Maryville College – Maryville, TN

- Undergraduate, residential, liberal arts college
- Founded in 1819
- 1,000 students
- $100M endowment
- $38M annual budget
- Focused on location/region & proximity to Great Smoky Mountains National Park
Bryan Coker Presidency

- Began July 2020
- Major focus on College’s differentiators & distinctiveness – for us, that’s largely about *location, location, location*
- Strategic initiatives largely linked to differentiators & distinctiveness
- Established key new position: Executive Director of Strategic Initiatives
- President’s goal of all new strategic initiatives being budget neutral or budget enhancing
- Secured $1.5M in gifts, largely from Board members, for general strategic initiatives fund
  - New initiatives such as: Complete rebranding campaign, Establishment of Maryville College Downtown Center, etc.
New Strategic Initiatives

New Academic Major: Hospitality & Place/Regional Identity
All startup costs covered through major gifts ($1.5M) from industry partners (this funding is in addition to the general strategic initiatives fund):

- **RT Lodge** (Maryville, TN) & **The Swag** (Waynesville, NC)
- **Blackberry Farm** (Walland, TN)
- **Blount County Chamber Partnership** (Blount County, TN) – Hotel occupancy tax revenue

Some other new initiatives funded through major gifts:

- “Scots in the Smokies” Program
- Established new position: Director of Environmental & Sustainability Initiatives
Status Report or “How’s it going...?”

- Change management challenges
- Learning how to accept & spend new funds
- Embracing philosophy of “a rising tide raises all ships”
- Balanced budgets
- Steadily increasing enrollment
- Record number of new student applications & deposits for Fall 2023 (based on YTD comparisons)

- Stay tuned!
FINANCIALLY SUSTAINABLE STRATEGIES FOR SMALLER COLLEGES

RODERICK L. SMOTHERS, SR., PH.D.
PRESIDENT
PHILANDER SMITH COLLEGE
Ranked #7 among HBCUs, by U.S. News and World Reports, with the Highest Four-Year Graduation Rate.

Designated the fastest growing HBCU among the 37 UNCF Colleges and Universities.
Where are HBCUs, who do they serve, and what are their outcomes?

<table>
<thead>
<tr>
<th></th>
<th>UNCF Network</th>
<th>Other HBCUs</th>
<th>All HBCUs</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Institutions</td>
<td>37</td>
<td>64</td>
<td>101</td>
</tr>
<tr>
<td>Undergraduate Student Enrollment</td>
<td>50,158</td>
<td>205,594</td>
<td>255,752</td>
</tr>
<tr>
<td>AA student population</td>
<td>84%</td>
<td>72%</td>
<td>78%</td>
</tr>
<tr>
<td>Pell-eligible population</td>
<td>77%</td>
<td>76%</td>
<td>77%</td>
</tr>
<tr>
<td>Graduation Rate</td>
<td>31%</td>
<td>30%</td>
<td>31%</td>
</tr>
<tr>
<td>Credentials Awarded</td>
<td>8,853</td>
<td>43,249</td>
<td>52,102</td>
</tr>
<tr>
<td>AA Credentials Awarded</td>
<td>7,660</td>
<td>30,422</td>
<td>38,082</td>
</tr>
<tr>
<td>% of All AA Credentials</td>
<td>1.5%</td>
<td>5.9%</td>
<td>7.4%</td>
</tr>
<tr>
<td>% of All AA BAs</td>
<td>3.9%</td>
<td>12.1%</td>
<td>16%</td>
</tr>
</tbody>
</table>
Are HBCUs effective at serving underserved populations relative to their better-resourced counterparts?

Many of the 300,000 students who attend HBCUs annually come from excluded communities and may not have gone to college if not for HBCUs’ unique, supportive environments.

Differential Student Populations

Comparing HBCUs and their peers

**HBCUs enroll 2.1x more**

Pell-eligible (low-income) students

<table>
<thead>
<tr>
<th></th>
<th>% of students that are Pell-eligible</th>
</tr>
</thead>
<tbody>
<tr>
<td>HBCUs</td>
<td>75%</td>
</tr>
<tr>
<td>Non-HBCUs</td>
<td>35%</td>
</tr>
</tbody>
</table>

**HBCUs Punch Above Their Weight**

Although HBCUs account for **3% of all higher education institutions** in the US, they...

- **Enroll 10% of Black students enrolled in college**
- **Award 17% of bachelor degrees to Black students**
- **Award 24% of STEM bachelor degrees to Black students**

**Social Mobility**

Comparing HBCUs and their peers

HBCU graduates are **51% more likely** to move into a higher income quintile

- 53% of HBCU graduates move into a higher income quintile
- 35% of Non-HBCU graduates move into a higher income quintile

Source: UNCF; Moving Upward and Onward: Income Mobility at Historically Black Colleges and Universities, Nathansen et. al 2019; UNCF. Frederick D. Patterson Research Institute, HBCUs Punching Above Their Weight
HBCUs Make America Strong: The Positive Economic Impact of Historically Black Colleges and Universities

HBCUs Punching Above Their Weight: A State-Level Analysis of Historically Black College and University Enrolment and Graduation

HBCUs Transforming Generations: Social Mobility Outcomes for HBCU Alumni
Financially Sustainable Strategies

Strategic Advocacy

Public Private Partnerships

Targeted Grantsmanship
STRATEGIC ADVOCACY

$1 Million /Year for AR’s HBCUs

PUBLIC PRIVATE PARTNERSHIPS

$5 Million for New Workforce Initiative

$10 Million for New Allied Health Initiative

TARGETED GRANTSMANSHIP
“And, if you think education is expensive wait until you see how much ignorance costs in the 21st century.”  
President Barak Obama