



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

April 21, 2021 at 10:15 a.m.
Via Videoconference and PBS North Carolina Live Stream
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 January 20, 2021 Reginald Holley
- A-2. Activities and Reports Timothy Minor
 - a. Update on HMSI Access to Excellence Marketing Project Kelly McCullen, PBS North Carolina
 - b. Advancement Data Modernization Shared Services Report and Recommendation Blake MacIver
 - Suzanne Hilser-Wiles – Grenzebach, Glier and Associates
 - Pete Lasher - Grenzebach, Glier and Associates
- A-3. Discussion
- A-4. Adjourn



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

DRAFT MINUTES

January 20, 2021
University of North Carolina System Office
Center for School Leadership Development, Board Room
Chapel Hill, North Carolina
Via Videoconference and UNC-TV Live Stream

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: R. Doyle Parrish, James L. Holmes, Jr., and Kellie Hunt Blue.

Chancellors participating were Karrie Dixon, Harold Martin, Elwood Robinson, Johnson O. Akinleye, Peggy Valentine, and Robin Cummings.

Staff members present included Timothy Minor and Lynn Duffy from the UNC System Office.

1. Call to Order and Approval of OPEN Session Minutes (Item A-1)

The chair called the meeting to order at 3:15 pm on Wednesday, January 20, 2021, and called for a motion to approve the open session minutes of November 18, 2020.

MOTION: Resolved, that the Committee on Historically Minority-Serving Institutions approve the open session minutes of November 18, 2020, as distributed.

Motion: Kellie Blue
Motion carried

| Roll Call Vote | |
|----------------|-----|
| Holley | Yes |
| Parrish | Yes |
| Holmes | Yes |
| Blue | Yes |

2. Activities and Reports (Item A-2)

Chair Holley acknowledged the distinguished leadership and congratulated chancellors of Elizabeth City State University, North Carolina A&T State University, and Winston-Salem State University for being selected as recipients of what is the single largest gifts at each of their universities awarded by philanthropist MacKenzie Scott. Each of these substantial gifts will be able to provide

transformation at each of the awarded universities. Chancellors Dixon, Martin, and Robinson expressed gratitude and briefly commented on the use within the university.

Chair Holley called upon Timothy Minor to provide an overview of activities the UNC System Office and constituent institutions have been working on since November.

Chair Holley then called upon Dr. Jeff Warren, executive director of the NC Policy Collaboratory at UNC-Chapel Hill to provide an update report on the Historically Minority-Serving Institution (HMSI)/NC Policy Collaboratory COVID-19 partnership. In August of 2020, Dr. Warren awarded approximately \$6 million to the six HMSIs for COVID-19 projects and research initiatives. These combined projects have provided an array of services and research related to COVID-19 to various communities and counties throughout the state. This investment in the HMSIs has proved to be ex impactful in the regional and national effort to combat COVID. Dr. Warren introduced the Operation Deep freeze which aims to expand COVID-19 vaccine storage capacity at all 15 research institutions and to focus vaccine efforts of the state's six HMSIs to rural and underserved populations with additional mobile freezer units. Dr. Warren announced that, as of today, six freezers have been delivered to the HMSIs, and the rest will be shipped over the course of the next few months. Representatives from the six HMSIs also provided snapshots of their project goals, deliverables, highlights, findings, and outcomes. A list of representatives and their projects are as followings.

- Dr. Kuldeep Rawat, of Elizabeth City State University – COVID-19 Mitigation Project
- Dr. Afua Arhin, of Fayetteville State University – Cares Act funding activities
- Dr. Deepak Kumar, of North Carolina Central University – Advanced Center for COVID Related Disparities (ACCORD)
- Dr. Timothy Linker, of North Carolina A&T State University – (1) Predictors of and Strategies to Mitigate COVID-19 Cases and Death Among Older Adults in Nursing Homes and Residential Care Facilities (2) Affordable IR Fever Detection Systems for K-12 and Higher Education Facilities (3) Food Animal SARS-CoV2 Testing (4) Portable Sensing Platform for Rapid Detection of SARS-CoV2 Virus in Air Through Nanoengineered Surface Enhanced Raman Scattering (5) The Economic Impact of COVID-19 in the Piedmont Triad Region (6) Designing an Anti-Viral Nanoparticle Against SARS-CoV2 (7) NC A&T COVID-19 Testing Initiative
- Dr. William Puentes, of University of North Carolina at Pembroke – Determining the COVID-19 Experience for Selected Populations in Rural Robeson County, North Carolina and the Likelihood of Changing Future Health Behaviors Related to COVID-19 in this Population
- Dr. Erin Lynch, of Winston-Salem State University – (1) Evaluating HBCU-Public Health Partnerships for Addressing COVID-19 Response Needs (2) Understanding the Economic and Educational Impact of COVID-19 Responses in NC (3) Understanding the Impact of COVID-19 on Under-Resourced Communities.

Dr. Warren expressed gratitude to the HMSI committee for the opportunity to showcase the great COVID-19 research taking place at each of the six HMSIs. Chair Holley thanked Dr. Warren for his update and all HMSIs for their great work and leadership.

The chair called upon Lynn Duffy, senior associate vice president for Leadership and Talent Development, Human Resources, at the UNC System Office to provide an update on the Executive Leadership Institute (ELI) and its inaugural cohort.

Ms. Duffy provided a timeline of the three interactive and experiential immersion modules for the leadership program. The program was kicked off virtually in June 2020, and its first module was delivered at UNC-Chapel Hill in September and October 2020. The second module will be delivered at N.C. A&T at the end of January, while the last module will be delivered at UNC Charlotte in April 2021. Ms. Duffy provided key focuses and highlights of each modules. She also shared the select group of 24 inaugural cohort's names and demographics. The team and individual executive coaching component are offered throughout this 10-month program in collaboration with The Swain Center for Executive Education & Economic Development at UNC Wilmington. Each of the participants will receive 360-degree feedback, and an individual development plan will be customized with manager input. Ms. Duffy shared the qualitative feedback from their inaugural cohort's participants. Looking ahead, nominations for the second cohort from each institution will begin in late January.

Chair Holley thanked Ms. Duffy for her updates on the ELI. As a part of the UNC Board of Governors' commitment to diversity and equity, the board's Committee on Historically Minority-serving Institutions (HMSI) will continue to work closely with the ELI leadership team with the goal of ensuring that at least one-third of participants would be selected from the System's six HMSIs.

3. Discussion (Item A-3)

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

4. Adjournment (Item A-4)

There being no further business, the meeting adjourned at 4:34 pm.

James L. Holmes, Jr., Secretary

AGENDA ITEM

A-2. Activities and Reports..... Timothy A. 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 the HMSI Access to Excellence Marketing Project:
The Access to Excellence marketing project will further enhance brand awareness at each respective university and expand its market value throughout the state. The project will highlight the value proposition of each institution and showcase the extraordinary programs, long-range community and corporate partnerships, and economic impact made by each institution.
- Report and Recommendations of the University Advancement Data Mart and Shared Services:
The committee will hear the project strategy and implementation recommendations from Blake MacIver, assistant vice president for development strategy and operations and Creighton Lang, senior vice president with Grenzebach Glier and Associates (GG+A) Global Philanthropy Management Consulting Services.

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

Action: This item is for information only.



COMMITTEE ON HISTORICALLY MINORITY-SERVING INSTITUTIONS

April 21, 2021

Timothy A. Minor, UNC System

Kelly McCullen, PBS North Carolina

HMSI MARKETING PLAN

OVERVIEW

- **The Partnership:** The UNC System, PBS North Carolina and six HMSIs
- **The Marketing Plan:** *Access to Excellence*, will highlight three distinct programs at each university and inform and market to audiences throughout the state
- **The Goal:** To capture extraordinary faculty and students, alumni and community supporters who benefit from HMSI academic offerings and unique programs that impact the local communities, regions, and state
- **The Timeline:** Spring production schedule summer/fall kick off

Value of Our Partnership

This partnership with the UNC System, PBS North Carolina and the six HMSIs began in 2019 and has evolved into a continued collaboration that combines the unique stories and impact made by ECSU, FSU, N.C. A&T, NCCU, UNCP, and WSSU to our state. Additionally, the partnership harnesses the storytelling power provided by PBS North Carolina and allows viewers to discover, not only each institutions academic offerings, but the impact made to their respective communities, regions in which they serve, and the state of North Carolina.

**"If you want to go
fast, go alone.
If you want to go
far, go together."**

We're Telling Our Stories

Elizabeth City State University

THEME: RESPONSIVE INNOVATION AT ECSU

In the midst of 22 rural Northeastern NC counties, ECSU is driving innovation in the way we approach air travel, respond to major disasters, and address public health needs.

Aviation - New planes arriving, students training students

Emergency Management - anticipating future emergency response

Drones - Medical supplies, food insecurities

Fayetteville State University

THEME: INNOVATION AND IMPACT AT FSU

The focus of the PBS North Carolina vignettes would be to highlight the new, thriving living and learning experiences at Fayetteville State University that prepare students to become impactful members of the workforce, specifically through nursing, business and economic development.

Business – Top ranked MBA program, Economic Development

Nursing School - community impact, healthcare partnerships

Military Affairs - Military footprint in Fayetteville, Fort Bragg connection, services and programs in support of military-affiliated students

We're Telling Our Stories

North Carolina A&T State University

THEME: INTELLIGENT INNOVATION AT A&T

As the largest producer of engineers in the country, NCA&T is an intelligence and engineering powerhouse. Through their work in cyber security, artificial intelligence and engineering, these students will ensure tomorrow's intelligence is both cutting edge and equitable by design.

Cyber Security // NSA - leading in cybersecurity, alumnus in the field

Artificial Intelligence - innovation in facial and voice recognition

Engineering - Top producers of Black engineers across the nation

North Carolina Central University

THEME: GLOBAL INNOVATION AT NCCU

NC Central University is focused on their global impact, specifically through their leadership in developing new models for higher education through digital learning, mass communications and research.

Equitable Research (BBRI)

Accurate and Reliable Communication (E-Learning, SLIS, Mass Comms)

Trusted and Experienced Care (Nursing)

We're Telling Our Stories

UNC Pembroke

THEME: INNOVATION AND IMPACT

The needs of the community in which UNCP stands is what drives innovation in public health, agribusiness and neuroscience.

Public Health - a focus on rural community health, mobile public health units, and mobilizing communities

Research on TBI/Alzheimer's - Biotech Center - DOD work linked to military blasts / undergraduate research mentor, giving back.

Agribusiness - Agri-Science/Biz - new degree track and land to create greenhouse biology + entrepreneurship

Winston-Salem State University

THEME: REMARKABLE INNOVATION AT WSSU

The focus of innovative initiatives at WSSU will be on the unique and sometimes unexpected areas in which WSSU is making an impact. NASCAR's signature diversity initiative, pit crews and drivers for the most watched sport in the world; researching the impacts space travel has on plant life; and fighting for justice.

Motorsports // ARCA + NASCAR

Astrobotany // NASA [Possibly switched out for research project]

Innocence Project

Timeline & Distribution



Production

March – April

Digital Shorts (3 per institution)

August – December

Full Hour-Length Program

October – (mid-fall)

Digital Shorts: begins in August with the weekly release of digital shorts on social media with boosted spend to extend reach and engagement.

Broadcast Special: promotion of the 60-minute program promotion will be concentrated on the 2 weeks leading into premiere (broadcast & streaming) and the week following for streaming.

Marketing & Sharing Our Stories

- **Implementation of integrated marketing campaign** in partnership with the institutions to maximize the awareness and engagement for both digital shorts and broadcast special.
- **YouTube Premiere of broadcast special** to engage the digital audience and allow for live conversation and engagement with audience during the program.
- **Promotional Campaign** utilizing the following platforms: Web, App, Email, Print, Social Media, Broadcast, PR, Digital Ads, Radio and more.



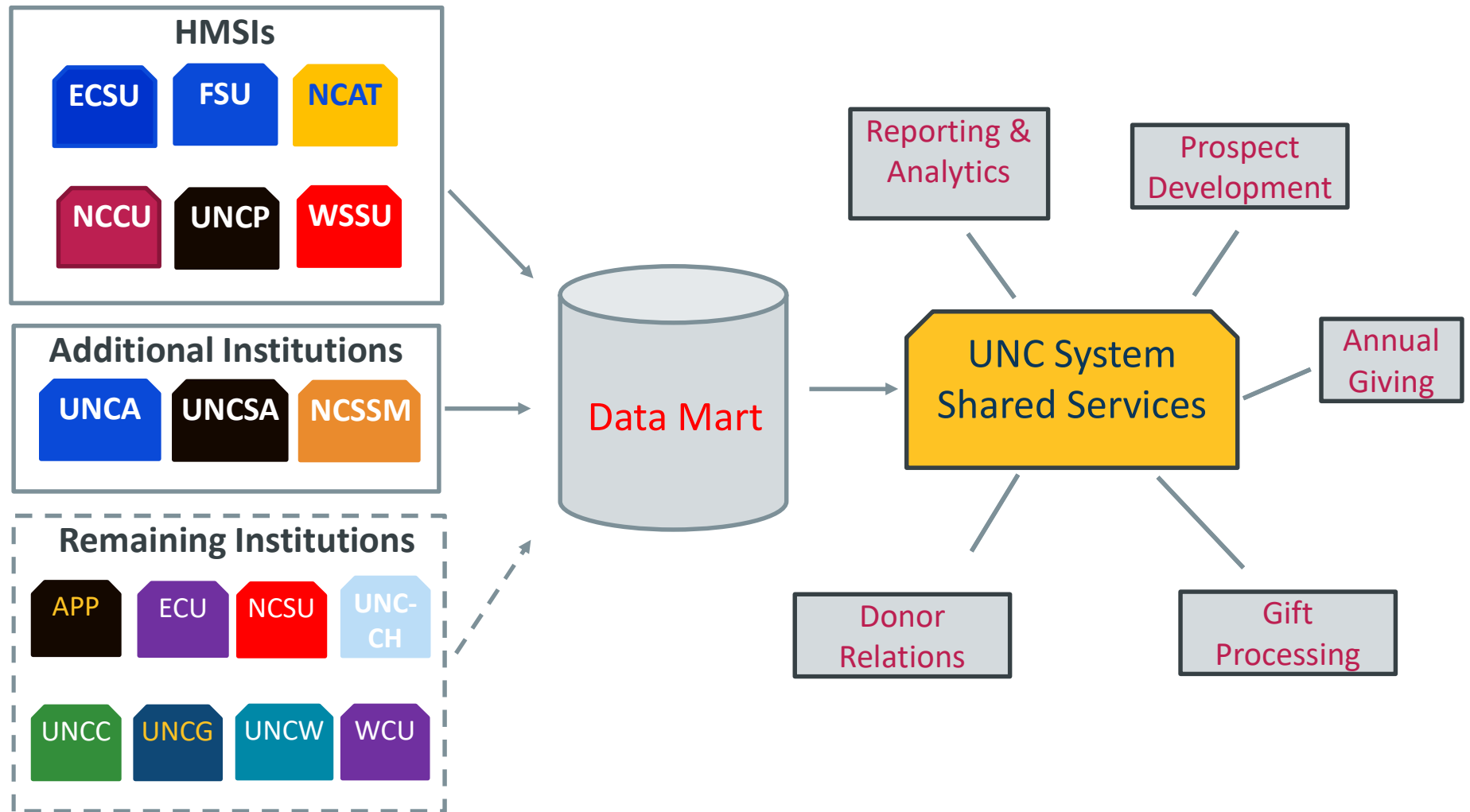


UNIVERSITY ADVANCEMENT DATA MODERNIZATION UPDATE

April 21, 2021

Blake MacIver, Assistant Vice President

Shared Services Model



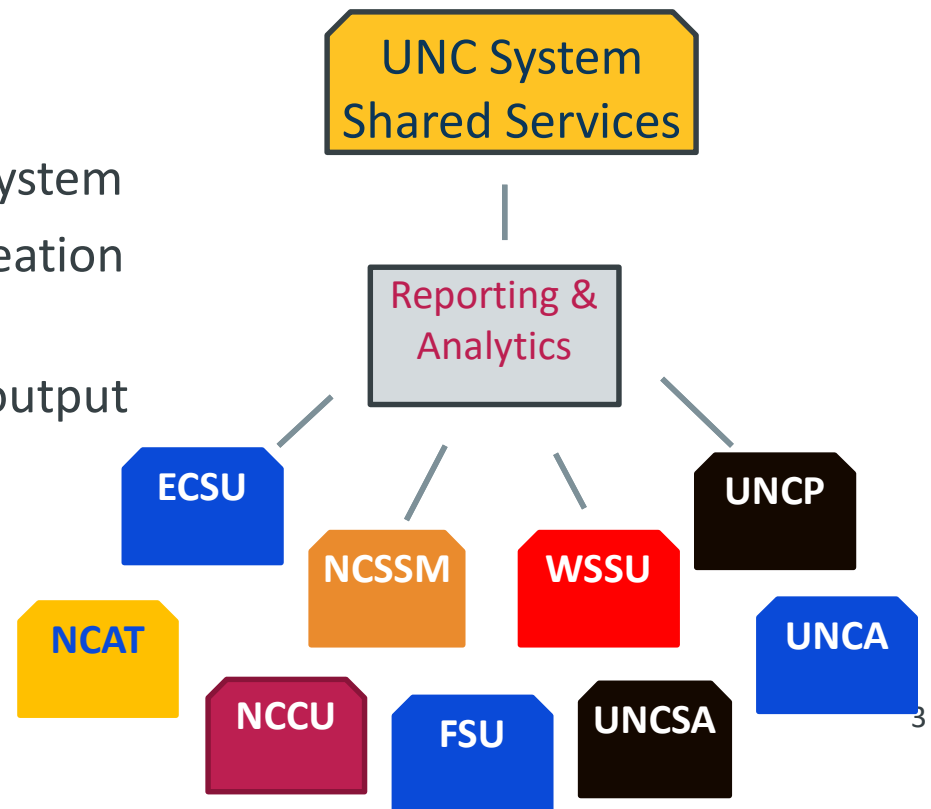
Traditional vs Shared Services Model

- **Traditional Model**

- ✓ Separate positions at each institution
- ✓ Minimal shared effort and resources across institutions
- ✓ Duplication of effort

- **Shared Services Model**

- ✓ Centralized positions at UNC System
- ✓ Shared report planning and creation across institutions
- ✓ Smaller staff producing more output
- ✓ Maximized efficiency
- ✓ Reducing costs



Data Mart & Shared Services

Define the metrics, analytics, and data capabilities required for delivering upon the need to provide more cost efficient and high-quality shared services

- Hired nationally recognized fundraising consulting firm
 - Grenzebach Glier and Associates (GG+A)
- Identified Advancement shared services opportunities
 - Current state analysis and vice chancellor visioning/prioritization
- Identified Data Mart requirements
 - Subject matter and technical expert workshops
- Issued Request for Information (RFI)
 - Currently reviewing responses and finalizing project plan



**THE UNIVERSITY OF
NORTH CAROLINA SYSTEM**

Reporting and Analytics Shared Services Needs Analysis Project Findings and Recommendations

April 2021

Consultants in Philanthropic Management

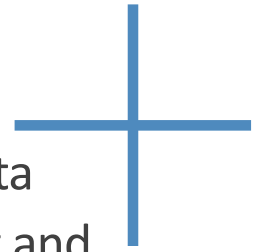
GG+A
Grenzebach
Glier and
Associates

Agenda



- + Project Goals and Objectives
- + Results of Shared Services Visioning
- + Results of Technical Activities
- + Recommended Implementation Partners
- + Next Steps

Project Goals and Objectives



Development Strategy and Operations will define the metrics, analytics, and data capabilities required for delivering upon the need to provide more cost efficient and high-quality shared services to the system campuses.

- + Identify a set of Advancement-related Shared Services
 - Builds upon lessons learned from existing shared services
 - Extends value of recently implemented software at smaller campuses
- + Document requirements for a Common Data Platform (CDP)
 - Aligns with existing System Office technology
 - Enable operations for high priority shared services
- + Issue a Request for Information (RFI)
 - Will help identify implementation and software partner finalist

Results of Shared Services Visioning



Top-three shared services actually cover a significant amount of the range of data that will be represented in the final datastore.

Annual Giving / Direct Response

- Collaborate with campuses for annual planning of the direct response giving strategies. Includes System-wide calendar, assistance with creative / copy writing of appeals, coordination/execution of direct mail, call center, and digital solicitations. Will include constituent segmentation, modeling and list generation, reply device design, as well as post-appeal effectiveness analysis.

Gift Processing

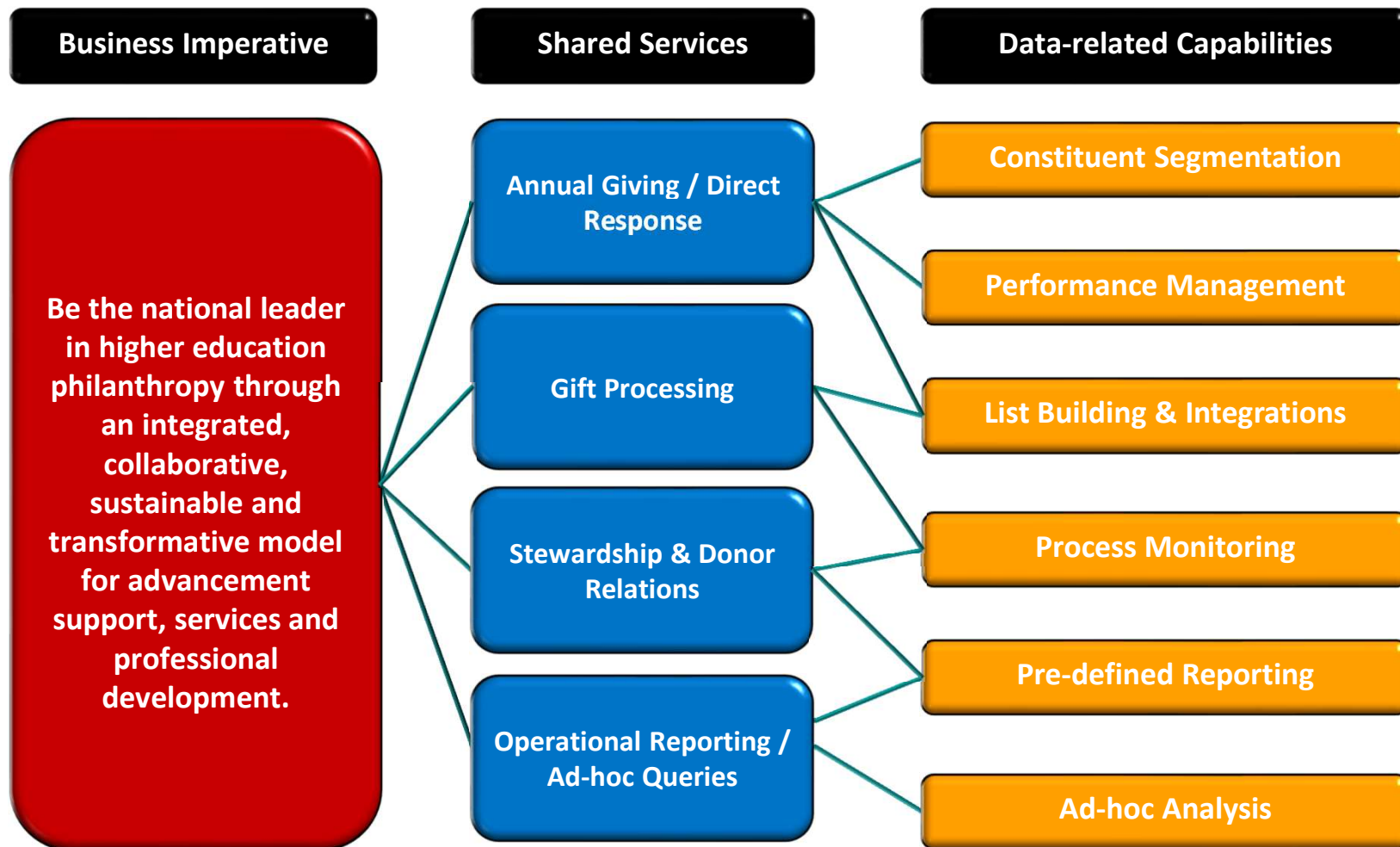
- Centralized services for processing inbound direct response gifts. System staff will perform or manage outsourced third-party lockbox services including receiving gifts, processing the gifts into the system of record (e.g. RE NXT), managing fund setups in the system, updating necessary biographic data, depositing the funds and scanning documentation. Reconciliation reporting completes this service.

Stewardship & Donor Relations

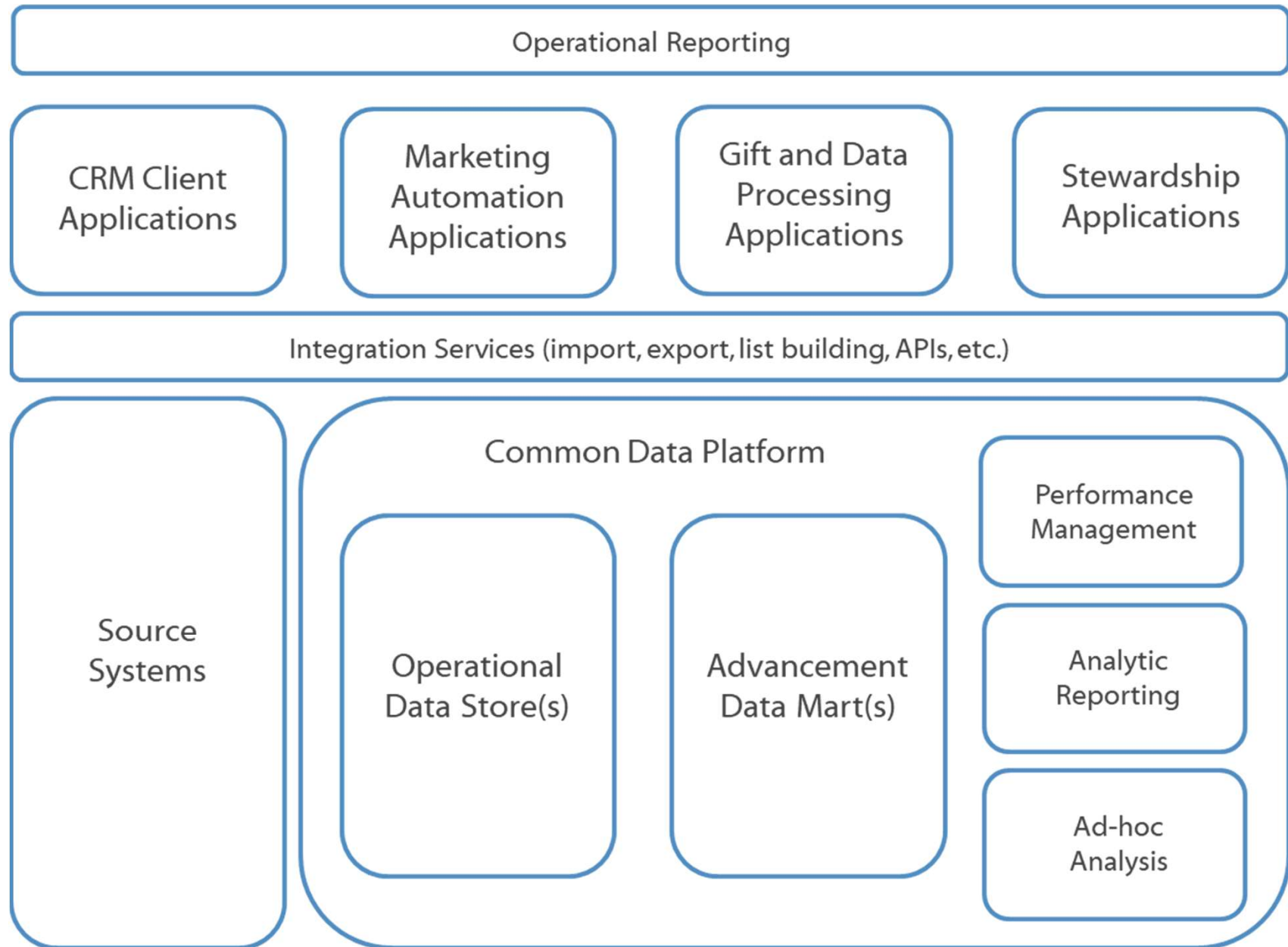
- Staff and manage a 'donor engagement center' to receipt direct response gifts and handle inbound help desk calls from Donors or staff. Will also coordinate the development and execution of a standard, rules-based acknowledgement process, including the collaborative development of common and bespoke donor impact and thankfulness language, letters and e-mails. Execution occurs on campus.

Strategic Alignment of Data-related Capabilities

The top functional needs identified by the vice chancellors were organized into seven sets of business capabilities, each of which supports one or more of the shared services to be enabled by the CDP.



Recommended Logical Application Architecture

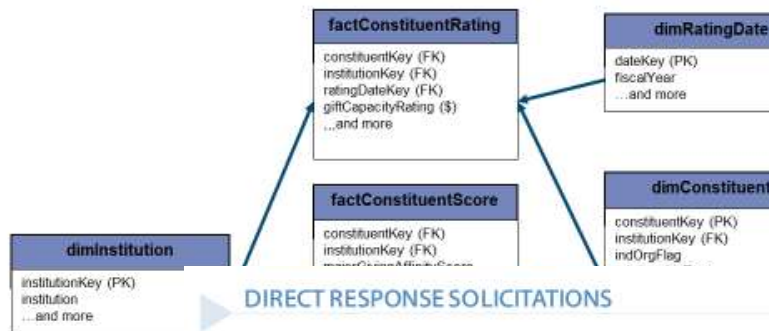


Recommended Logical Data Models

Along with the business and functional requirements, and the technical architecture, the team also developed detailed data models for conveying data requirements to the vendors who were to receive the request for information.

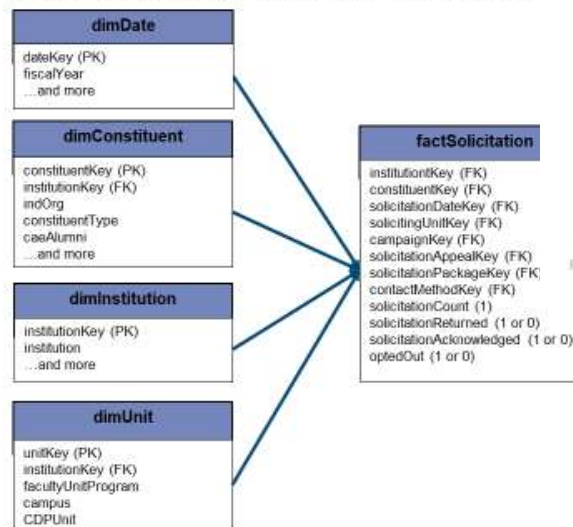
CONSTITUENT RATINGS, SCORES, AND SEGMENTS

Purpose: Fact tables to track philanthropic capacity ratings, various predictive model scores (e.g., major gift likelihood), and pre-calculated constituent segments (e.g., LY



DIRECT RESPONSE SOLICITATIONS

Purpose: One fact record for every direct response solicitation made of a constituent. Combine with transactions to ca



Note: A single date dimension

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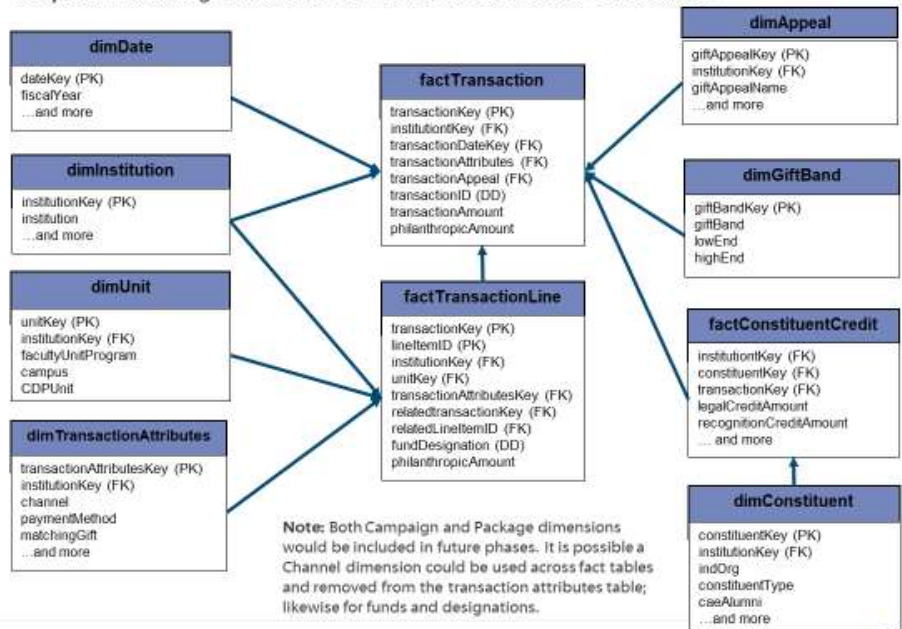
Note: Alternatively, each solicitation fact record could also record whether or not a gift was made, and in what amount (i.e., an accumulating fact table) thereby allowing simplified queries albeit with more complicated refresh processing.

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CONSTITUENT TRANSACTIONS (GIFTS)

Purpose: Tracks all gift transactions and associated credit to constituents.



Note: Both Campaign and Package dimensions would be included in future phases. It is possible a Channel dimension could be used across fact tables and removed from the transaction attributes table; likewise for funds and designations.

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Solution Options Short List



Several vendors have emerged as having the best balance of pre-built data acquisition routines from Raiser'sEdge NXT (source system for the majority of HMSIs), data storage/data models for Advancement, and pre-built reporting content and analytics.

- + Option 1 – extensive pre-built reporting content and best leverages existing UNC System infrastructure and architecture; but the solution has the least amount of pre-built data acquisition logic.
- + Option 2 – exceptional balance of both reporting content and data acquisition logic; but it resides entirely on a unique, proprietary in-memory database software platform, providing the least amount of technical flexibility.
- + Option 3 – excellent knowledge and pre-built routines for sourcing data, as well as a solid data model for integrating data; but it provides the least amount of reporting content and resides on a popular, though not preferred, technical platform.

Most other solutions would require substantial amounts of custom development across all aspects of the solution architecture which does not seem to be the best use of resources when solutions do exist that fulfill a majority of the needs.

Project Conclusions



- + The notion of developing a Common Data Platform is feasible
- + There is real interest from the institutions for new, data-enabled shared services to be delivered by the System
 - There are specific shared-services within the annual giving lifecycle where a shared service could:
 - increase quality
 - improve efficiencies
 - reduce cost
- + There are marketplace vendors that can satisfy large portions of the data platform requirements, with existing, pre-built software

Next Steps



- + Finalize the implementation approach within the UNC System
 - Determine the short and long-term IT support the UNC System IT group could/would provide
 - Evaluate implementation and recurring costs of each approach
 - Take appropriate next steps for RFP and/or contract negotiations

- + Simultaneously begin developing shared services in the annual giving, gift processing and donor relationships/stewardship