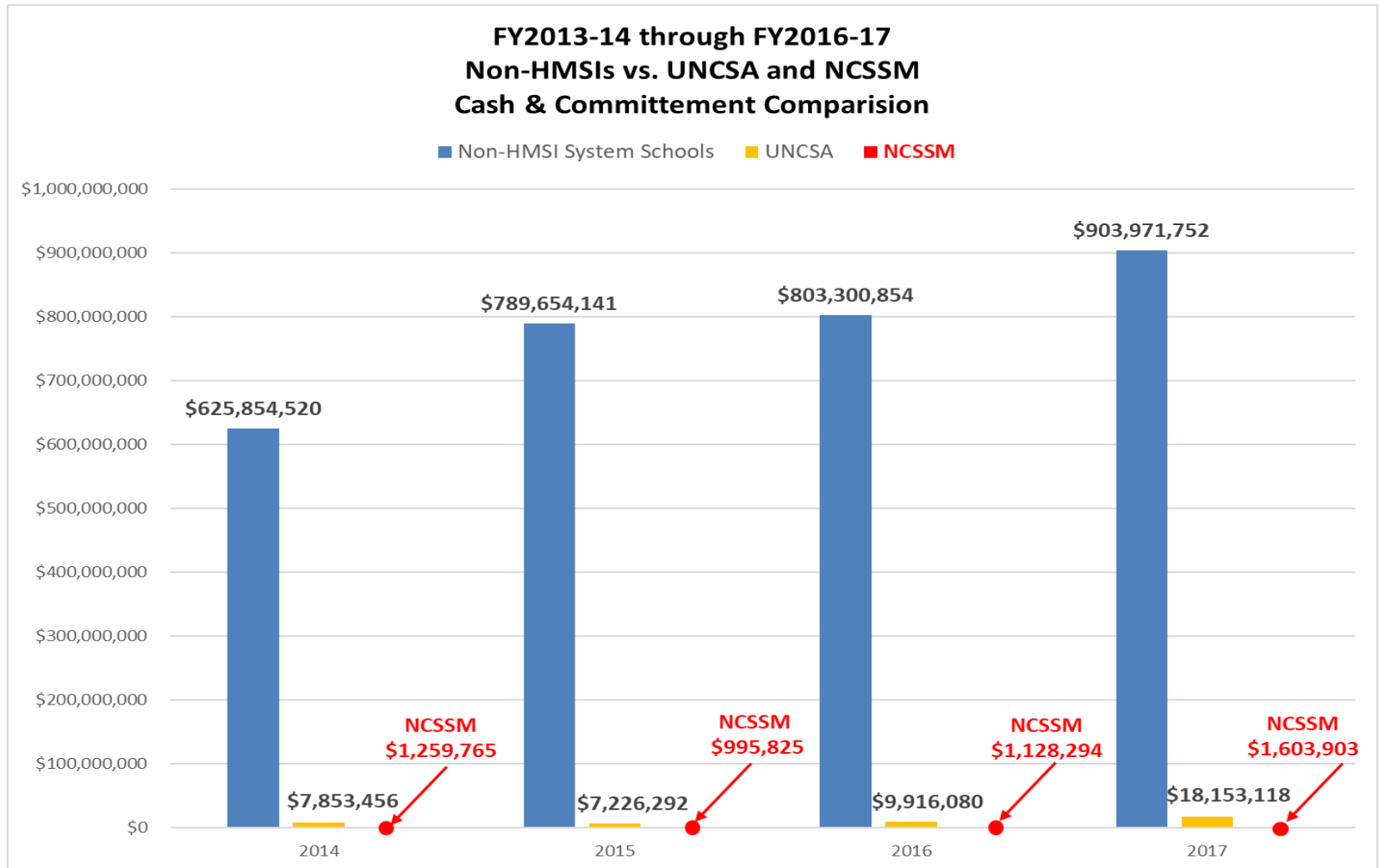
FY 2013-14 through FY 2016-17 Development Activity



UNC System-Wide Fundraising



UNC System-Wide Fundraising



University Presenters

Ken Sigmon

Vice Chancellor for University Advancement
North Carolina A&T State University

LaTanya Afolayan

Vice Chancellor for University Advancement
Winston-Salem State University

Data Integrity and Fundraising

- Banner Advancement
 - Adopted in early-mid 2000s by many institutions as the primary data management tool for alumni and donor records
 - Initially used for ease of adoptability and cost savings, but the needs of our Advancement units have outpaced its antiquated capabilities:
 - Fundraisers cannot be self sufficient; reports can only be run by one person per team
 - Industry-standard analytics cannot be performed within the program because of antiquated technology.
 - No user friend tools to allow fundraisers flexibility to enter vital data on their devices during their frequent travels. This delay impacts the timeliness of reports and best use of office/travel time.
 - Nearly half of the institutions have moved to newer tools, and many of the remaining campuses do not have the resources to service Banner
 - Institutions worry about it sun-setting and are experiencing data and reporting issues

Data Integrity and Fundraising

As the expectations of our major gift, planned giving, annual fund, and alumni engagement programs continue to rise, the institutions' needs have outpaced the capabilities of Banner Advancement.

To move forward, UNC System Advancement will consider the following concepts:

1. Develop a model to provide constituent relationship management (CRM) services for subscribing UNC System institutions.
 - Significantly improved fundraising and data software platform
 - Constituent institutions maintain data independently
 - UNC System able to access all real-time data from each institution
2. Create a data warehouse for Advancement.
 - Enable UNC System institutions to better review and share analytics and reports through dashboard capabilities

Data Integrity and Fundraising

CRM Discovery Committee Report

Brittany Sandefur

Interim Assistant Vice Chancellor for Advancement
The University of North Carolina at Pembroke

Challenges in Advancement for HMSI

- Competing Budget Interests
- Need for Long Term Investment
- High Turnover of Leadership and Staff
- Inadequate Staffing Levels in Key Areas
- Data Integrity and Outdated CRM Solutions

Summary

1. At its best, Advancement is a strategic and integrated method of managing relationships to enhance institutions' resources and brand through alumni engagement, communications, cultivation and fundraising.
2. UNC System institutions have increased overall fundraising with shared services driving growth in gift planning, prospect development, state registration, and professional development.
3. UNC System HMSIs have made strides in fundraising. However, there are systemic issues regarding uneven funding, prioritization of strategic fundraising, and significant leadership/frontline turnover that challenge greater increases.
4. Data hygiene and outdated CRM solutions will need to be addressed for HMSIs and regional institutions.

THANK YOU



QUESTIONS?





NORTH CAROLINA AGRICULTURAL
AND TECHNICAL STATE UNIVERSITY

UNIVERSITY ADVANCEMENT AND FUNDRAISING AT N.C. A&T

Kenneth E. Sigmon, Jr.

Vice Chancellor for University Advancement

September 12, 2018

Board of Governors Committee on HMSIs

AGGIES **DO**



Background

How I Got To N.C. A&T

- Close to 25 years experience in higher education fundraising
- Mostly at large, public land grant universities
- Have run campaigns ranging from \$100 million to \$1 billion
 - » Most recently, \$1.2 billion Branding Success Campaign at Oklahoma State
- Opportunity to move up to vice chancellor role was attractive, as well as a return to North Carolina
- Prior knowledge of, and respect for, Chancellor Martin from my time at NC State
- Opportunity to build a centralized, best practice program
- Ability to put talents to use for an institution where I can make a difference



Day One



Welcome to the Campaign

- Chancellor Martin's desire for a campaign to coincide with Preeminence 2020
- No history of campaigning
- No history of major and planned gifts
- Decent corporate and foundation and annual giving programs
- Total advancement team of 11
 - Alumni Relations – 2
 - Development – 3
 - Advancement Operations – 4
 - Vice Chancellor – 2
- No campaign structure or volunteers identified
- Raising approximately \$6 million annually





Building the Program

- Identified potential campaign co-chairs and filled out a campaign volunteer structure
- Set about hiring a senior advancement team of qualified professionals
- Identified and negotiated for required incremental resources
 - » Deans were unable to assist
 - » \$1 million from the university (\$500K recurring per year for each of the first two years)
 - » \$500K per year from endowment assessments (1 percent annually on market value)
- Established the appropriate structure to leverage our current strengths and fill in the opportunity gaps
 - » Constituency based model for major gifts with centralized programs for economies of scale
 - » Created the necessary support roles for success – research, prospect management, admin, etc.
- Worked with Human Resources to establish position descriptions and equally appropriate salary ranges
- Created the proper atmosphere for a best practice program
- Involvement of campus community in fundraising – particularly deans



Our Program Today

- Fully active and engaged campaign cabinet and volunteer structure
 - » Cabinet soon to wrap up its work at November 1 launch of our campaign public phase
 - » Campaign set to go public with over 75% of goal in hand
- Advancement team of 30 full-time and temporary employees
 - » Vice Chancellor – 3
 - » Alumni Relations – 6
 - » Advancement Operations – 7
 - » Development – 14
- Constituent program with each college and university entity having development representation and support
- Adequate budgets allocated to each unit aligned with their respective goals
- Atmosphere of responsibility, accountability, and productivity
- Keeping the FUN in fundraising and investing in our people









The Results



Snapshot of Growth

- Established key growth metrics for campaign and annual production
 - Based upon leveraging strengths and filling key gaps in either types of gifts or constituencies
- Have seen substantial growth in key areas based on our investments
- Expecting similar results based on initial FY18 numbers
 - Waiting to be finalized after any write-offs

AGGIES **DO**

	FY 15	FY16	FY17
Total Giving 	\$7.2MM	30% \$9.4MM	56% \$14.7MM
Alumni Giving 	\$2.7MM	56% \$4.2MM	50% \$6.3MM
Gifts 	8,210	11% 9,080	5% 9,539
Planned Giving 	\$106K	1,032% \$1.2MM	200% \$3.6MM
Endowment Giving 	\$755K	244% \$2.6MM	26% \$3.3MM
Major Gifts (\$25K+) 	\$4.2MM	40% \$5.9MM	90% \$11.2MM

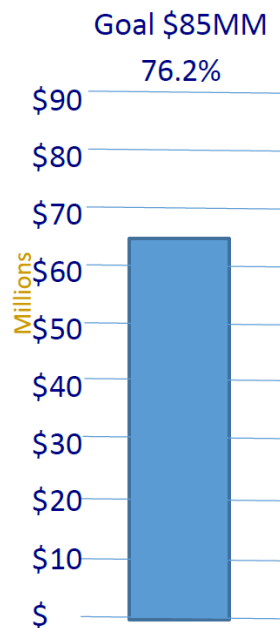
Highlights

- Well on our way to 80 percent of goal by November 1st
- Closing in on \$30MM in gifts for student support
- Have over 140 new endowed scholarships
- Created 5 new chairs and professorships
- Totally new pipeline of planned gifts totaling \$6MM
- Over 20% of alumni have made a gift



NORTH CAROLINA
AGRICULTURAL AND TECHNICAL
STATE UNIVERSITY

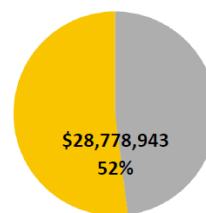
Campaign Production



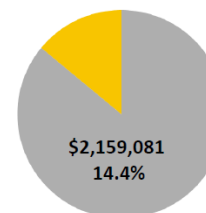
Total: \$64,734,324

Campaign Priorities

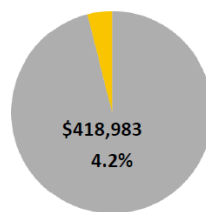
Student Support
Goal: \$55MM



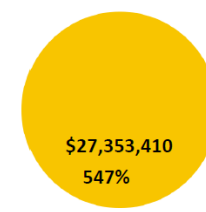
Faculty Support
Goal: \$15MM



Facility Support
Goal: \$10MM



Program Support
Goal: \$5MM



NCA&T CAMPAIGN REPORT

Aug 2018

Report based on campaign start date of July 1, 2012

Campaign Benchmarks

Number of Endowed Scholarship Funds

207	142	349
Prior to 7/1/2012	New	Total

Number of Endowed Chairs & Professorships

16	5	21
Prior to 7/1/2012	New	Total

Deferred Commitments \$6,024,954

Number of Campaign Donors 15,691

Alumni	11,003
Friends	3,610
Corp/Fdtn	1,078



Keys to Success

- Commitment of university leadership to building a best practice program
 - » Not only for campaign duration, but beyond
 - » Making the necessary investments in the advancement function
 - » Understanding that it is a front end loaded initiative
- Working to build a culture of philanthropy across campus
 - » It's everyone's business!
 - » Creating a culture of responsiveness and trust with fundraisers
- Creating the right structure and filling it with the right talent
 - » And paying appropriately for the results we expect
 - » Incorporating accountability across the board
- Educating and engaging all volunteer boards
- Data, data, and more data!
- Chancellor involvement
 - » Positioning the university as investment ready
 - » Devoting time to relationship building and asking
 - » Setting the pace
- Taking advantage of shared services



Wish List

- Tools for additional alumni communication and engagement
- Platforms for stewardship and compliance for donor relations
- Additional donor relations and stewardship staffing
- Consideration of a new CRM platform
- Closing data gaps
- Support to increase salary ranges for lowest paid, but critical team members
- Continue to explore additional shared services



Questions?

An Era of Opportunity

A Presentation to the
Committee on Historically Minority-Serving Institutions

LaTanya D. Afolayan, Ed.D.
Vice Chancellor, University Advancement and
Executive Director, WSSU Foundation, Inc.



My UNC System Story

- 2002 Elizabeth City State University
- 2009 North Carolina Central University
- 2011 Appalachian State University

WSSU

- Located in one of the most philanthropic communities in the state and the nation
- A proud heritage, a unique story and a compelling case for support
- Offers access to a holistic, nurturing learning environment to underserved populations
- Economic impact of \$420 million - WSSU's presence makes a difference!

Growth Opportunities

- Enhance Advancement infrastructure
- Recruit the best development professionals
- Identify operational resources

Build Capacity

Advancement Services:

- Prospect management/analytics
- Prospect research
- Data integrity
- An upgraded CRM system

Build Capacity

Development Team

- Associate Vice Chancellor – new position
- Director, Corporate and Foundation Relations

- Annual Fund

Assistant Director
Annual Fund Coordinator

Build Capacity

Resource Identification

- Travel
- Donor and prospect engagement activities
- Operations

THE ROI

Enhanced Engagement = More Private Support

“There is no substitute for personal engagement.”

Carl Miller, '74
WSSU Alumnus

CRM Consortium

Brittany Sandefur

UNC Pembroke

Interim Assistant Vice Chancellor for Advancement





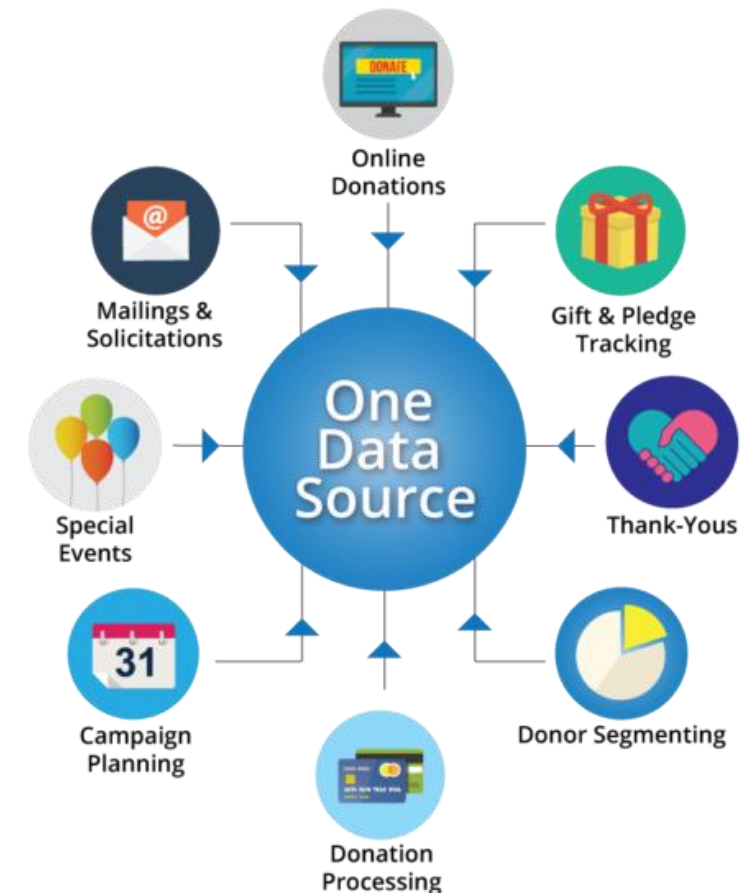
Customer Relationship Management

Functions

- Store data, track interactions, share information
- Compile mailing lists, automate processes, schedule reports
- Prospect management, predictive modeling, customized analytics

Benefits

- Discover major and planned gift prospects
- Increase gift officer efficacy and communication
- Measure ROI



CRMs in the UNC System



Banner® by Ellucian

blackbaudTM
➤ power your passion

CRMs in the UNC System



Banner® by Ellucian

blackbaud™
➤ power your passion



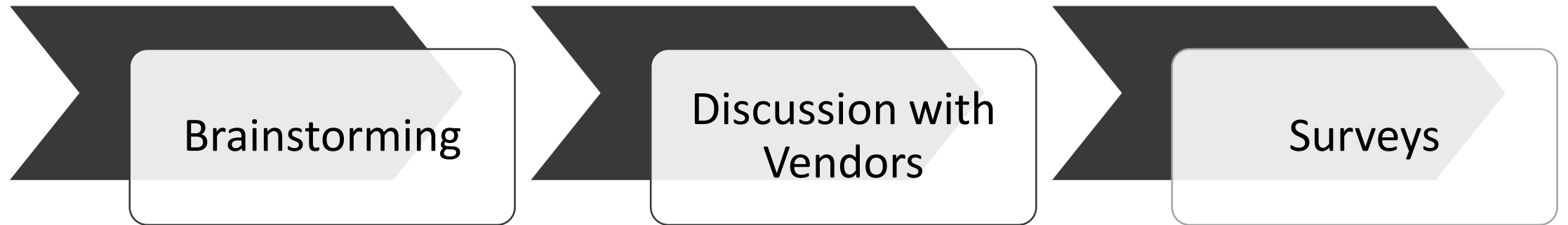
SUNGARD®
HIGHER EDUCATION

CRM Consortium

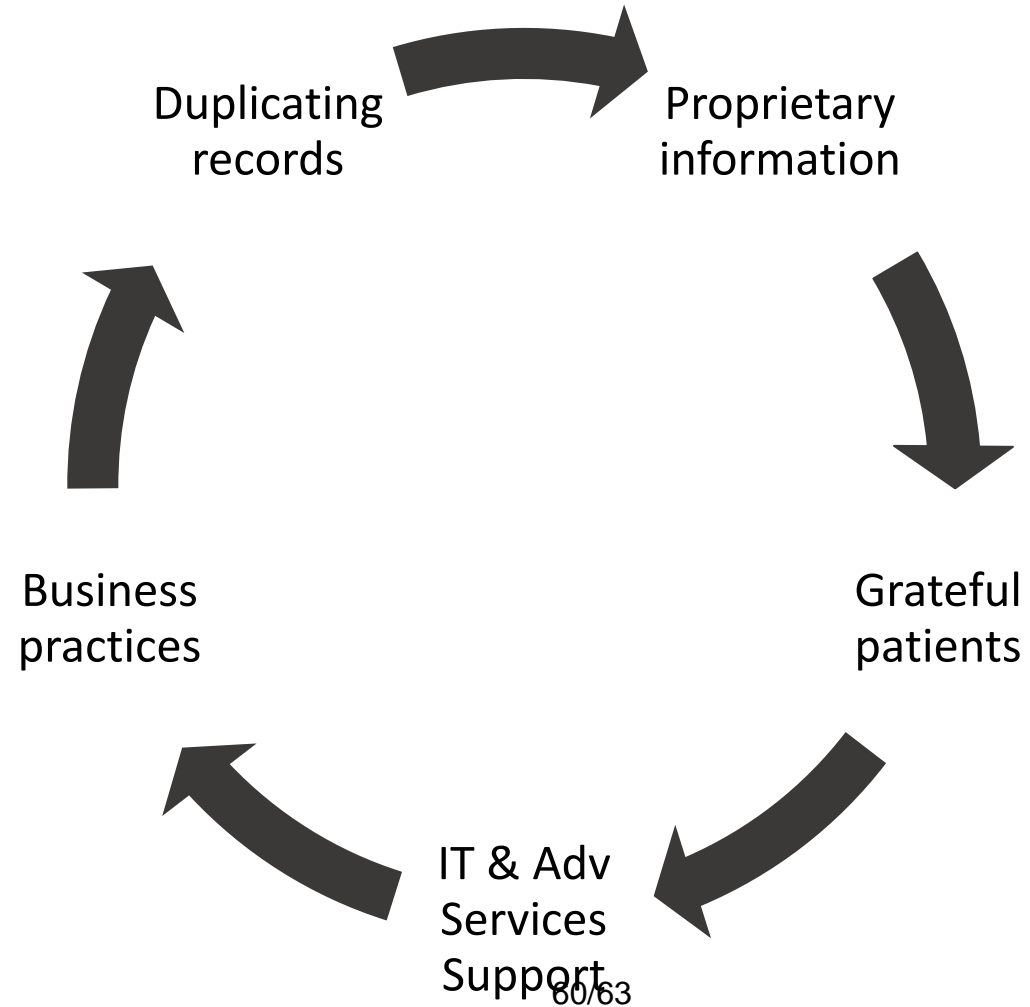
- 14 institutions + UNC System
- Scope a shared CRM system: goals, deliverables, functions, deadlines, costs; develop an RFP
- Monthly consortium meetings
- Monthly steering committee meetings
- February 2018 – July 2018



Methodology



Methodology



Recommendations

- Cost savings
- Data & analytics support from the System
- Best practices user group
- Focused conversation among small(er) institutions

Support from the UNC System Office

- Reporting and analytics
- Facilitation of shared user group
- Subject Matter Experts
- Selection, implementation, optimization of new tools
- IT

Questions?

