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September 13, 2021

Bethune-Cookman University, Board of Trustees
640 Dr. Mary McLeod Bethune Blvd.
Daytona Beach, FL 32114-3099

RE: NAAB-CU

Dear Members of the BCU Trustee Board,

I hope this letter finds you doing well. My firm has been consulted by the National Alumni Association of Bethune-Cookman University regarding the matters outlined below.

I am writing in the hopes of fostering a constructive dialog to help facilitate the continued, uninterrupted service of the National Alumni Association of Bethune-Cookman University, (hereinafter NAA)To Bethune-Cookman University. In many respects, the alumni community is the public face of the University and has served a vital role in the life and prosperity of B-CU. The NAA has an indisputable history of completely investing its time and treasure into the well-being of the University. In this regard I offer you the following :

THE HISTORY OF THE NATIONAL ALUMNI ASSOCIATION OF BETHUNE-COOKMAN UNIVERSITY, INC.

The organization now known as the National Alumni Association of Bethune-Cookman University Inc. was established at the urging of Doctor Mary McLeod Bethune in 1932. The NAA has a complex organizational structure consisting of member chapters throughout the United States. During its 88 year existence, the NAA has called more than 50 annual conventions where elections are held, strategies are devised, and best practices for Support of the University are implemented. The NAA is a IRS recognized 501(C)(3)Charitable organization.

ACTIVITIES OF THE NAA

The chapter and membership structure of the NAA has enabled it to leverage both national and local relationships for the benefit of the University. More specifically, The chapters have demonstrated great acumen in soliciting resources and recruiting students from well beyond the geographical footprint of the University. Although University personnel do not regularly travel to places such as California, Atlanta, or Washington DC, the presence of alumni chapters and members of the alumni association in those communities make it possible for BCU to have a footprint beyond her expected reach.

The NAA has demonstrated its prowess in fundraising for the University. In the recent past the NAA has contributed \$973,000.00 to endowment accounts which reside on campus. Presently, the NAA has a general endowment account of \$506,000.00 and an endowed scholarship account of \$193,000.00. Through the State license plate program alone, alumni have donated approximately 6 million dollars To the coffers of BCU.

These funds do not include the individual chapter scholarships which are too numerous to name. Examples include the following for the 2020/2021 school year:

- * The Volusia County chapter donated three \$1,000.00 scholarships

- * The Alachua County chapter donated book scholarships and tuition scholarships totaling \$3000.00

- *The Palm Beach County chapter gave over \$180,000.00.

The above donations are representative of the chapter donations from throughout the country. Impressively, the NAA and other alumni donated \$182,000.00 toward the Mary McLeod Bethune statutory fund which will be unveiled in the nation's capital in early 2022.

During this calendar year the NAA conducted a fundraising campaign whereby nearly \$300,000.00 was raised in a little over 90 days. Notably, if allowed to continue its activities , these activities project out to one million dollars annually which could be raised through the NAA's efforts this year alone.

Each NAA chapter is tasked with an annual recruiting activity. The alumni association has a student recruitment committee whose sole purpose is to identify talented students and recruit them to Bethune-Cookman University. Members volunteer their time in an organized effort to recruit academically talented students. This year alone the West Palm Beach chapter held a send off for more than 100 students who have committed to attending Bethune-Cookman University as a result of their efforts.

We have been advised that the Board of Trustees is considering disassociating the NAA from the University. This action would obviously bring significant harm to the name and standing of Bethune-Cookman University.

First, the agencies that are responsible for analyzing the credit worthiness of the University

would no doubt consider the removal of such an important fundraising apparatus to be harmful to the financial standing of the University. This is especially so since it would be impossible to replace 88 years of tradition, knowledge relationships, and know how.

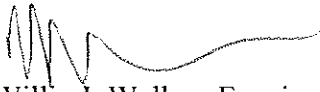
Secondly, BCU would most likely hemorrhage students because the existing alumni recruitment infrastructure would be totally dismantled.

Thirdly, such a move would undoubtedly engender mass confusion, ill-will, and ultimately, apathy towards the University. Although it is not clear to us whether a replacement of some kind is intended, It would be an affront to all those who have toiled in the interest of B-CU through their work in the NAA. In addition to the obvious negative effect on University credit standing, there is an especially salient question of whether the intended action as reported to us is legally appropriate.

The purpose of this letter is to invite you to participate in a voluntary mediation using the services of a mediator of the parties' choosing. The singular purpose of the mediation would be to outline the parameters of the of the continued service and relationship of the NAA to B-CU. On this matter I will await your reply.

Lastly, I am writing to request that no action be taken either formally or informally which disaffiliates the NAA from Bethune-Cookman University. In the meantime, should you wish to personally discuss the issues raised herein, I can be reached by phone at the above letterhead phone number.

Sincerely,

A handwritten signature in black ink, appearing to read 'Willie J. Walker', with a long, sweeping horizontal flourish extending to the right.

Willie J. Walker, Esquire
WJW/ldm