



# LEADERSHIP PROFILE

## VICE CHANCELLOR FOR ENROLLMENT MANAGEMENT



**CHANGING LIVES THROUGH EDUCATION**

The University of North Carolina at Pembroke invites inquiries, nominations and applications for the position of Vice Chancellor for Enrollment Management. A full list of desired attributes and leadership skills can be found in the section of this document titled **The Opportunity**, beginning on page 3.

## TABLE OF CONTENTS

The University of North Carolina at Pembroke .....	1
Facts & Stats .....	2
Vice Chancellor Opportunity .....	3
Essential Qualifications .....	4
Reporting Structure .....	5
Vision & Mission .....	7
Academic Excellence .....	8
Student Life .....	9
Athletics .....	10
NC Promise .....	11
Points of Pride.....	12
Strategic Plan .....	13
Get to Know the Chancellor .....	14
Community.....	16
The Lumbee Tribe of North Carolina.....	17



# THE UNIVERSITY OF NORTH CAROLINA AT PEMBROKE



As a constituent institution of the 17-campus University of North Carolina System, UNCP is known for small classes, close interaction with faculty, community involvement and inclusion. UNCP is a campus where faculty and staff meet every individual student where they are with the tools needed to succeed. A student-faculty ratio of 14:1 and an average class size of 17 create a context for personalized teaching, learning and research.

Affordability and value have earned UNCP inclusion in national rankings such as U.S. News & World

Report's Best Colleges and Universities. Over the previous three years, UNCP has jumped more than 32 spots in the Best Regional Universities, South category, landing at number 56 in the 2023 list. Further evidence of UNCP's commitment to excellence, the university placed in the top 22 Top Public Universities list, the top 13 for top performance in Social Mobility, top 26 in Best Colleges for Veterans and the top 11 for Most Innovative Schools. In 2023's rankings, UNCP's undergraduate nursing program was listed among the top nursing programs in the nation. UNCP is consistently one of the safest campuses in the University of North Carolina System.

U.S. News & World Report has also identified UNCP as one of the most diverse regional universities in the South. The university's diversity extends beyond race and ethnicity to include nontraditional, first-generation and military-affiliated students.



Best for Vets by Military Times  
 Gold Military Friendly Campus Designation  
 Military Support Distinction  
 Military Friendly Spouse School

- #1 Campus Ethnic Diversity (South)
- #13 Top Performer for Social Mobility (South)
- #22 Top Public Schools - Regional Universities (South)
- #56 Best Regional Universities (South)
- #206 Best Undergraduate Nursing
- #50 in Best Value Schools
- #26 Best Colleges for Veterans
- #11 Most Innovative Schools



# FACTS & STATS

## COLLEGES & SCHOOLS

College of Arts & Sciences

College of Health Sciences

Thomas School of Business

McKenzie-Elliott School of Nursing

School of Education

University College

The Graduate School

Esther G. Maynor Honors College

## ENROLLMENT BY ETHNICITY

American Indian: **12%**

Asian: **2%**

Black/African American: **29%**

Hispanic/Latino: **9%**

White/Caucasian: **39%**

**7,667**

UNDERGRADUATE &  
GRADUATE ENROLLMENT

**120+**

CLUBS & ORGANIZATIONS

**150+**

UNDERGRADUATE & GRADUATE  
PATHWAYS TO A DEGREE

IN-STATE STUDENTS

**92.4%**

**566**  
STAFF

**425**  
FACULTY

STUDENT  
FACULTY RATIO

**14:1**

AVERAGE  
CLASS SIZE

**17**

# THE OPPORTUNITY

## VICE CHANCELLOR FOR ENROLLMENT MANAGEMENT

### PRIMARY PURPOSE OF POSITION

The vice chancellor for enrollment management provides leadership for the recruitment, admissions and retention efforts for undergraduate students for the university, including other learning centers across our region and a growing distance education program.

### POSITION DESCRIPTION

The vice chancellor for enrollment management position will serve as the chief enrollment officer and is responsible and accountable for the strategic management of recruitment and enrollment initiatives to support the university's mission to develop an inspiring vision for a quality student class each academic year that boldly defines the graduates and what each can become for generations ahead.

**Specific responsibilities for this position include, but are not necessarily limited to:**

#### **Leadership/Management (60%)**

- Provide leadership for the recruitment, admission and retention efforts and work in collaboration with the chancellor, provost, academic deans, Office of Institutional Research and other campus officials to establish domestic and international recruitment and retention targets for the university.
- Work closely with academic deans, off-campus coordinators and dean of The Graduate School to plan and coordinate enrollment strategies that emphasize UNCP's strengths and meet recruitment and retention goals and objectives.
- Actively participate in strategic planning activities that guide institution-wide conversations and plans that encompass organizational structure, policy, process, and faculty and staff roles as they relate to recruitment and retention.
- Provide vision, comprehensive leadership, effective planning, program development, budget oversight, data analysis and institutional coordination to achieve and exceed enrollment levels and retention objectives resulting in positive outcomes.
- Serve as the public face of recruitment and retention initiatives on campus with faculty, staff and students, and off-campus with stakeholder groups and members of the community.
- Guide institution-wide conversations and plans that encompass organizational structure, policy, process, and faculty and staff roles related to recruitment and retention.
- Lead, motivate, manage and develop departmental employees in the pursuit of enrollment and retention objectives.
- Provide leadership, support, guidance and assistance in the recruitment of undergraduate, graduate and international students, as well as dual enrollment.
- Lead the effort to expand and enhance recruitment programs to address current trends in academia.

### **Engagement/Outreach (40%)**

- Play a lead role in development of marketing strategies that are managed through University Communications and Marketing staff to plan, organize and execute a marketing and communications plan that articulates the university's strengths and mission to external constituencies.
- Interact with students and parents/support persons as appropriate in support of institutional policies and initiatives.
- Collaborate and foster relationships with colleges and internal partners such as Information Technology, Finance and Administration, Online Education, University College, Student Inclusion and Diversity and other campus units.
- Interact with students and parents as appropriate in support of institutional policies and initiatives.
- Provide leadership for acquisition or development of appropriate technologies and online systems to support the recruitment and retention effort.
- Other duties as assigned by the chancellor.

## **EXPERIENCE & QUALIFICATIONS**

Successful candidates must have a master's degree from an accredited institution, significant administrative and leadership experience serving a diverse student population.

### **Core Competencies**

- Seven years of enrollment management experience with progressive position responsibility.
- Demonstrated success in developing and implementing modern and proactive enrollment strategies.
- Functional and industry acumen in regard to virtually all aspects of enrollment management, including predictive modeling, geo-demography, web-based recruitment, social media, other technological applications and financial aid leveraging strategies.
- Understanding of faculty and staff roles in the recruitment, registration, advising, student success and retention processes.
- Technical skills and understanding of enrollment management databases and communication software, and related business processes.
- Significant work experience in higher education and experience working in a shared governance system.
- Understanding of both colleges and schools, and faculty and staff roles involvement in the recruitment and enrollment process.
- Knowledge of current issues in recruitment and retention; entrepreneurial with a willingness to take calculated risks, innovate, take advantage of opportunities and lead change.
- Proven skills in relationship building, as well as a strong commitment to and understanding of the dynamics of a multi-ethnic, diverse institution.
- Interpersonal savvy and integrity; decision-making, creative problem-solving and collaboration skills with a wide spectrum of university constituents.
- Leadership and management skills; ability to motivate and mentor staff.
- Excellent presentation, writing, listening, communication and interpersonal skills.
- Capacity to establish effective working relationships, particularly at the peer level and with faculty and deans.
- Analytical ability and familiarity with technology used to organize and present data necessary for effective decision making.

- Financial acumen; ability to manage budgets and invest resources wisely.
- Previous experience with global affairs, international recruitment and veteran/military services preferred.

#### **Other highly desired leadership attributes:**

- Have a strong commitment to the unique mission and status of UNCP as North Carolina's historically American Indian university.
- Develop an understanding and appreciation of the history, traditions, culture and values of UNCP, the town, surrounding counties and the region.
- Be accustomed to managing competing priorities day-to-day, adapting as needed when circumstances require.
- Demonstrate candor, balanced with respect and good judgment, when confronting conflicting opinions or delivering unwelcome news.
- Capacity to model and nurture high levels of trust, good spirit and organizational health.
- Allocate time to consider creative strategic options and delegate effectively, listening to others to gain understanding of vision or situation; empowering others with helpful information and suggestions; and providing direct and open guidance.
- Be confident, results-oriented and able to draw on direct knowledge and achievements.
- Admit and learn from mistakes, allowing others the freedom and comfort to do likewise.

## **PRIMARY PURPOSE OF ORGANIZATIONAL UNIT**

The Division of Enrollment Management (EM) is dedicated to successfully recruiting, retaining, supporting and graduating students as efficiently and effectively as possible in alignment with the goals set forth by the university's strategic plan. EM seeks to attract and enroll a highly academically gifted class of new and continuing students with outstanding ability and potential to address challenges and opportunities presented by a rapidly changing society.

The mission of the division of enrollment management is to provide critical services to students, parents and visitors to UNCP throughout the student lifecycle, from identifying prospective students through graduation and beyond. EM offices and units are at the intersection of vital academic services that can positively impact student outcomes, reduce time to degree, promote awareness of UNCP's brand beyond North Carolina and improve institutional effectiveness. EM utilizes a collaborative and integrated approach to student success, pursuing organizational excellence and creating strategic partnerships to engage our community both locally and globally.

## **REPORTING RELATIONSHIPS**

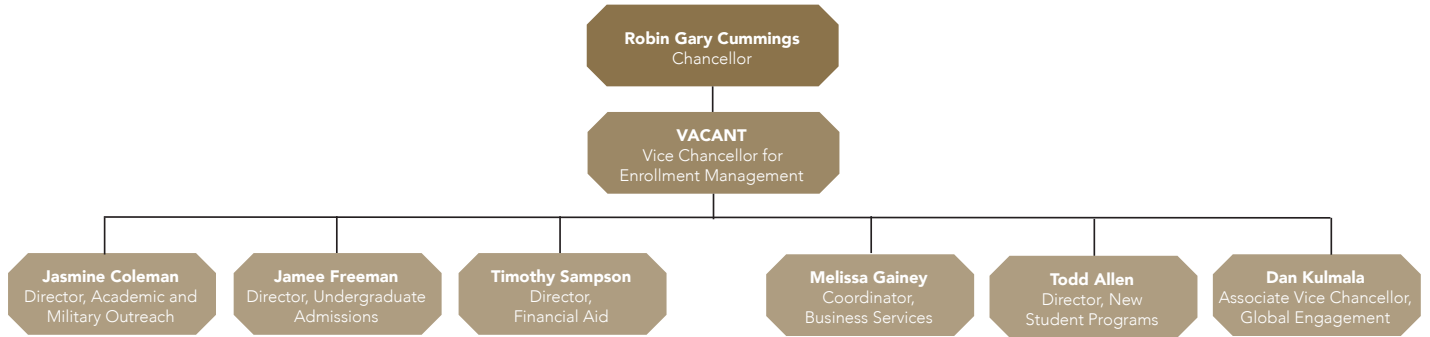
The vice chancellor for enrollment management reports to the chancellor of the university and is a cabinet-level position. Positions reporting directly to the vice chancellor for enrollment management include the following: director of Undergraduate Admissions; director of Financial Aid; director of New Student Programs; associate vice chancellor for Global Engagement; director of Academic and Military Outreach; and Business Services coordinator. The total number of employees in the department is approximately 40.

The organizational chart for the vice chancellor of enrollment management is on the following page.



# Vice Chancellor for Enrollment Management Organizational Chart

Updated February 10, 2023



## COMPENSATION

Compensation will be commensurate with experience including a competitive base salary and competitive benefits package.

To make a nomination, provide a referral or for additional information, please use the contact information below.

For best consideration, please send all nominations and applications to:

**Matthew Marsallo, Managing Director**

**Jeffrey Alston, Senior Associate**

Storbeck Search

[uncpembrokevcenrollment@storbecksearch.com](mailto:uncpembrokevcenrollment@storbecksearch.com)

*UNC Pembroke is an Equal Opportunity Employer. The university prohibits discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities and prohibits discrimination against all individuals based on their age, race, color, genetic information, religion, sex, sexual orientation, gender identity or national origin. Moreover, the university takes affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.*



## Vision

The University of North Carolina at Pembroke challenges students to acknowledge and adapt to an ever-changing global environment. To this end, the student's university experience will emphasize critical thinking, effective communication, service and social responsibility. Within a culture that promotes the student's personal, social and professional development, we will assure student success. As part of their academic experiences, students will be provided with opportunities to conduct relevant undergraduate and graduate research contributing to the betterment of society.

## Mission

Founded in 1887 as a school for the education of American Indians, The University of North Carolina at Pembroke now serves a distinctly diverse student body and encourages inclusion and appreciation for the values of all people. UNCP exists to promote excellence in teaching and learning, in bachelor's, master's and professional doctoral degrees, in an environment of free inquiry, interdisciplinary collaboration and rigorous intellectual standards.

Our diversity and our commitment to personalized teaching uniquely prepare our students for rewarding careers, postgraduate education, leadership roles and fulfilling lives. We cultivate an international perspective, rooted in our service to and appreciation of our multi-ethnic regional society, which prepares citizens for engagement in global society. Students are encouraged to participate in activities that develop their intellectual curiosity and mold them into responsible stewards of the world.

UNCP faculty and staff are dedicated to active student learning, engaged scholarship, high academic standards, creative activity and public service. We celebrate our heritage as we enhance the intellectual, cultural, economic and social life of the region.



## ACADEMIC EXCELLENCE

In keeping with its founding heritage, UNCP embodies a sense of spirit and opportunity. For this reason, UNCP continues to attract and nurture first-generation, low-income, rural and nontraditional college students.

The university has more than 150 pathways to undergraduate and graduate degrees offered by the College of Arts and Sciences, College of Health Sciences, McKenzie-Elliott School of Nursing, Thomas School of Business, School of Education and The Graduate School.



Over the past decade, UNCP has implemented an aggressive plan to advance the quality of the academic experience. As a result, the average entering GPA has risen, remaining higher than any other time in university history. In 2018, UNCP introduced the University College as a home for incoming freshmen and most transfer students to create a strong foundation and transition to the rigors of higher education. The support and advising provided through the University College positively impacts persistence, progression and graduation.

The university has strong relationships with regional community colleges offering a unique BraveStep co-admission program providing increased access to a quality education throughout the region. Community colleges are a growing source of transfer students, and UNCP has strategically and successfully recruited on their campuses. UNCP has 41 articulation agreements with the community colleges in its region, and the UNC System has an umbrella agreement with all 58 community colleges in North Carolina.

### Innovative Pathways

UNCP launched a dual-degree program with NC State's College of Engineering in 2016. After completing three years at UNCP and two years at NC State, the 3-plus-2 program offers students a bachelor's degree in applied physics from UNCP and a bachelor's degree in electrical or mechanical engineering from NC State. In 2019, the program expanded to offer a bachelor's degree in geo-environmental science from UNCP and a bachelor's degree in civil or environmental engineering from NC State. Agreements with East Carolina University include the Brody School of Medicine Early Assurance Program and a physical therapy and public health partnership. In 2016, UNCP announced a pathway for pre-veterinary students with NC State's College of Veterinary Medicine and Tuskegee University. In fall 2019, Methodist University and UNCP teamed up to educate more providers in southeastern North Carolina with an articulation agreement for UNCP students to become a physician assistant at Methodist. An Early Assurance Program has been established with the UNC Eshelman School of Pharmacy (ESOP). This program offers early assurance of admission into the UNC ESOP Doctor of Pharmacy Program after a minimum of two years of undergraduate study at UNCP.

A 2017 legislatively directed study led to the launch of a new College of Health Sciences in fall 2018 that combines existing health-related academic departments and looks to add multiple graduate, undergraduate and doctoral programs in the coming years.

### Accreditation

UNCP is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate and master's degrees. Individual programs also hold prestigious accreditations including: the McKenzie-Elliott School of Nursing, the Social Work program, the School of Education, the Clinical Mental Health program, the Professional School Counseling program, the Department of Art and the Department of Music. UNCP's Thomas School of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB), a distinction held by only 5% of business schools.

## STUDENT LIFE

With nearly 4,000 students living on or near campus, UNCP offers a robust student experience. More than 120 clubs and organizations, including 20 Greek organizations, keep students connected to campus and engaged in the community.

Each year more than 1,750 students participate in club and intramural sports. The Office of Campus Recreation also offers outdoor, fitness and summer recreational programs. In addition to programming efforts, the office manages the Campbell Wellness Center, Aquatics Center, Auxiliary Gym, racquetball and tennis courts and disc golf course. Together, these facilities serve over 90,000 individuals annually.



### MAKING A DIFFERENCE

In the 2021-2022 academic year, UNCP students:

Contributed  
**34,286**  
service and volunteer  
hours at a value of  
**\$827,644**

Collected  
**11,543**  
pounds of food for the  
on-campus food pantry, serving  
**2,571**  
visitors

The Spirit of the Carolinas Marching Band, music groups of all varieties and other arts programs are flourishing centers of student involvement. Ensembles include jazz, choral, concert, brass, wind and several percussion groups. The renovated Moore Hall Auditorium, which seats 204, is home to well over 100 musical events each year. The 1,600-seat Givens Performing Arts Center, with its outstanding Professional Artist Series, uses student talent in the presentation and production of events. The university's theatre and the musical theatre programs stage two events per year in GPAC. The Art Department Gallery hosts international artists as well as student and faculty art exhibitions annually.

Student Inclusion and Diversity and the American Indian Studies department offer programming opportunities for students, including workshops, exhibits, speakers and programs. The Southeast American Indian Studies program sponsors a speaker series, an annual academic conference, the Museum of the Southeast American Indian and numerous events celebrating Native American Heritage Month.

# ATHLETICS

UNCP excels in intercollegiate athletics and is a member of the National Collegiate Athletic Association (NCAA) Division II, Conference Carolinas and the Mountain East Conference.

## MEN'S ATHLETICS

- Basketball
- Baseball
- Cross Country
- Football
- Track & Field
- Wrestling

## WOMEN'S ATHLETICS

- Basketball
- Cross Country
- Golf
- Soccer
- Softball
- Swimming
- Track & Field
- Volleyball



Conference championships, national rankings and NCAA tournament bids are frequent. Two UNCP wrestlers won national championships in recent years. In 2007, UNCP added college football to the mix of athletic opportunities, and the record of this young program has been remarkable. From the team's inaugural season, the groundswell of support has exceeded expectations. In 2009, with just three years of competition, UNCP became the fastest intercollegiate start-up football program to earn an NCAA tournament berth. In 2009, 2012, and 2017, UNCP boasted nationally ranked football teams and invitations to the NCAA tournament. In 2016, the UNCP football team (celebrating the 10<sup>th</sup> year of the program) pulled in its first playoff win, falling during the second round to the top-seeded and third ranked national team.

**30**

league titles

**60**

district championships

**1**

NAIA National Championship

**130**

All-American student-athletes in the NAIA and NCAA



## GROWING INTO THE FUTURE

Adopted by the NC General Assembly during the 2016 session, NC Promise offers a tuition buy-down for undergraduate students at four UNC System campuses—UNC Pembroke, Elizabeth City State, Western Carolina and Fayetteville State. The state will reimburse NC Promise campuses to effectively buy down tuition to \$500 per semester for in-state students and \$2,500 per semester for out-of-state students. The program makes college significantly more accessible and affordable for prospective students.

## NC PROMISE



### UNDERGRADUATE TUITION

**\$500** /SEMESTER  
IN-STATE

**\$2,500** /SEMESTER  
OUT-OF-STATE

UNC Pembroke anticipates continued growth over the next several academic years as a result of the North Carolina Promise Plan, innovative academic programming, an exceptional student experience and high-quality instruction.

### Global Reach

Dr. Dan Kulmala, associate vice chancellor of Global Engagement, is leading UNCP's efforts to strengthen and expand its international programs, establishing agreements with universities around the world. New partnerships are being developed in Ghana, Nigeria, Mexico and Southeast Asia including Bangladesh, India Pakistan and Turkey. The university currently partners with China University of Geosciences (Beijing), China Harbin Normal University, North China Institute of Science and Technology, China Anyang University, South Korea Dankook University, South Korea University of Seoul, South Korea Suan Sunandha Rajabhat University, Thailand and Nguyen Tat Thanh University, Vietnam. In addition, UNCP participates in the Sino-American Cooperation on Higher Education and Professional Development (CHEPD) undergraduate and graduate transfer programs.



## POINTS OF PRIDE

Founded in 1887, as a school for the education of American Indians, The University of North Carolina at Pembroke now serves a distinctly diverse student body. As an anchor economic institution for southeastern North Carolina, UNCP considers its primary service area to be Robeson, Bladen, Brunswick, Columbus, Cumberland, Hoke, Moore, Scotland and Richmond counties.

### **Commitment to Student Success**

Student success is at the heart of UNCP's mission of *changing lives through education*. The goals and objectives advance that mission by offering a safe place to learn and grow. Student resources—both personal and academic—are offered at every stage in their journey while a robust campus life provides opportunities for involvement and leadership. From advising to academic support, students are surrounded by faculty and staff who know them by name and make student success their mission.

### **Commitment to Teaching**

The student-faculty ratio is 14:1 with an average class size of 17 students. Students get individualized attention from highly skilled faculty, unique research opportunities, and 360-degree support from a network of advisors, coaches, health care practitioners and student service professionals. All UNCP courses are taught by qualified faculty members rather than teaching or graduate assistants. The mentorship and experiential learning opportunities make for a rich, engaging academic experience preparing graduates to excel in their chosen fields.

### **Commitment to Service**

UNCP is the linchpin of economic growth for rural Robeson County. Partnerships with K-12 schools, local government, health care organizations and regional businesses promote the discovery of new opportunities for socioeconomic development. UNCP students are committed to giving back to their community through co-curricular, extracurricular and service-learning with more than 34% of the student body enrolled in service-learning courses across all academic disciplines.

### **Commitment to Inclusion**

U.S. News & World Report has identified UNCP as one of the most diverse regional universities in the South. Minority enrollment at UNC Pembroke is 61% with 12% of students identifying as American Indian. UNCP's Inclusion & Diversity Council brings together a multidisciplinary team to ensure UNCP not only maintains its unique diversity, but promotes a campus culture of inclusion and belonging for all.

#### **NOTABLE ALUMNI:**

**Ethan Sanford, PhD** - Senior Scientist, Q2 Lab Solutions

**Kelvin Sampson** - University of Houston Men's Basketball Coach

**Michael Holmes** - U.S. Navy Admiral, retired

**Allen Jamerson** - U.S. Air Force Brigadier General, retired

**Pardon Ndlohvu** - Olympian, men's marathon Rio 2016

**Sallie McRorie, PhD** - Former Provost, Florida State University



*Dr. Ethan  
Sanford*

# 2020-2025 STRATEGIC PLAN GOALS

UNC Pembroke is here with a purpose and a promise to create possibility in the lives of our students, faculty, staff and university community.



Promote student success through excellence and innovation in academic programming

Enrich the student experience through engaged learning and enhanced student support services



Expand institutional resources and enhance operational excellence

Embrace and celebrate UNCP's unique identity



Enhance and expand regional and community engagement



## UNCP CHANCELLOR ROBIN GARY CUMMINGS, MD

Robin Gary Cummings, M.D., took office as the sixth Chancellor of The University of North Carolina at Pembroke in July 2015. Under his leadership, enrollment has increased, academic offerings have expanded and UNCP has solidified its place as a driver of the economy in southeastern North Carolina.

Chancellor Cummings pursued an undergraduate degree in zoology from the University of North Carolina at Chapel Hill before attending Duke University Medical School. After receiving his medical degree in 1983, he interned and completed residencies in general surgery and cardiac surgery at Duke University Medical Center.

Dr. Cummings practiced at the Pinehurst Surgical Clinic and Moore Regional Hospital, chairing the Division of Cardiothoracic Surgery and Section of Cardiovascular and General Surgery. After retiring from surgery, his career led him to health care administration, quickly finding himself filling the role of DHHS Deputy Secretary for Health Services and state Medicaid director, overseeing services for some 1.8 million patients and a \$14 billion budget.

Chancellor Cummings is married to Rebecca Godwin Cummings, a Pinehurst realtor. They are both Pembroke natives and members of the Lumbee Tribe. Together they have four children and four grandchildren.







A bold **PURPOSE** to fulfill a **PROMISE**  
and create **POSSIBILITY** for tomorrow.



## COMMUNITY

### Pembroke, North Carolina

Population: 3,000 (Approx.)

The UNCP campus is located in the Town of Pembroke, which is in the coastal plains of southeastern North Carolina. The service, health care, education and government sectors are major sources of employment in the region along with agriculture, agribusiness, construction and light manufacturing.



Pembroke is convenient to most metro areas in North Carolina and nearby states, coastal beaches and the famous golf courses of Pinehurst. Located 12 miles away, Lumberton, the county seat, is a city of approximately 19,000 and is a hub of shopping, banking, health care and government operations. Lumberton is located at the crossroads of I-95 and I-74. Most of UNCP's faculty and staff reside within 45 minutes of the university. University alumni include about 32,000 graduates living in various parts of the country with concentrations primarily in the Southeast. Geographically, approximately 90% live and work in North Carolina and approximately 30% are residents of Robeson County, the home of UNC Pembroke.



# THE LUMBEE TRIBE OF NORTH CAROLINA

The 55,000 members of the Lumbee Tribe of North Carolina reside primarily in Robeson, Hoke, Cumberland and Scotland counties. The Lumbee Tribe is the largest tribe in North Carolina, the largest tribe east of the Mississippi River and the ninth largest in the nation. The Lumbee take their name from the Lumbee River, which winds its way through Robeson County. Pembroke, North Carolina, is the economic, cultural and political center of the tribe.

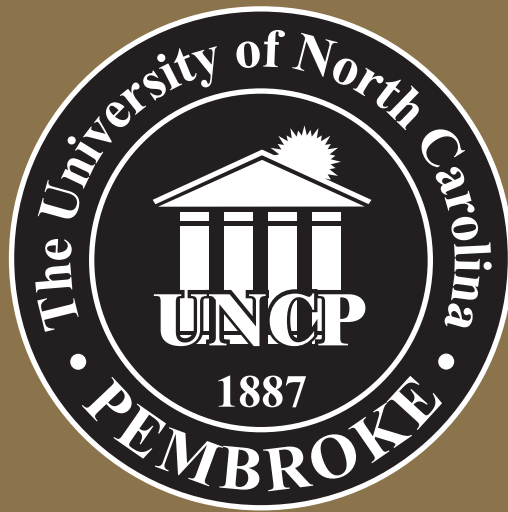
The Lumbee people have been recognized by the state of North Carolina since 1885 and at the same time established a separate school system that would benefit tribal members. In 1887, the state established the Croatan Normal Indian School, which is today The University of North Carolina at Pembroke. In 1956, a bill was passed by the United States Congress which recognized the Lumbee as Indian, but denied the tribe full status as a federally recognized Indian tribe.



**Alma Mater: *Hail to UNCP!***

Lyrics and music by Reba and Ira Pate Lowry, 1954

Where Carolina's lofty pine trees  
Pierce the southern blue,  
Proudly stands our Alma Mater  
Courageous, strong and true;  
Black and gold float on forever  
Symbol of loyalty,  
Pembroke, our Alma Mater,  
Hail to UNCP!



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