



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

February 20, 2020 at 3:30 p.m.  
University of North Carolina System Office  
Center for School Leadership Development /CSLD, Room Number 119  
Chapel Hill, North Carolina

## AGENDA

- A-1. Approval of the Minutes of November 15, 2019.....Darrell Allison
- A-2. Activities and Reports ..... Timothy Minor
  - a. Development CRM/Data Modernization .....Blake MacIver, Vice Chancellor Afolayan (WSSU), Assistant Vice Chancellor Sandefur (UNCP), Vice Chancellor Sigmon (NCA&T)
  - b. HMSI Marketing .....Samantha Hargrove
  - c. UNC System Executive Leadership Institute .....Lynn Duffy
- A-3. Discussion
- A-4. Adjourn

## **DRAFT MINUTES**

November 14, 2019 at 1:00 p.m.  
Elizabeth City State University  
K.E. White Graduate Center, Room 114  
Elizabeth City, 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: Anna Spangler Nelson, Pearl Burris-Floyd, Reginald Holley, and Wendy Floyd Murphy.

Chancellors participating were Johnson Akinleye, Karrie Dixon, and Robin Cummings.

Staff members present included Timothy Minor, Samantha Hargrove, Elizabeth Morra, Matthew Brody, and others from the UNC System Office.

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### **1. Approval of the Minutes of May 21, 2019 (Item A-1)**

The chair called the meeting to order at 1:20 p.m. on Thursday, November 14, 2019, and called for a motion to approve the open session minutes of May 21, 2019.

**MOTION:** Resolved, that the Committee on Historically Minority-Serving Institutions approve the open session minutes of May 21, 2019, as distributed.

**Motion:** Reginald Holley

**Motion carried**

### **2. Review of Committee Recommendations (Item A-2)**

Chair Allison reviewed the committee recommendations, detailing the committee's charge and its future trajectory.

This item was for discussion only.

### **3. Activities and Reports (Item A-3)**

The chair called upon Timothy Minor to provide an overview of the 2019-20 Committee Report and Recommendations. Mr. Minor provided updates regarding the historically minority-serving institutions and briefly detailing the committee's charge these past months.

The chair called upon Elizabeth Morra to provide a summary of the committee's efforts to advocate for historically minority-serving institutions at the federal level. Mrs. Morra provided an overview of the HMSI Brown Bag Lunch Briefing on September 10, 2019 in Washington, DC. Key members of the North Carolina delegation and staff attended and led to follow up calls on critical legislation that support funding for HMSIs in the UNC System.

The chair called upon Matthew Brody to present on the UNC System Executive Leadership Institute. Mr. Brody explained that the UNC System Executive Leadership Institute is part of a comprehensive strategy to prepare internal candidates for succession to senior leadership roles within the University System. Mr. Brody went into detail about the program design, timeframe, and commitment to allocating at least 1/3 of the participant slots to faculty and administrators at historically minority-serving institutions.

The chair then called upon Timothy Minor to discuss the purchase and implementation of Constituent Relationship Management software. Mr. Minor explained that a modernized constituent relationship management software will support long-term progress in fundraising and alumni engagement.

The chair called upon Samantha Hargrove to present on the historically minority-serving institutions televised special. The broadcast, titled *Focus on the Future: Innovations at NC's Historically Minority-Serving Institutions*, aired on October 22, 2019 on UNC-TV. Ms. Hargrove detailed the viewership and social media engagement of the broadcast and the next steps in terms of marketing and branding.

Chair Allison shared updates on the repair and renovations funding formula. The chair explained that there has been a unified effort from all institutions, all affiliates, and the UNC System Office to adjust the funding formula to reflect the needs of all our diverse institutions.

This item was for discussion only.

#### **4. Discussion (Item A-4)**

Chair Allison opened the floor to the committee for discussion on the activities and reports mentioned.

#### **5. Adjourn (Item A-5)**

There being no further business, the meeting adjourned at 2:05 p.m.

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Pearl Burris-Floyd, Secretary



MEETING OF THE BOARD OF GOVERNORS  
Committee on Historically Minority-Serving Institutions  
February 20, 2020

## AGENDA ITEM

A-2. Activities and Reports ..... Timothy Minor

**Situation:** The committee will provide updates regarding the Historically Minority-Serving Institutions.

**Background:** The charge of the Committee on Historically Minority-Serving Institutions calls for the creation of at least one report on its work per year. Subject areas covered by the committee, and by the report, include:

- Update on University Advancement and Data Modernization
- Update on HMSI Marketing Videos
- Update on the UNC System Executive Leadership Institute

**Assessment:** These discussions will guide the future work of the committee.

**Action:** This item is for information only.



# **COMMITTEE ON HISTORICALLY MINORITY-SERVING INSTITUTIONS**

February 20, 2020



# **UNIVERSITY ADVANCEMENT DATA MODERNIZATION UPDATE**

**February 20, 2020**

Blake MacIver, Assistant Vice President

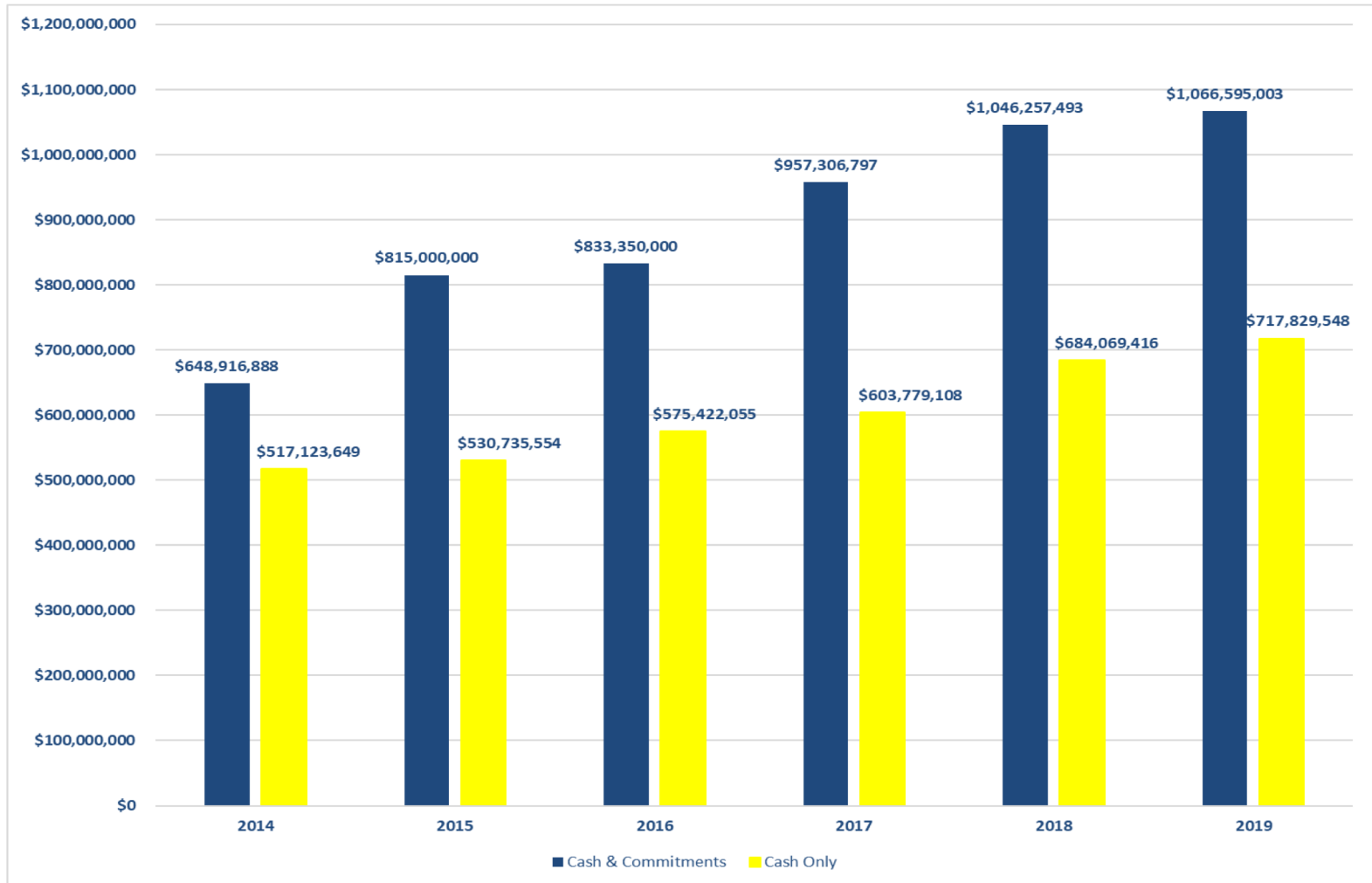
# Presentation Outline

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- ❖ Overview
- ❖ CRM Project
- ❖ Data Mart Project
- ❖ UNC System Shared Services
- ❖ Questions

# UNC System-Wide Fundraising

## FY 2014-15 through FY 2018-19 Development Activity





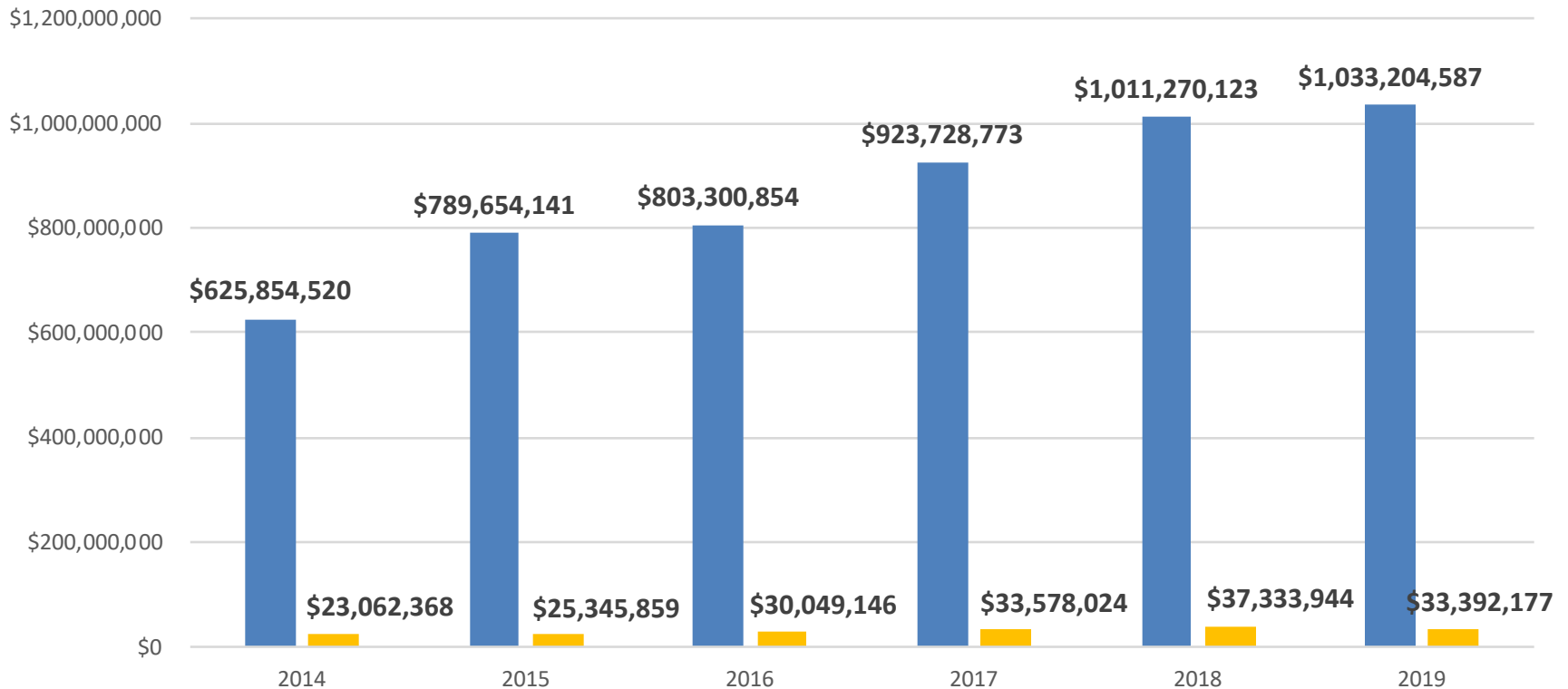
# UNC System-Wide Fundraising

FY 2013-14 through FY 2018-19

HMSIs vs. Non-HMSIs

Cash & Commitments Comparison

■ Non-HMSI System Schools ■ HMSI System Schools



# 2018 CRM & Data Mart Committee

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## Researched CRM and data mart options for the UNC System and recommended:

- ❖ Do not pursue a System-wide CRM database, as it is not feasible or beneficial
- ❖ Create more convenience contracts, including a new CRM contract for the HMSI schools
- ❖ Explore options to expand UNC System shared services
- ❖ Create a data mart for easier access to aggregated campus-level data
- ❖ Establish user groups to share best practices

# 2018 CRM & Data Mart Committee

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## Progress on committee recommendations:

- ❖ Purchased new CRM databases for 5 HMSI schools
- ❖ Completed data cleanse project for 9 schools, including all 6 HMSI schools (400k records updated or confirmed)
- ❖ Expanded the convenience contracts and continued conversions with vendors to include more
- ❖ Hired AVP of Development Strategy and Operations
- ❖ Reconvened the Data Mart Committee to research options and recommend next steps

# CRM Project

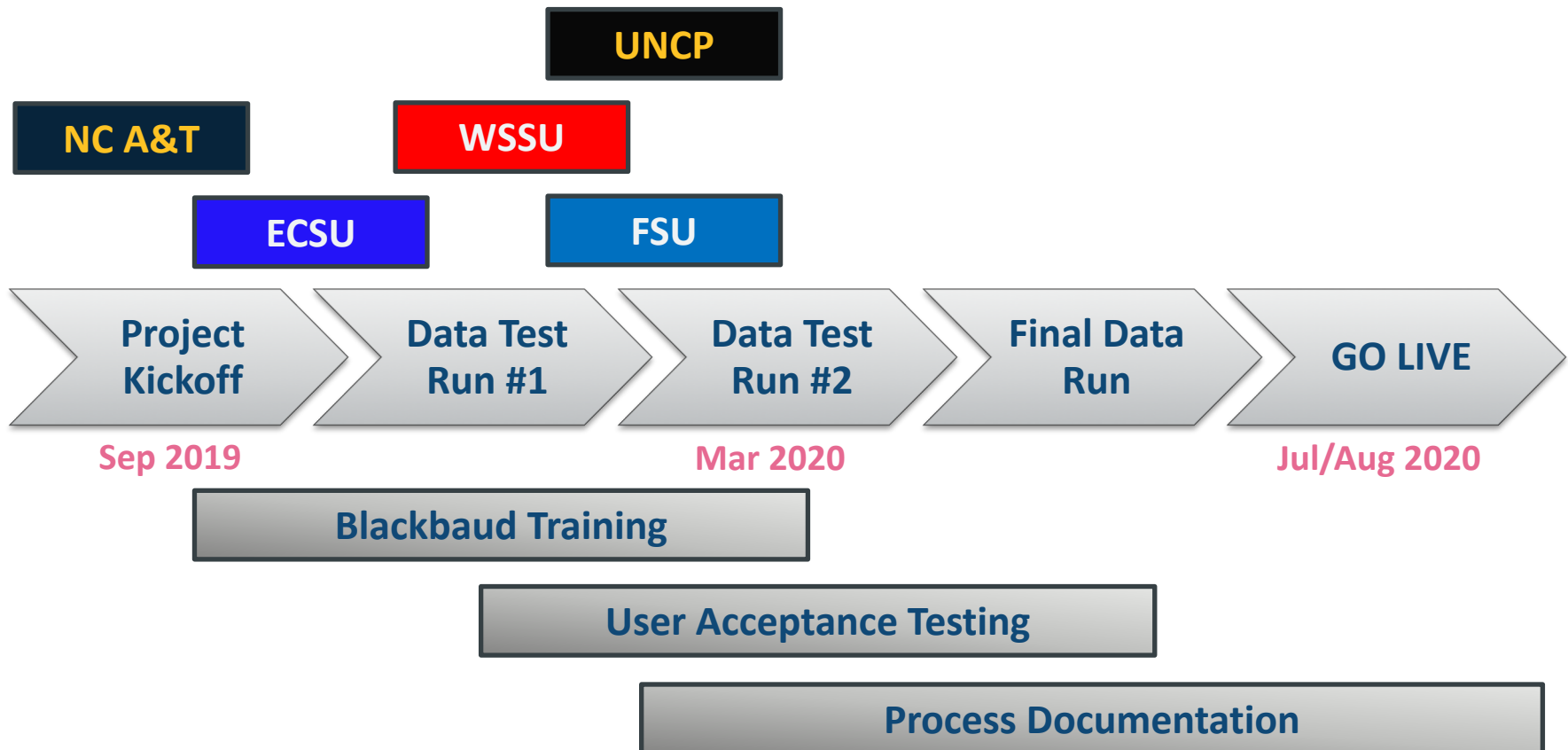
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## Project progressing on budget and schedule for all 5 schools:

- ❖ Project plans finalized and data conversion underway for 4 schools (ECSU, FSU, UNCP, WSSU) – Go Live set for July '20
- ❖ N.C. A&T project kicked off this month with a Go Live date of February '21
- ❖ Collaborative implementation process across all schools, allowing for knowledge sharing and group problem solving
- ❖ Consulting with 6 UNC System schools currently on Raiser's Edge CRM for additional knowledge, recommendations, and best practices

# CRM Project Timeline

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\*NC A&T timeline is Feb 2020 to Feb 2021

# CRM Project Impact

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**The impact of the CRM Project will be felt in numerous ways across the UNC System:**

- ❖ Improved tools and processes that are more efficient, more effective, and better aligned with industry best practices
  - Gift processing
  - Prospect development
  - Data management, reporting, and analytics
- ❖ Campaign planning enhancements that enable schools to better manage and track their campaigns
- ❖ Increased shared services from the UNC System and improved collaboration with Raiser's Edge CRM schools



## OFFICE OF ADVANCEMENT

PHILANTHROPY • ENGAGEMENT • STEWARDSHIP

### **Finding & Managing Prospective Donors:**

- ❖ Analytical tools to identify the right individuals at the right time
- ❖ Modeling tools to better understand the unique UNCP donor
- ❖ Radius and mapping tools to plan travel
- ❖ Integration with Microsoft and mobile devices to log and track donor interactions

### **Staff Development & Succession Planning:**

- ❖ Intuitive interface that allows us to onboard new staff quickly
- ❖ Space to store proposals, notes, and documents to ease staff transition
- ❖ Automated processes for gift acknowledgements, pledge reminders, and stewardship

### **Reporting & Analytics to Support a Long-Term Vision:**

- ❖ Easy to use dashboards for reporting to internal and external constituents
- ❖ Year-over-year comparisons to review and enhance growth
- ❖ Access to a community for best practices and innovative methods



## CRM Conversion Benefits:

- ❖ Seamless access to one database across the System
  - Greater alignment and coordination with System schools
- ❖ Interface between Raiser's Edge and Financial Edge
  - Accurate and accessible data for a team with limited human resources
- ❖ Gift recording and information in real-time
  - Cloud-based system for development officers in the field
  - Greater access to information that will improve interactions with current/prospective donors and enhance solicitation strategies
- ❖ User friendly system to support upcoming campaign efforts
  - Planning, reporting, and donor segmentation
- ❖ State of the art fundraising technology
  - Immediate access to accurate data to plan solicitation strategies
  - Improved fundraising tools for more effective and timely solicitations
  - More resources for scholarships, programmatic and operational needs





## **CRM Platform has been, and will be, critical to ongoing development work and campaign success**

- ❖ Collecting, organizing, and distributing data
  - Academic leaders, fundraisers, volunteers, donors, reporting agencies, etc.
    - Alumni and Prospects (Portfolios)
    - Biographical Information
    - Socio-Economics/Analytics
    - Engagement/Activity
    - Gift Recording
    - Reports
    - Stewardship
    - Campaign Management

**Support for comprehensive, intuitive, user friendly CRM platform has never been more important!**

# Data Mart Timeline

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**Project contingent on state budget funding, but the following progress has been made:**

- ❖ Committee meeting on December 4<sup>th</sup> to review committee charge
  - Assess current University Development Survey
  - Evaluate Private Fundraising Index and peer comparison groups for each school
  - Research data mart configuration options
  - Recommend key metrics and reports for BOG and leadership
- ❖ Scheduling monthly meetings starting in February/March
- ❖ Recommendations by end of FY 20 for implementation in FY 21

# UNC System Shared Services

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**In addition, the UNC System currently offers the following shared services to participating schools:**

- ❖ Fundraising for System-wide priorities, key foundation initiatives, and enhancing major/planned giving opportunities
- ❖ Centralized prospect research and analytics program focused on donor discovery for regional campuses
- ❖ Assistance with goal setting, performance metrics, and best practices
- ❖ Gift Planning consultation and NCGP, LLC
- ❖ Branded Donor Advised Fund Program
- ❖ State Fundraising Compliance
- ❖ System-wide master contracts to reduce costs
- ❖ Human resource and talent management initiatives
- ❖ UNC Advancement Symposium
- ❖ UNC Talent Connect
- ❖ Consulting Services

# UNC System Shared Services

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**Moving forward, we are looking to expand shared services across the following areas:**

- ❖ Establish assistance and collaboration for 11 Raiser's Edge schools
  - ❖ Standardization of configuration and best practices
  - ❖ Database management and reporting services
- ❖ Provide prospect management support to include portfolio assignment, moves management, and prospect analytics
- ❖ Negotiate convenience contracts with preferred vendors to provide reduced costs and shared management
- ❖ Develop improved metrics for BOG and leadership to analyze progress and success

# QUESTIONS?

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# **HMSI MARKETING PLAN PHASE II**

# Agenda

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- Overview of Phase II Project
- Preview of Vignettes
- Marketing Proposal for 2020-21

# Phase II: Individual Video Vignettes

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## Where we are –

**January** – developed story ideas and prepared schedule

**February** – conducted video production shoots at each campus

## March – May

UNC-TV to promote individual video vignettes on its channels

HMSIs and UNC System to promote vignettes on social media and other platforms

### Campus Visits

WSSU (2/6)

NCCU (2/11)

N.C. A&T (2/12)

ECSU (2/18)

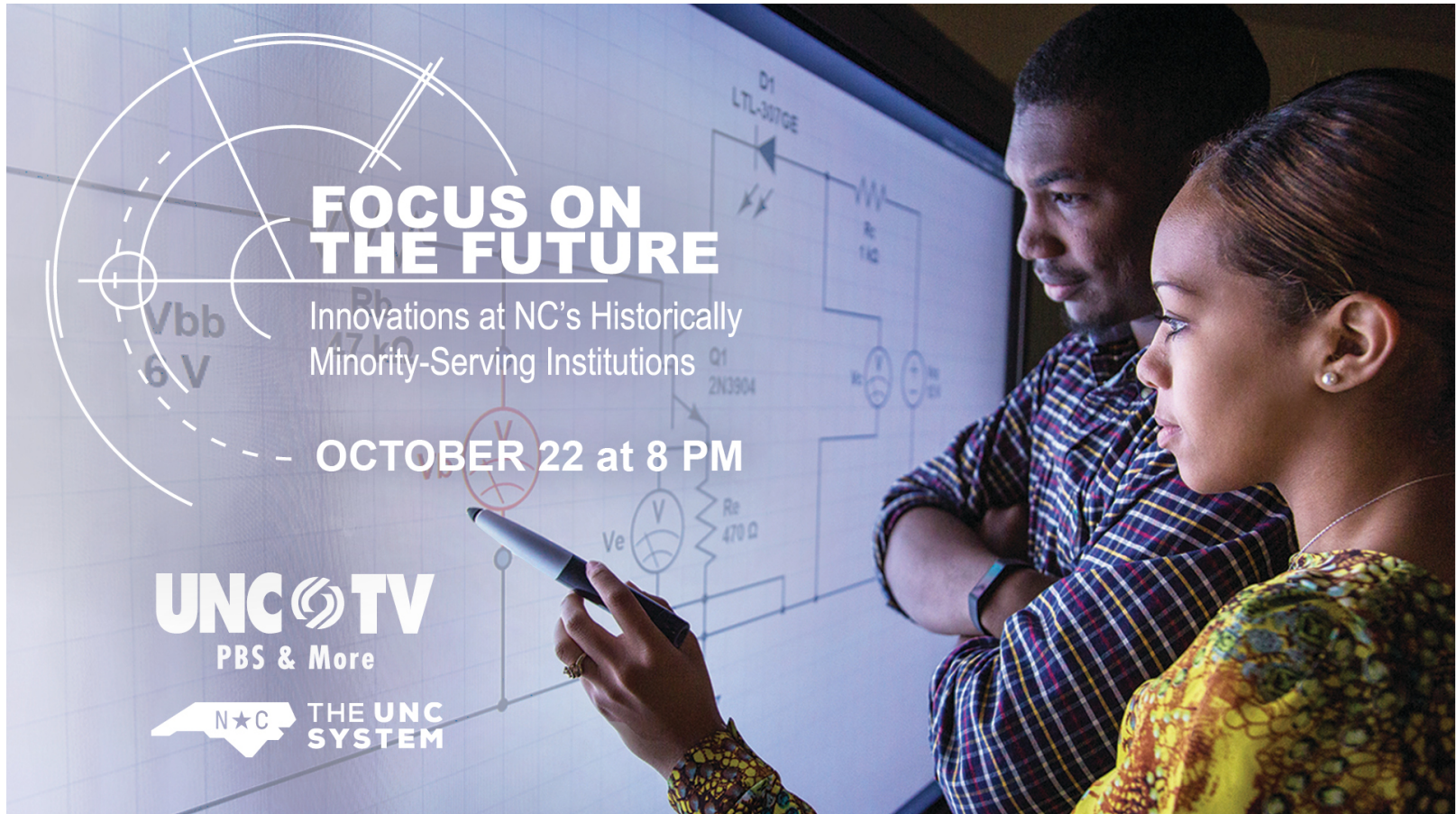
FSU (2/19)

**UNCP (2/26)**



# Video Compilation Preview

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**FOCUS ON  
THE FUTURE**

Innovations at NC's Historically  
Minority-Serving Institutions

**OCTOBER 22 at 8 PM**

**UNC TV**  
PBS & More

**N★C THE UNC  
SYSTEM**

# Proposed 2020 Marketing Plan

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## Three key objectives

- Increase statewide audience engagement
  - Elevate HMSI's impact to the economy, community, and region
  - Continue to share our stories. (Individually remarkable. Collectively extraordinary.)
- 

## Create and develop a two-part televised series

- Develop two Town Hall-styled programs in a rural and urban setting  
(*ex: Rural – UNCP, include FSU and ESCU; Urban – WSSU, include NCCU and NCAT*)
  - Highlight HMSI impact in rural areas, focus healthcare, agriculture, technology, and economy
  - Include a range of leaders (university leaders and stakeholders, county officials, community college, K12 administrators, and other partners)
  - Increase and enhance digital footprint, including social media and digital promotions
- 

## Proposed budget: \$185,000

- Request funding support from UNC System
- Work with UNC-TV grant renewal

# QUESTIONS?

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**THE UNIVERSITY OF  
NORTH CAROLINA SYSTEM**

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EXECUTIVE LEADERSHIP INSTITUTE

# UNC SYSTEM EXECUTIVE LEADERSHIP INSTITUTE HMSI BRIEFING

FEBRUARY 20, 2020

# Agenda

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- Discuss the need for succession planning and leadership development
- Review plans for the pilot offering for UNC System Executive Leadership Institute (ELI)

# Tenure Benchmark

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## NATIONAL STATS

Senior Leadership (National Average)

Average Years in Position of a...

Campus Chancellor..... 6.5 years

Provost..... 3 years

## UNC SYSTEM STATS

Chancellor.....5.23 years (in position)

Chancellor \* .....8.6 years

Provost \* .....9.5 years

SAAO Tier 1 \* ..... 10.5 years

SAAO Tier 2 \* ..... 10.4 years

All Employees\* ..... 9.1 years

( Years in the UNC System\*)

According to [a 2017 survey conducted every five years by the American Council on Education](#), the average tenure for college leaders was 6.5 years in 2016, down from 8.5 years a decade before

# Leadership Talent Implications

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How can we proactively address leadership talent needs?

# UNC System Executive Leadership Institute (ELI)

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ELI is part of a comprehensive strategy to prepare internal candidates for succession to senior leadership roles within the University. The program will:

- Deepen knowledge and skills among emerging leaders needed to equip them to assume senior leadership roles
- Build collaboration and partnerships among institutions so that best practices are shared and leveraged
- Build a culture and system to reward, recognize, and retain top talent and high performance
- Create a foundation for executive succession and diversity through a robust leadership pipeline



# UNC System Executive Leadership Institute Design Principles

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- The UNC System Executive Leadership Institute (ELI) is an applied and experiential program designed to strengthen executive bench strength across the UNC System.
- We will begin with a pilot offering of select high potential/key leaders to prepare them for broader roles and greater contribution, typically at the Tier 1 level.
- Initial cohort is approximately 24 participants.
- ELI will model inclusive excellence in all aspects of program.

# Program Design

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- ELI will deliver top notch executive education program over 10 months, providing participants with an immersion in higher education leadership.
- The Institute will be facilitated by leading experts from across the UNC System.
- Content will leveraged from existing executive education and academic programs, where possible.

# Program Design (continued)

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- Learning modules are designed to deepen expertise in key areas, such as leadership, budget and fiscal management, team development, crisis communication, governance, analytics, technology, risk management, advancement, and media relations and government affairs.
- Interactive and experiential immersion modules will be delivered face-to-face at three constituent institutions.
- Online learning modules will supplement face-to-face immersions modules.

# Program Design (continued)

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- Individual 360° assessments will be administered at the beginning and end of the institute to support program evaluation and individual learning.
- Each participant will develop an individual development plan to create focus and accountability with their executive coach.
- Expectation that participants pay it forward as peer mentors for future cohorts.

# HMSI Focus

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- During year one of the program, allocate at least 1/3 of the Institute slots to participants from UNC System HMSI institutions
- Provide opportunities for networking to intentionally strengthen HMSI/PWI relationships and career pathing (promote collaboration and break down silos within the System).

# Participant Eligibility

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- Employment in the System for a minimum of 3 years at time of selection.
- Consecutive positive evaluations for the last three years and endorsement/nomination by current chancellor, provost, or institution senior cabinet member
- Strong preference for participants with people management skills, a minimum of a master's degree and qualifications typically required for Tier 1 positions

**For pilot offering: Each university will nominate one or two participants, with a commitment that all nominees will be taken in cohort 1 or 2.**

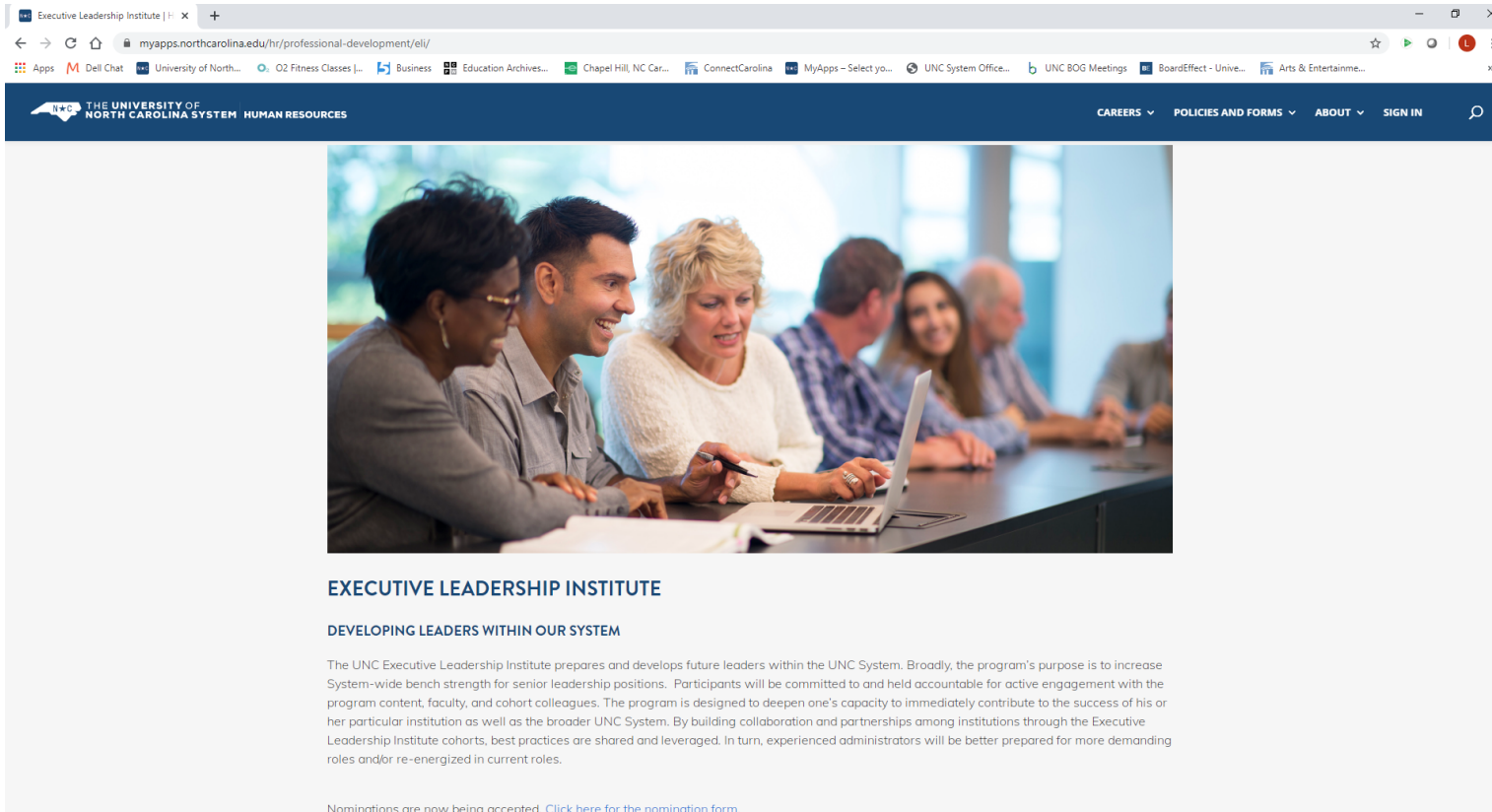
# Program Costs

Pilot cost per participant is \$1200 plus travel

For comparison other executive development programs

Name	Website	Cost	Format
AASCU Executive Leadership Academy	<a href="#"><u>AASCU ELA</u></a>	\$2,650	2 seminars over academic year, mentorship, career coaching
Academic Impressions	<a href="#"><u>Academic Impressions</u></a>	\$3,000	3 days
Academic Leadership Academy (Penn State)	<a href="#"><u>ALA Penn State</u></a>	\$3,500	4 day residential session + 6 virtual sessions
Academy for Innovative Higher Education Leaders (Georgetown/ASU)	<a href="#"><u>AIHEL</u></a>	\$13,500	8 months, 4 3-day modules + online seminars and executive coaching
ACE Fellows Program	<a href="#"><u>ACE Fellows</u></a>	\$26,000	9-11 months, 3 retreats & ACE Annual Meeting, 1 year off campus placement at another institution
CMSI Aspiring Leaders	<a href="#"><u>CMSI</u></a>	Free + \$300 travel/lodging reimbursement	3-day forum and 2-year mentoring
Harvard Institute for Higher Education	<a href="#"><u>Harvard Institute</u></a>	\$3,000-\$10,000	various targeted programs 3-12 days
HERS Network	<a href="#"><u>HERS</u></a>	\$8,500	women-only program, 4 weekends or 12 days, also separate 3-day program for top executives

# Website

A screenshot of a web browser displaying the Executive Leadership Institute website. The browser's address bar shows the URL "myapps.northcarolina.edu/hr/professional-development/eli/". The website's header is dark blue with the UNC logo and "THE UNIVERSITY OF NORTH CAROLINA SYSTEM HUMAN RESOURCES" on the left, and navigation links "CAREERS", "POLICIES AND FORMS", "ABOUT", and "SIGN IN" on the right. Below the header is a large photograph of a diverse group of professionals in a meeting, looking at a laptop. Under the photo, the text "EXECUTIVE LEADERSHIP INSTITUTE" is followed by "DEVELOPING LEADERS WITHIN OUR SYSTEM". A paragraph describes the program's purpose to increase system-wide bench strength for senior leadership positions. At the bottom, it states "Nominations are now being accepted. Click here for the nomination form."

<https://myapps.northcarolina.edu/hr/professional-development/eli/>



## Module 1- Executive Leadership (UNC-Chapel Hill) May 27-28, 2020

Day One	Day Two
<ul style="list-style-type: none"><li>• Self-Awareness</li><li>• Values, Vision and Purpose</li><li>• Influencing Up, Down and Across</li><li>• Aligning and Planning</li></ul>	<ul style="list-style-type: none"><li>• Data Driven Decision Making</li><li>• Financial Management and Budgeting</li><li>• UNC System Strategic Plan</li></ul>

## Module 2- Leading Teams (N.C. A&T University) September 29-30, 2020

Day One	Day Two
<ul style="list-style-type: none"><li>• Building Effective Teams</li><li>• Understanding Others and Motivation</li><li>• Coaching</li><li>• Giving and Receiving Feedback</li></ul>	<ul style="list-style-type: none"><li>• Diversity and Inclusion</li><li>• Unconscious Bias</li><li>• Enterprise Risk Management</li><li>• Leading and Adapting to Change</li><li>• Organizational Assessment</li></ul>

## Module 3- Leading the Enterprise (UNC Charlotte) January 27-28, 2021

Day One	Day Two
<ul style="list-style-type: none"><li>• History of North Carolina</li><li>• Emerging Issues in Higher Education</li><li>• Managing Complexity of the Whole Organization</li><li>• Panel Discussion- Governance, Building Community Partnerships</li></ul>	<ul style="list-style-type: none"><li>• Executive Presence</li><li>• Media Relations</li><li>• Crisis Communication</li><li>• Video and feedback</li><li>• Communicating your strategic direction and organizational assessment</li></ul>

# Key Milestones

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Milestone	Timeframe	
Develop communication plan and materials	Sept 2019	Complete
Convene steering committee	Oct 3 & 10 2019	Complete
Begin nomination	Feb 10, 2020	
Select participants cohort #1 pilot	Feb 21, 2020	
Finalize curriculum and faculty	Jan 2020	In process
Deliver module 1 Leading Self/UNC-Chapel Hill	May 27 &28, 2020	
Deliver module 2 Leading Teams/ N.C. A&T	Sept 29 &30, 2020	
Deliver module 3 Leading the Institution /UNCC	Jan 27 &28, 2021	
Evaluation, feedback and revise	Oct-Jan 2020	Ongoing
Select participants cohort #2		

# Launch the Pilot Offering

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- Work with chancellors' offices to identify 24 leaders (key talent) for cohort #1
- Invite participants and enlist them in program evaluation and assessment
- Continue to refine the design collaboration with our partners

# Executive Steering Committee

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- Dr. Warwick Arden, NCSU, Executive Vice Chancellor Provost
- Dr. Karrie Dixon, Chancellor, ECSU
- Dr. Phil Dubois, Chancellor, UNCC
- Dr. David Hofmann, Senior Associate Dean for Academic Affairs, UNCCH
- Dr. Kevin James, Dean, College of Business and Economics, NCA&T
- Dr. Jose Sartarelli, Chancellor, UNCW
- Dr. Kim van Noort, SVP Academic Affairs, UNC System
- *Ex-officio: Matt Brody, Lynn Duffy*

# QUESTIONS?

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