

North Carolina Agricultural & Technical State University

BOARD OF TRUSTEES

UNIVERSITY ADVANCEMENT COMMITTEE MEETING

Meeting Minutes
February 21, 2014

Opening:

Committee chair Willie Deese called to order the quarterly meeting of the Board of Trustees University Advancement Committee at 11:00 a.m. on Friday, February 21, 2014. Mrs. Serelyn Green, Executive Assistant to the Interim Vice Chancellor for University Advancement, called the role. The roll call confirmed the following status of committee members and staff.

Trustees:

Mr. Willie Deese, Chair
Mrs. Patricia Miller Zollar
Mr. Tim Rice
Mrs. Janice Bryant Howroyd
Mrs. Faye Tate Williams
Ms. Nicole Pride, Ex-Officio
Dr. Harold L. Martin, Chancellor

Committee Guests:

Dr. Alvin Blount, Jr.,
Mrs. Shirley Frye
Mr. Thurmon Deloney
Mr. Charles Blackmon
Dr. Claudette Bennett
Mr. David Barksdale

Staff:

Mr. Charles Waldrup, General Counsel
Mr. Robert Pompey, Jr., Vice Chancellor for Business and Finance
Mr. Wendell Phillips, Director of State and Community Relations
Mrs. Serelyn Green, Recorder

A. Approval of Agenda

The chair approved the agenda prior to the meeting.

B. Approval of Minutes

The board committee minutes from the previous meeting were approved and adopted.

C. A&T Foundation Assessment Task Force

Mrs. Faye Tate Williams provided the committee with a brief background of the A&T Foundation Assessment Task Force. It was determined that a closer look be taken at all university affiliated entities in preparation for an upcoming capital campaign. The charge given to them by Chancellor Martin in September 2013 was to study the alternatives to develop:

- A strong and productive partnership with the A&T Foundation.
- An organization to effectively engage our most able alumni and friends in leading our efforts in philanthropy.
- A vehicle to enhance the university to move expeditiously towards securing the space and facilities essential to achieving the goals of the Preeminence 2020 Campus Master Plan.

David Shufflebarger presented the following report on the work of the Foundation Assessment Task Force along with detailed recommendations.

1. Goals of Assessment

- Understand the operations of the Foundation and its relationship to the university
- Understand the role of the Foundation and how it aligns with the university Strategic Priorities.
- Identify best practices associated with exemplary foundations.
- Identify areas of opportunity to enhance the partnership between the university and the Foundation.
- Propose recommendations to position the university to meet the goals and objectives of the Strategic and Master Plans.

2. Recommendations

Structure

- By 5/1/14, the Foundation should adopt a proposal to repurpose itself as a real estate foundation.
- By 5/15/14, the university should facilitate the establishment of two new foundations- one to lead its efforts in philanthropy and another that invests and manages the pooled endowments and other investments of the university and all affiliated entities.
- By 6/1/14, the Chancellor should appoint a steering committee to recommend mission statements and transition plans for the newly purposed Real Estate Foundation, the Philanthropic Foundation, and the Investment Foundation.

Leadership

- Provide for the chair or president of each entity to attend all regular meetings of the University Advancement Committee of the Board of Trustees to report on the work of the entity and coordinate its efforts with the university and the other affiliated entities.

- Provide for the chair or president of the entities involved in real estate and investments to attend all regular meetings of the Business and Finance Committee of the Board of Trustees to report on the work of their entities.

Governance

Develop new MOU's with each entity that:

- Specify mission; set ranges for the size of the Board, terms for officers and members, and term limits; provide for the Chancellor to be an ex-officio member of the Board; identify the university officer to serve as Executive Director; and stipulate common investment, conflict of interest, records retention, and whistleblower policies and dissolution provisions.

Administration

- The Vice Chancellor for University Advancement should convene a monthly meeting of the chief staff officers supporting the affiliated entities and the Board of Visitors to ensure the coordination and effectiveness of the various efforts of these critical support organizations.
- A&T should provide accounting and financial services for all affiliated entities.

3. Real Estate Foundation

Mission

- By 7/1/14, the Foundation Board of Directors should adopt a new mission statement that defines its role as a real estate foundation working in close partnership with the university to achieve the goals of the A&T Preeminence 2020 Campus Master Plan.

Board

- The Foundation should adopt a policy on the role and responsibilities of board members by 7/1/14, with specific expectations of their time, talents, and gifts.
- A new board of 9-15 members with relevant expertise in areas such as real estate, financial services and legal services should be recruited by 9/30/14.
- The Real Estate Foundation Board will elect a Chair, Vice Chair, Treasurer and Secretary.

Articles of Incorporation/Bylaws

By 9/13/14, the new Foundation Board of Directors should revise its articles of incorporation and bylaws to:

- Require a minimum of four Board meetings annually.
- Provide for a Board of no fewer than 9 no more than 15 elected directors with staggered terms of 2 to 4 years and a limit of two terms with the Chancellor as an ex officio member.
- Provide for the following offices to be elected from among the elected directors: Chairman, Vice Chairman, Treasurer, and Secretary, for terms of one year and a limit of no more than three terms.
- Provide for the Vice Chancellor for Business and Finance to serve as Executive Director.
- Provide for the Executive Director to appoint a Chief Operating Officer with the approval of the Board of Directors.

Operations/Strategy

- The university and Foundation should plan to finance the operations of the Foundation by 9/30/14.
- The university should develop a strategic plan aligned with A&T Preeminence 2020 Campus Master Plan by 12/31/14.
- The Foundation's financial and real estate operations should be accounted and recorded at the university.

4. Philanthropic Foundation

Mission

- A new Foundation focused on philanthropy should be incorporated by 7/1/14.
- By 9/30/14, the Foundation Board of Directors should adopt a new mission statement that defines its role as a philanthropic foundation working in close partnership with the university.

Board

- The Foundation board should adopt a policy on the role and responsibilities of board members by 7/1/14, with specific expectations for their time, talents and gifts.
- A Board of no fewer than 9 members with experience in philanthropy and service to the university should be recruited by 9/30/14 and at least nine additional members by 12/31/14.

Articles of Incorporation/ Bylaws

By 9/30/14, the new Foundation articles of incorporation and bylaws should:

- Require a minimum of four Board meetings annually.
- Provide for a Board of no fewer than 15 no more than 24 elected directors with staggered terms of 2 to 4 years and a limit of two terms with the Chancellor as an ex-officio member.
- Provide for the following officers to be elected from among the elected directors: Chairman, Vice Chairman, Treasurer, and Secretary, for terms of one year and a limit of no more than three terms.
- Provide for the Vice Chancellor for University Advancement to serve as Executive Director.
- Provide for the Associate Vice Chancellor for Development to serve as Associate Executive Director and Secretary, and the Vice Chancellor for Business and Finance to serve as Treasurer.

Operations/Strategy

- The Foundation should develop a strategic plan aligned with A&T Preeminence 2020 by 12/31/14, and its financial and fundraising operations should be accounted and recorded at the university.

5. Investment Foundation

Mission

- A new Foundation focused on investments should be incorporated by 7/1/14. By 9/30/14, the new Foundation Board of Directors should adopt a new mission statement that defines its role as an investment foundation working in close partnership with the university.

Board

- The Foundation should adopt a policy on the role and responsibilities of board members by 9/30/14, with specific expectations for their time, talents, and gifts.
- A new board of 9 to 15 members with relevant expertise should be recruited by 9/30/14. The new Board will include the university's Endowment Board Committee and representatives of each affiliated entity investing with the Foundation.

Articles of Incorporation/Bylaws

By 9/30/14, the new Foundation articles of incorporation and bylaws should:

- Require a minimum of four Board meetings annually.
- Provide for a Board of no fewer than 9 no more than 15 elected directors with the Chancellor as an ex officio member.
- Provide the following officers from among the elected directors: Chairman, Vice Chairman, Treasurer, and Secretary.
- Provide for the Chair of the Endowment Board Committee serve as the Chair of the new Foundation.
- Provide for the Vice Chancellor for Business and Finance to serve as Executive Director.

Operations/Strategy

- The university and the Investment Foundation should develop a plan to finance the operations of the Investment Foundation by 9/30/14.
- The Investment Foundation should develop a strategic asset allocation policy by 12/31/14.
- The Foundation's financial operations should be accounted and recorded by university.

6. Next Steps

- Meet with the chair of the Board of Trustees and Chair of the Advancement Committee.
- Consult with the affiliated entities.
- Present recommendations to the Board of Trustees University Advancement Committee and the full Board for adoption.
- Present recommendations to the Board of Directors of the Foundation.
- Define the critical role of the Executive Directors.
- Identify potential Board members for the newly purposed and new entities.
- Develop a preliminary business plan for each entity, including the financing operations.

- Explore the structure and operations of the organizations.
- Assess the talents and skill sets required to manage these organizations.
- Assess the feasibility of the implementation based on the defined dates.

Mr. Blackmon asked about the metrics utilized to determine the best practices for A&T as opposed to those of other institutions. Mr. Shufflebarger responded that the best practices came from research done at universities appropriate to A&T's situation. In looking at the nature of foundations, it is important to properly train and educate new members.

Mrs. Frye applauded the work of the committee and expressed her confidence in the recommendations they suggested. Dr. Blount discussed the history of the Foundation and his thoughts on his involvement in the assessment. Both he and Mrs. Frye were in agreement with the current recommendations.

Chancellor Martin clarified that the UNC Board of Governors has given the Board of Trustees the fiduciary responsibility to oversee all affiliated entities and ensure that they do not act independently outside of the university's best interests. All foundations and affiliated entities exist to serve the university.

Mr. Deese made a motion present the recommendations to the full board. The motion was passed.

D. Interim Vice Chancellor's Report

a. Capital Campaign Assessment Report- Dashboard Updates

Annual Giving

- The Annual Giving Office is focusing on developing a comprehensive annual giving program and integrating alumni efforts.

Major Gifts

- Major gift officers and deans have prioritized all major prospects. They are collecting additional information to better focus their fundraising efforts.
- Metrics have been implemented to measure the productivity of the development officers. Ms. Pride will provide a more comprehensive view of the numbers at the April meeting.
- The Campaign Strategy Study will let us know when the university is ready to launch the capital campaign. So far, the study has gone very well and all constituents have been real engaged. All board members will be asked to participate.

b. **Annual Campaign Report**

	07/01/2012- 01/31/2013	07/01/2013-01/31/2014
Out Right Gifts	\$4,456,758	\$2,210,442
Pledges Payments	\$957,192	\$913,996
Cash In Hand	\$5,413,950	\$3,124,438

The variance between commitments made in FY13 and FY14 is due to four large commitments made in FY13 from NC GlaxoSmithKline (\$1.8M), Willie Deese (\$1M), Clara Hooker Black (\$570K), and Merck and Company (\$400K).

c. **Affiliated Entities**

Aggie Athletic Foundation, Inc.

- The AAF is currently in their Priority Purchase Period which ends March 31.
- A text-to-give campaign and marketing appeals have been implemented to increase donor participation. The next board meeting is scheduled for May 1.

N.C. A&T University Foundation, Inc.

- The investment portfolio at July 1, 2013 was \$12, 570,860 and at December 31, 2013 was \$13,687, 050 representing approximately a \$1,116, 190 gain on the portfolio. The next board meeting is scheduled for April 23.

National Alumni Association, Inc.

- The alumni satisfaction survey has been completed. Results will be shared with stakeholders beginning late February.
- Strategic Planning – the document is expected to be printed in May 2014. The Chapter Presidents meeting is scheduled in March to present the strategic plan. Communication plans are expected to be complete in July 2014.

Hall of Fame

- The Hall of Fame has scheduled the following fundraisers/events:
 - Hall of Fame Banquet and Induction Ceremony- September 4, 2014
 - Golf tournament- September 5, 2014
 - Hall of Fame Giver Campaign

Next Board Meeting- March 8, 2014

- d. **Division Update-** Ms. Pride provided updates on the following critical positions:
- Vice Chancellor for University Advancement and Associate Vice Chancellor for Development- Baker and Associates are driving the search for these positions with Dr. Melody Pierce leading the efforts.
 - Associate Vice Chancellor for Alumni Affairs - Ms. Pride and Dr. Claudette Bennett are co-chairs of the search committee. Interviews are scheduled for February 27-28. Three finalists will be selected to visit the campus for a series of interviews in March.
 - Major Gifts Officer and Director of Stewardship- Applications are being accepted and interview will begin shortly.

Ms. Pride stated that all but one of these positions became available as a result of turnover. She also announced that Wendell Phillips will be leaving as Director of State and Community Relations effective March 1. That position will also be open and added to the search.

e. **Strategic Priorities Progress Report**

- Position the university for a potential Capital Campaign.
- Enhance scholarship support through fundraising efforts.
- Build awareness of N.C. A&T's mission and distinctive attributes among internal and external constituents locally, regionally, and nationally.
- Unite various voices of the university under a well-defined core positioning for school/college greater awareness and impact.
- Plan activities around the university's 125th anniversary.

f. **Marketing and Branding Implementation Report**

Ms. Pride presented the following recommendations for University Wide Implementation and Brand Saturation Platform:

- Build a consensus new positioning statement and brand.
- Internal training to educate faculty, staff, and students and motivate them so that we can create a new community around the brand.
- Multi-layer seating sessions. University communications staff will train deans, cabinet members and senior administration, who will then take what they have been taught and communicate it with their own faculty and staff. This model of training will trickle down through every department on campus.
- Brand Training Toolkit
 - Introductory video about the importance of initiative.
 - Training script and PowerPoint presentation.
 - Pocket piece similar to Points of Pride.
- Brand guide website.
- Create a marketing and branding committee. They will serve as the primary information finders who will report directly to Ms. Pride, who will then communicate their findings to Chancellor Martin.
- Four core focus areas of launch

- Telling the story of our institution.
- Marketing our institution through public relations.
- Advancement for fundraising.
- Student recruitment.
- Annual State of the brand report and quarterly branding resource analysis.
- Blue and Gold 101- an introductory course tying in the importance of Preeminence 2020, the case for competing, and where the institution is heading in the future
- Following the internal rollout process, the external rollout will consist of a strategic mix of the following:
 - Print communications
 - Drive-to-web strategy
 - Student involvement
 - Social media
 - Open houses targeted to prospective parents
 - Search engine optimization
 - Traditional advertising

Ms. Pride plans to roll out the admissions, public relations and campaign fundraising brand in August. Chancellor Martin stated that there will be an incredible amount of work required for the initiative.

E. State and Community Relations Report- Mr. Phillips gave the following report

State Relations

- a. Tony Almeida, Senior Advisor for Jobs and the Economy toured JSNN on January 10, 2014. He was very impressed from his experience. During his visit, Vice Chancellor Barry Burks and Associate Vice Chancellor Wayne Szafranski discussed:
 - N.C. A&T's role and ability to help boost economic development in the state.
 - Spinoff companies established as a result of the great research conducted by our faculty and students.
 - Dr. Elham Fini's Asphalt Research.
- b. The University hosted Governor Pat McCrory's Economic Roundtable discussion on Monday, February 17, 2014. Prior to the discussion, Gov. McCrory met with Chancellor Martin, cabinet members and deans to hear about the strategic direction of the university.
- c. On Wednesday, February 26, the five Aggie legislators will visit the campus for a tour and a candid discussion around the state budget. The members include:
 - Senator Gladys Robinson (Guilford County)
 - Senator Joel Ford (Mecklenburg County)
 - Senator Ben Clark (Cumberland County)
 - Representative Alma Adams (Guilford County)
 - Representative Larry Bell (Duplin, Sampson and Wayne Counties)

Local Relations

- a. Former Greensboro City Manager Denise Turner-Roth was appointed as Deputy Administrator for the U.S. General Services Administration. Mr. Jim Westmoreland is the interim City Manager.
- b. Both Reps. Alma Adams and Marcus Brandon are running for the 12th District Congressional seat vacated by Mel Watt who is now heading up the Federal Housing Finance Agency (FHFA). Guilford County will have new representatives after the next election.

Federal Relations

- a. Chancellor Martin began his work with The Task Force on Government Regulation of Higher Education in Washington, D.C. on February 12, 2014. The task force will:
 - Examine burdens on institutions of higher education.
 - Conduct a comprehensive review of federal regulations and reporting requirements affecting colleges and universities.
 - Make recommendations to reduce and streamline regulations, while protecting students, institutions and taxpayers.

G. Other Business- There was no other business to discuss.

H. The meeting was adjourned at 12.42 p.m.

Minutes submitted by: Serelyn Green

Approved by: _____ _____
 Willie Deese, Chair Date