

**NC A&T REAL ESTATE FOUNDATION, INC**

A Design for Growth

# Strategic Plan Update

November 18, 2016



**North Carolina Agricultural and Technical State University**



## **MISSION**

**The mission of the North Carolina A&T Real Estate Foundation, Inc. is to support North Carolina A&T State University's quality environment of exemplary teaching and learning, scholarly and creative research, and effective community engagement and public service through the acquisition, ownership, transfer, development, and management of real estate or real estate-related projects.**



## HOW ACCOMPLISHED...

- **Cultivating and managing gifts of real estate on behalf of North Carolina A&T State University and its associated entities;**
- **Acquiring strategic real estate in support of the Strategic Plan and Master Capital Plan of North Carolina A&T State University;**
- **Selling, leasing, developing, or transferring real estate for the sole benefit of North Carolina A&T State University and its associated entities; and**
- **Managing a portfolio of real estate to provide a consistent revenue stream in support of North Carolina A&T State University and its associated entities.**



## WHAT WILL BE ACCOMPLISHED...

1. Receiving gifts of real estate that will ultimately be transferred in-kind to NC A&T State University.
2. Receiving gifts of real estate which may be developed, managed, leased, and/or sold with the proceeds being distributed to the NC A&T Real Estate Foundation, Inc.
3. Acting as a "straw man", at the request of the University, to purchase property to be resold to the university with full cost recovery.
4. Providing professional and/or technical assistance with bargain sale acquisitions of real estate at the request of the NC A&T Real Estate Foundation, Inc. or NC A&T State University.
5. Entering into public/private partnerships with NC A&T State University to help it meet specific real estate needs.
6. Acquiring property and developing it where appropriate for lease to NC A&T State University.
7. Utilizing investments in real estate as part of the investment strategy of the NC A&T University Foundation.



**Action Timeline:**

**Goal 1: To create the North Carolina A&T Real Estate**

Action	Responsible Party	Date
<b>Strategy 1: Legally transition the foundation into the Real Estate Foundation</b>		
Develop bylaws for the North Carolina A&T Real Estate Foundation	ISC, ED	Completed
Review debt covenants, bond indenture and other major legal obligations of the A&T University Foundation	COO, Bond Counsel, ATTY	Completed
Complete and file Articles of Incorporation with the North Carolina Secretary of State	ISC, ED/BOD, ATTY	Completed



**Action Timeline:**

**Goal 1: To create the North Carolina A&T Real Estate Foundation.**

Action	Responsible Party	Date
<b>Strategy 2: Administratively transition the Foundation into the Real Estate Foundation</b>		
Develop plan and dissolve A&T University Foundation Board of Directors	ISC	Completed
Establish selection criteria for North Carolina A&T Real Estate Foundation Board Membership	GC, ED	In Progress
Develop a communications and public relations transition strategy	PR	Completed
Develop plan and select/appoint North Carolina A&T Real Estate Foundation Board of Directors	Interim BOD Appointees	Completed
Develop UNC required Ethics/Conflict of Interest, whistle blower, and records retention policies	ED/BOD	In Progress



**Action Timeline:**

**Goal 1: To create the North Carolina A&T Real Estate Foundation.**

Action	Responsible Party	Date
<b>Strategy 2: Administratively transition the Foundation into the Real Estate Foundation</b>		
Execute Memorandum of Understanding with North Carolina A&T State University	ED/BOD	In Progress
Execute Memorandum of Understanding with other North Carolina A&T State University Associated Entities	ED/BOD	In Progress
Develop operational protocol for the North Carolina A&T Real Estate Foundation Board	ED/BOD	Completed
Develop university compatible real estate gift acceptance policy	ED/BOD	In Progress



Action Timeline:

Goal 2: To make high quality professionals and professional services available to the organization.

Action	Responsible Party	Date
<b>Strategy 3: Operationally transition the Foundation into the Real Estate Foundation</b>		
Develop and execute plan for distribution of assets controlled by A&T University Foundation	ED/BOD	Completed 7/1/16
Develop and execute plan for the assumption of A&T University Foundation non-real estate activities	BOD, VCBF	Completed 7/1/16
Develop and execute plan to convert accounting, human resources, information technology and other systems to university compatible systems	VCBF, ED	Completed 7/1/16
Develop and execute plan to create a seamless university/foundation purchasing system	ED	7/1/17





### Action Timeline:

**Goal 2: To make high quality professionals and professional services available to the organization.**

Action	Responsible Party	Date
<b>Strategy 1: Create an appropriately sized professional staff</b>		
Determine organization staffing number and quality requirements (permanent and contract) and develop organization chart	VCBF, VCA	Completed 7/1/16
Develop staffing plan (including funding)	ED, BOD	Completed 7/1/16
Develop plan to transition A&T University Foundation staff	ED, VCBF, HR	Completed 7/1/16
<b>Strategy 2: Identify and acquire required professional services</b>		
Determine professional services requirements (legal, accounting, real estate, etc.) and acquisition schedule	ED/BOD, VCBF	In Progress
Execute professional service contracts	ED	Completed
Financial Advisor	ED	N/A
Banking Services	ED	Completed
Attorney Services	ED	Completed



### Action Timeline:

Goal 3: To obtain high value real estate assets for the benefit of North Carolina A&T State University.

Action	Responsible Party	Date
<b>Strategy 1: Develop a revenue producing and financing resource stream to support asset acquisition</b>		
Establish financing relationship with 2 or more major financial institutions	ED	N/A
Acquire income producing assets	ED, BOD	In Review
Refinance current real estate asset holdings	ED	Completed
Execute master lease with North Carolina A&T State University	ED	Refinanced N/A



**Action Timeline:**

**Goal 3: To obtain high value real estate assets for the benefit of North Carolina A&T State University.**

**Strategy 2: Develop real estate acquisition and liquidation strategy including community development impact**

Develop and execute real estate acquisition due diligence procedures	<b>ED</b>	Completed
Develop real estate asset portfolio profile	<b>ED, ED/ BOD</b>	12/30/16
Develop asset acquisition priority by location, investment objective	<b>ED, ED/BOD</b>	12/30/17
Develop asset transfer protocol	<b>ED/BOD</b>	12/30/17



Action Timeline:

Goal 3: To operate transparently and efficiently.

Strategy 1: Communicate effectively and consistently with all constituents

Develop inquiry and response tracking system	ED	12/30/16
Provide annual report to Chancellor	ED, BOD	9/30/17
Report activities currently on the organization’s website	ED	As Required (Annually)
Meet at least quarterly with Vice Chancellor for Business and Finance, Vice Chancellor for University Advancement, other Affiliated Entity Executive Directors and University Board of Trustees Advancement Committee	ED, BOD	Quarterly
Publish annual audited financial statements on organization’s website	ED	Annually
Develop an organizational branding strategy	PR	N/A
Develop communication strategy for all major acquisitions and foot-print expansions	PR	As Needed



**Action Timeline:**

**Goal 3: To operate transparently and efficiently.**

**Strategy 2: Create system for the establishment and review of operating policies and procedures.**

Create policy and procedures manual	<b>ED</b>	12/15/16
Institute rotating policy review process	BOD	12/15/17
Implement process improvements incentives program	BOD	12/15/18

**\*\*Responsible Party for Action Timeline**

<b>A</b>	Advancement	<b>ISC</b>	Implementation Steering Committee
<b>AE</b>	Associate Entities	<b>LC</b>	Legal Counsel
<b>ATTY</b>	Attorney	<b>OC</b>	Operational Committee
<b>BA</b>	Business Affairs	<b>PR</b>	Public Relations
<b>BOD</b>	Foundation Board of Directors	<b>RO</b>	Reporting Office
<b>COO</b>	Chief Operating Officer	<b>TBD</b>	To Be Determined
<b>ED</b>	Executive Director	<b>UBA</b>	University Business Affairs
<b>ED/BOD</b>	Executive Director for Foundation Board of Directors	<b>UHR</b>	University Human Resources
<b>FA</b>	Foundation Accounting	<b>VCA</b>	Vice Chancellor for Advancement
<b>FIC</b>	Foundation Implementation Committee	<b>VCBF</b>	Vice Chancellor for Business & Finance
		<b>GC</b>	Governance Committee

\*\* Denotes Responsible Party