

We are committed to transparency and keeping our ShawU community informed. Below are answers to common questions. This page will be updated as new information become available.



LAST UPDATED:
09/09/2026

FINANCIAL STEWARDSHIP

Q: WHY DID SHAW UNIVERSITY BORROW APPROXIMATELY \$20 MILLION THROUGH SELF-HELP, AND HOW WERE THOSE FUNDS USED?

A: The financing obtained through Self-Help was intended to address significant institutional needs and support Shaw University's long-term sustainability. It is important to clarify that the University did not borrow \$20 million but was approved to borrow up to \$20 million.

Like many historically Black colleges and universities, ShawU faces three main challenges:

1. Aging infrastructure
2. Rising cost of goods and services
3. Increased student financial need

Funds to date have been used for major vendor payments (ex: food services, facilities) major mechanical needs include chillers, boilers in as many as four buildings at the same time, and operations. Maintaining a safe, modern, and competitive campus requires investments that cannot be fully funded through annual operating revenues, tuition income, or philanthropic support alone.

Over the past several years, the University has incurred millions of dollars in critical infrastructure expenses. For example, Shaw was required to undertake the emergency replacement of chillers and piping in a major residence hall at a cost exceeding \$2.5 million.

In total, the University has invested more than \$5 million in infrastructure repairs and renovations over the past three years. These were not discretionary improvements; they were necessary investments to maintain safe residence halls, academic facilities, and essential campus operations.

The Self-Help financing provided capital to address these pressing infrastructure needs, support strategic institutional priorities, and position Shaw University to remain competitive in an increasingly challenging higher education environment.

Q: WHY HAS SHAW UNIVERSITY'S DEBT INCREASED AFTER RECEIVING CARES ACT AND AMERICAN RESCUE PLAN FUNDING?

A: Like colleges and universities across the nation, Shaw University experienced unprecedented financial challenges during and following the COVID-19 pandemic.

Federal relief funding through the CARES Act and the American Rescue Plan was specifically designed to help institutions maintain operations during the pandemic while also providing emergency financial assistance directly to students. Consistent with federal requirements, at least 50% of the emergency financial aid funding was distributed directly to eligible students to help address housing, food, technology, transportation, and other pandemic-related needs. These funds were provided directly to students and were not returned to the University.

The institutional portion of the federal relief funding was used to help Shaw University safely continue operations during an extraordinary period of disruption. This included implementing extensive health and safety measures across campus, such as purchasing personal protective equipment (PPE), installing hand sanitizer stations and protective plexiglass barriers, enhancing campus cleaning protocols, conducting COVID-19 testing, and acquiring air purification equipment. Because many ShawU students faced housing insecurity during the pandemic, the University also made the decision to reopen campus in Fall 2020, requiring significant additional investments to operate safely while protecting the health of students, faculty, and staff.

Following the pandemic, institutions nationwide continued facing significant financial pressures resulting from enrollment declines, inflation, rising operating costs, deferred maintenance, and aging infrastructure.

Shaw University's financial decisions continue to be guided by its Board of Trustees and are focused on strengthening the University's long-term financial sustainability while advancing its mission of educating and serving students.

Q: HAS SHAW UNIVERSITY IMPROPERLY USED ITS ENDOWMENT?

A: The University manages its financial resources under the oversight of its Board of Trustees and financial investment experts in accordance with applicable financial policies and legal requirements.

The Fiscal Year 2024 (2023–2024) independent audit process identified an endowment-related issue. While the audit found that internal controls required strengthening, it also provided a roadmap for corrective action. The University accepted the recommendations and has since implemented enhanced oversight procedures, including weekly cash flow reviews by the President, strengthened controls over endowment transactions, and quarterly endowment reconciliations. In addition, the University is restoring the affected endowment funds, plus interest, including applicable investment earnings, in accordance with the corrective action plan.

No findings related to Shaw University endowment funds have been cited in audits prior to FY '24 or since.

Q: WHY DID SHAW UNIVERSITY TAKE ON ADDITIONAL DEBT?

A: Like many colleges and universities across the country, particularly private institutions and HBCUs, Shaw University has faced significant financial pressures resulting from deferred maintenance, rising costs of goods and services, inflation, enrollment fluctuations, and increasing student financial needs. These challenges required University leadership to make difficult financial decisions balancing immediate operational needs with long-term institutional investments.

Under President Dillard's leadership and with oversight from the Board of Trustees, financing decisions were made to address aging facilities, improve campus infrastructure, support students, and position Shaw University for long-term success. While these investments required borrowing, they reflected a strategic effort to address needs that could no longer be postponed. Reasonable people may have differing perspectives regarding specific financing decisions. However, those decisions were made with the objective of preserving and strengthening Shaw University's educational mission for future generations.

Today, the University's focus remains on strengthening its financial foundation through responsible stewardship, enrollment growth, strategic partnerships, diversified revenue streams, and continued investment in campus infrastructure.

Q: DID SHAW UNIVERSITY PLEDGE ALL OF ITS REAL ESTATE AS COLLATERAL FOR THE SELF-HELP FINANCING?

A: Yes. The financing obtained through Self-Help was collateralized and was intended to address significant institutional needs and support the long-term viability of ShawU.

ShawU has substantial deferred maintenance and infrastructure needs that have accumulated over decades. Maintaining safe, modern, and functional facilities requires investments that exceed what can be funded through annual operating revenues, tuition income, or alumni giving alone.

Infrastructure repairs and renovations have exceeded \$5 million. These projects were necessary to maintain safe housing, classroom environments, and campus operations. For example, ShawU undertook the emergency replacement of chillers and piping in a major residence hall at a cost exceeding \$2.5 million.

The Self-Help financing provided capital to address facility needs, support institutional priorities, and strengthen the University's ability to maintain and improve its campus infrastructure.

Q: WHAT HAPPENED TO THE PROCEEDS FROM THE SALE OF WSHA?

A: The sale of WSHA radio in 2018 was undertaken as part of the University's broader efforts to strengthen its financial position and align institutional resources with long-term strategic priorities.

Proceeds from the transaction were used to support institutional operations and strategic priorities consistent with the University's fiduciary responsibilities and long-term sustainability goals.

Although the ownership structure changed, Shaw University maintains sole ownership of its WSHA call letters and our historic legacy continues through today's popular digital platform. WSHA remains available online, providing educational programming and continuing to serve listeners through an expanded digital audience.

Listen to WSHA Online: (<https://www.audacy.com/stations/wshashawuniversityradio#>)



CAMPUS PLANNING, PROPERTY & STRATEGIC DEVELOPMENT

Q: IS SHAW UNIVERSITY SELLING OFF ITS CAMPUS?

A: Shaw University has not sold, nor are there any discussions or plans to sell, the University's historic core campus.

Over the past several years, the University has sold select non-core properties that were either consistent with donor intent or no longer essential to the University's academic mission. These transactions were completed through appropriate governance processes and reflected market conditions and property valuations at the time of each sale. Like many institutions of higher education, Shaw University continuously evaluates its real estate portfolio to ensure that institutional resources are aligned with its educational mission and long-term sustainability.

Q: WHY HAS THE UNIVERSITY NOT PUBLICLY RELEASED ITS MASTER PLAN?

A: Developing ShawU's Master Plan has been a comprehensive, multi-year effort involving students, faculty, staff, alumni, community stakeholders, and planning experts.

ShawU will release the Master Plan to the broader community following the initial internal rollout that began in August (ending mid-September). Internal stakeholders include faculty, staff and students. These meetings will provide an opportunity to walk our internal community through the planning process, the proposed vision, and the next steps.

Q: IS THE SHAWU DISTRICT DIFFERENT FROM THE UNIVERSITY'S MASTER PLAN?

A: The ShawU District is one component of the University's broader long-term planning strategy.

Following recommendations from the [Urban Land Institute's 2019 Advisory Services Panel](#), Shaw University began evaluating opportunities to strengthen its campus, surrounding neighborhood, and long-term financial sustainability. These recommendations informed the University's broader planning efforts while maintaining the institution's educational mission.

ShawU has been part of Raleigh's community for more than 160 years and recognizes its role as an anchor institution within the city's historic African American community. The ShawU District Master Plan extends the University's planning beyond the campus to consider opportunities that benefit ShawU, the surrounding community, and the City of Raleigh.

The Master Plan is being developed in the context of Raleigh's downtown districts, including the Capital District, Fayetteville Street District, Glenwood South District, Warehouse District, Moore Square District, and Seaboard + Person Street District. The ShawU District represents an opportunity to connect the University's campus and surrounding neighborhood to the continued growth and development of downtown Raleigh.

The ShawU District Master Plan is intended to support thoughtful development, strategic partnerships, economic investment, and long-term sustainability while preserving ShawU's educational mission and historic legacy.

As part of the University's implementation strategy, ShawU will launch a comprehensive giving campaign, ShawU Strong, to support the University's priorities and help advance the vision outlined in the Master Plan.

Q: WHY DID SHAW UNIVERSITY SELL CERTAIN PROPERTIES DURING A PERIOD OF INSTITUTIONAL GROWTH?

A: The sale of select University-owned properties was part of a broader strategy to strengthen ShawU's long-term financial position and address significant capital needs. It also allows ShawU to make better use of its assets and direct available resources toward the facilities, infrastructure, and student investments needed to support the University's long-term growth and educational mission.

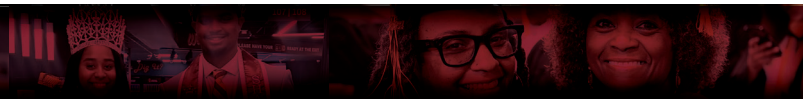
Some non-core or underutilized properties were not being used for educational purposes. Converting these properties into financial resources allows ShawU to direct capital toward strategic priorities, including student housing, technology, deferred maintenance, and campus infrastructure. The University also faces significant facility challenges. The last new academic buildings constructed on the campus were built in the 1960s, with Dimple Newsome and Fleming Kee residence halls constructed in 1993. The limited expansion of facilities, combined with deferred maintenance, has affected ShawU's ability to attract and retain students and has limited the University's growth.

SHAW UNIVERSITY PROPERTY SALES (NON-CORE)	TAX VALUE*	MARKET VALUE**	SALE PRICE	DATE SOLD
3919 Beryl Road Raleigh, NC	\$199,180	\$450,000	\$501,500	6/6/202022
605 Sunset Rocky Mount, NC	\$438,020	\$315,800	\$315,000	6/22/2023
1301 Lincoln Drive High Point, NC	\$425,600	\$195,000	\$391,050	12/8/2023
711 Latta Street Raleigh, NC	\$55,000	\$0	\$150,000	12/13/2023
224 Front Street Wilmington, NC	\$636,100	\$1,050,000	\$953,116.03	6/18/2024
2611 East Tenth Greenville, NC	\$473,000	\$459,720	\$473,000	12/20/2024
603 Country Club Fayetteville, NC	\$401,767	\$825,000	\$600,000	12/18/2025

* Source: County tax records

** Source: County tax records and sales of other comparable properties to estimate current market values and adjust by other factors such as condition of the building, neighboring properties and general economic environment issues at the time such as interest rates and demand for the specific type of property.

No core campus property has been sold, nor are there plans or discussions to sell the University's historic academic core.



GOVERNANCE & INSTITUTIONAL OVERSIGHT

Q: IS THE PRESIDENT A MEMBER OF THE EXECUTIVE COMMITTEE OR ONE OF THE COMMITTEES THAT APPROVED THE SALE OF SHAW UNIVERSITY PROPERTIES?

A: The President is an ex officio member of the Board of Trustees but is not a voting member of the Board and does not serve on any Board committees, including the Executive Committee or any committee that considered the property matters. Decisions regarding University properties are made by the Board of Trustees through its established governance process. The President's role is to implement Board-approved actions and oversee the University's operations and mission.

Q: IS SHAW UNIVERSITY VIOLATING ITS BYLAWS OR CHARTER?

A: Shaw University operates under the governance of its Board of Trustees, which exercises its fiduciary responsibilities in accordance with the University's governing documents and applicable legal requirements.

Assertions suggesting the University is operating outside its governing authority are inaccurate.

The University's bylaws are internal governance documents, and the Board continues to conduct its business consistent with its fiduciary obligations and institutional responsibilities.

Q: HOW ARE TRUSTEES SELECTED, APPOINTED, AND PREPARED TO SERVE THE UNIVERSITY?

A: The University's current bylaws state:

"The Board of Trustees shall, at each May meeting, which is the annual meeting, elect persons as members of the Board to succeed those members whose terms have expired or will expire prior to the next annual meeting. The term of office for each Elected Trustee shall be three (3) years. Elected Trustees shall be eligible for re-nomination and re-election following each three (3) year term."

ShawU remains committed to strong governance practices, accountability, and transparency while respecting the established processes that guide our Board of Trustees' operations.

Q: HOW IS THE SHAW UNIVERSITY BOARD OF TRUSTEES STRUCTURED?

A: The Shaw University Board of Trustees consists of 22 voting members, including 17 elected trustees and five ex officio members: the National Alumni Association President, General Baptist State Convention President, General Baptist State Convention Women's Auxiliary President, Faculty Senate President, and Student Government Association President.

Q: HOW DOES THE BOARD ENSURE EFFECTIVE GOVERNANCE AND ACCOUNTABILITY?

A: The Board conducts periodic self-evaluations to assess its effectiveness. In addition, the Governance Committee oversees the nomination and evaluation of trustees to support sound governance and continuous improvement.

Q: WHAT PRIORITIES WILL GUIDE THE UNIVERSITY'S LEADERSHIP OVER THE NEXT SEVERAL YEARS?

A: The ShawU Strong 2028 & Beyond Strategic Plan establishes six priorities to guide the University's future: strengthening infrastructure, improving operations, increasing student success, expanding strategic partnerships, diversifying revenue streams, and enhancing Shaw University's brand and market presence.

STUDENT SAFETY & CAMPUS OPERATIONS

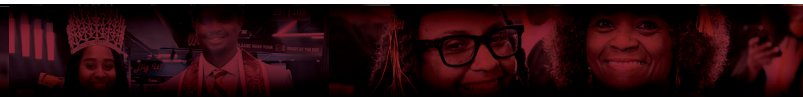
Q: HAVE STUDENTS BEEN PLACED IN UNSAFE RESIDENCE HALLS?

A: **No. Students have not been placed in unsafe residence halls.** The University has experienced facility malfunctions, and identified issues have been addressed as they have arisen.

Several of the University's residence halls were built in the 1900s and require ongoing maintenance and repairs. Following the February 2026 fire, the University continued working with the Raleigh Fire Marshal's Office to address fire and life-safety issues. It is inaccurate to state that the University ignored inspection findings or failed to take corrective action. Identified deficiencies are addressed with the Fire Marshal and vendors, and records are updated as corrective work is completed.

The University continues to address facility and safety issues and make necessary repairs to its residence halls.

As of July 31, 2026, TOS 1 is no longer under fire watch.



Q: WHAT IS THE CURRENT STATUS AND TIMELINE FOR REPAIRS, RENOVATIONS, AND REOPENING OF STUDENT HOUSING FACILITIES?

A: The University is continuing repairs to Dimple Newsome Residence Hall throughout the upcoming academic year. The University is committed to fully restoring the residence hall and ensuring that all repairs are completed in accordance with applicable safety requirements and standards. The University will provide updates to students and the broader University community as work progresses, and a reliable timeline becomes available.

Our first- and second-year students will be housed in the two Talbert O. Shaw Living and Learning Centers. To support upperclassmen who may need alternative housing, the University has provided information about off-campus housing options, including properties offering special rates and promotions for Shaw University students. The University understands that securing housing is an important concern for students and their families and is committed to helping students navigate available options.

ALUMNI ENGAGEMENT

Q: WHAT IS THE CURRENT STRUCTURE AND FUTURE VISION FOR ALUMNI RELATIONS, INCLUDING STAFFING, COMMUNICATION, CHAPTER SUPPORT, AND COLLABORATION WITH THE NATIONAL ALUMNI ASSOCIATION?

A: We are committed to strengthening communication and collaboration with the National Alumni Association and local chapters through regular updates, shared planning, and increased engagement opportunities that support our collective missions.

Q: HOW ARE ALUMNI DONATIONS, CHAPTER DUES, AND RECURRING GIFTS UTILIZED TO SUPPORT THE UNIVERSITY?

A: Alumni donations support University priorities, including scholarships, student success, academic programs, and campus improvements, based on donor intent and University policies. The University does not collect or manage chapter dues. The University is also working to strengthen its connection with alumni.

The University has also transitioned to a new phone system that allows us to connect with students and the ShawU community more quickly and effectively, including through text messaging to share important updates, events, opportunities, and other information.

Q: HOW CAN THE UNIVERSITY STRENGTHEN ALUMNI CONFIDENCE, TRUST, AND PARTICIPATION IN INSTITUTIONAL ADVANCEMENT EFFORTS?

A: By communicating consistently, demonstrating responsible stewardship of resources, celebrating measurable outcomes, and creating meaningful opportunities for alumni involvement and feedback.

COMMUNICATION & TRANSPARENCY

Q: HAS SHAW UNIVERSITY BEEN TRANSPARENT WITH ALUMNI AND STAKEHOLDERS?

A: The University remains committed to improving communication and engaging students, alumni, faculty, staff, and community members through town halls, campus updates, presentations, and other opportunities for dialogue. We recognize the deep passion our alumni and supporters have for Shaw University and appreciate their continued engagement and advocacy on behalf of the institution.

Q: WHAT IS THE UNIVERSITY'S COMMUNICATIONS STRATEGY FOR ENGAGING STUDENTS, ALUMNI, FACULTY, STAFF, MEDIA, AND THE BROADER PUBLIC?

A: Our strategy focuses on delivering timely, accurate, and engaging communications across multiple platforms to inform, inspire, and strengthen relationships with our ShawU community such as students, alumni, faculty, staff, media, and the broader community.

Q: HOW DOES THE ADMINISTRATION ENSURE THAT OFFICIAL COMMUNICATIONS ARE TIMELY, ACCURATE, TRANSPARENT, AND CONSISTENT DURING PERIODS OF CHALLENGE OR CRISIS?

A: Updates are provided as circumstances change to ensure the campus community and alumni receive timely and accurate information. Alumni have been highly responsive to University communications, with engagement and feedback continuing to be strong.

Q: WHAT EXPECTATIONS, TRAINING, AND ACCOUNTABILITY MEASURES EXIST FOR EMPLOYEES AND REPRESENTATIVES COMMUNICATING ON BEHALF OF THE UNIVERSITY, INCLUDING ON SOCIAL MEDIA?

A: The University has policies governing official communications, including social media. Employees and authorized representatives are expected to follow these policies and communicate accurately and professionally. Official University communications are coordinated through the appropriate University offices. Employees who are authorized to speak on behalf of the University are expected to follow established communication protocols.

The University does not control students' personal social media activity. Employees and representatives communicating on behalf of the University are accountable for following University policies.



INSTITUTIONAL FUTURE & SUSTAINABILITY

Q: IS SHAW UNIVERSITY AT RISK OF CLOSING?

A: Shaw University remains accredited and continues to fulfill its mission of educating students while implementing strategic initiatives to strengthen its financial foundation and long-term sustainability.

Like many colleges and universities across the country, **Shaw University faces financial pressures that can affect long-term sustainability, including aging infrastructure and deferred maintenance, rising operating costs, and increasing student financial needs.**

For more than 160 years, Shaw University has navigated periods of significant change through resilience, responsible leadership, and a continued commitment to its mission. The University remains focused on providing a strong educational experience while preserving the legacy that has defined Shaw University since 1865.

FUNDRAISING & ADVANCEMENT

Q: WHAT PROGRESS HAS BEEN MADE ON RECENT FUNDRAISING INITIATIVES, CAPITAL CAMPAIGNS, AND DAY OF GIVING EFFORTS?

A: Shaw University continues to make progress in philanthropic support through unrestricted fundraising initiatives like *Day of Giving* efforts. The University also announced plans to launch a capital campaign.

Q: HOW ARE DONATED FUNDS ALLOCATED AMONG SCHOLARSHIPS, STUDENT SUPPORT, CAMPUS IMPROVEMENTS, AND OTHER PRIORITIES?

A: Donated funds are used according to their designated purpose, including scholarships, student support initiatives, and strategic investments that advance the University's mission. When a gift is not specifically designated, the University may determine how the funds are used, with a focus on student support and institutional priorities.

ENROLLMENT, RECRUITMENT & ADMISSIONS

Q: WHAT ARE THE UNIVERSITY'S CURRENT ENROLLMENT, RETENTION, AND GRADUATION TRENDS?

A: The University is focused on strengthening student experience through new academic programs, expanded online offerings, enhanced student support services, strategic marketing, and investments in campus facilities and infrastructure.

Q: WHAT STRATEGIES ARE BEING USED TO INCREASE ENROLLMENT AND ATTRACT FUTURE STUDENTS?

A: The University is focused on strengthening the student experience and attracting new students through new academic programs, expanded online offerings, curriculum updates, enhanced student support services, strategic marketing, and investments in campus facilities and infrastructure through the ShawU District Master Plan.

Recent efforts include the new doctoral program in the School of Divinity, expanded online programs in Business Management, Psychology, Sociology, Justice Studies, and Cybersecurity, Computer Science, and a revamped General Education curriculum. The University also continues to seek scholarship funding and maximize federal and state financial aid opportunities to help make a ShawU education accessible to students.

Q: WHAT ROLE CAN ALUMNI PLAY IN STUDENT RECRUITMENT, SCHOLARSHIPS, AND ENROLLMENT GROWTH?

A: Alumni are essential partners in advancing Shaw University's mission. They can support scholarships and student success through charitable giving, participate in fundraising initiatives such as Day of Giving, serve as ambassadors by sharing the value of a Shaw education, connect prospective students and families with the University, and help strengthen the Shaw network through mentoring, advocacy, and community engagement.