

# Board of Trustees Meeting

Dec 14, 2018 9:00 AM - 12:00 PM EST

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## Conflicts of Interest Statement

All Board Members are reminded of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees' meeting. If any board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the Board of Trustees at this meeting, the conflict or appearance of conflict should be identified at this time.

**Winston-Salem State University  
Board of Trustee Meeting**

**Roll Call**

<b>Name:</b>	<b>Present</b>	<b>Not Present</b>
<b>1. Harris, William</b>		
<b>2. Barr, Robert</b>		
<b>3. Bigelow, Coretta</b>		
<b>4. Clark, Robert</b>		
<b>5. Farmer, Kelvin</b>		
<b>6. Gibson, William</b>		
<b>7. Henderson, Sue</b>		
<b>8. Kelly, Kathleen</b>		
<b>9. Nostitz, Drewry</b>		
<b>10. Shortt, Mike</b>		
<b>11. Sides, Ricky</b>		
<b>12. Smith, David</b>		
<b>13. Wierman, Scott</b>		

**WINSTON-SALEM STATE UNIVERSITY  
MINUTES OF THE BOARD OF TRUSTEES MEETING  
FRIDAY, SEPTEMBER 21, 2018  
DRAFT PENDING BOARD APPROVAL**

**CALL TO ORDER**

Dr. Harris called the meeting to order at 9:01am. He encouraged us to count our blessings and to keep our friends and neighbors of the 17 UNC schools in our prayers due to the damage and devastation from Hurricane Florence. Dr. Harris welcomed the new Board member and the new staff members.

**OATH OF OFFICE**

Mrs. Kluttz-Leach administered the oath of office to Mr. Robert Barr, new trustee.

**CONFLICT OF INTEREST STATEMENT**

Chairman Harris read the following statement:

“It is my responsibility to remind all members of the Board of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees’ meeting. If any board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the Board of Trustees at this meeting, the conflict or appearance of conflict should be identified at this time.”

There were no conflicts.

**ROLL CALL**

Mrs. Kluttz-Leach conducted roll call. All members were present. A copy of the attendance roster is attached to the minutes.

**ADOPTION OF THE AGENDA**

Trustee Henderson moved to adopt the agenda. Trustee Barr seconded the motion. The motion passed.

**Motion:** Resolved, that the Winston-Salem State University Board of Trustees adopt the current agenda as distributed.

**ONBOARD PASSAGEWAYS**

Mrs. Kluttz-Leach introduced board members to Onboard Passageways, the new board platform, which will house all board meeting materials. She provided basic instructions on how to access information, ensured that all members were logged into the portal, and able to access the materials. Trustees asked to contact Mrs. Kluttz-Leach if they had any problems.

**APPROVAL OF THE MINUTES**

Trustee Henderson moved to approve the June 8, 2018 minutes. Trustee Clark seconded the motion. The motion passed.

**Motion:** Resolved, that the Winston-Salem State University Board of Trustees approve the minutes of June 8, 2018.

**CONSENT AGENDA**

Trustee Clark moved to approve the items listed on the consent agenda. Trustee Henderson seconded the motion. The motion passed.

**Motion:** Resolved, that the Winston-Salem State University Board of Trustees approve all items listed on the consent agenda as listed.

**REPORT OF CHANCELLOR ROBINSON**

Chancellor Robinson presented the 2017-2018 annual report, which included highlights of the academic year. A copy of the presentation can be found in the archived September board materials.

**REPORT OF BOARD CHAIR**

Dr. Harris presented the Board accomplishments as aligned with the university strategic plan. He encouraged board members to give and continue to support the university.

**REPORTS OF THE COMMITTEES**

- (A) The Academic Affairs Committee report for September 20, 2018 was given by Trustee Henderson. She noticed a change of the faculty and the shift in attitudes and engagement. More faculty are attending meetings and engaged in undergraduate student research. New board member and new staff were introduced to the Committee. Insights and experiences of the new provost will greatly benefit our students. The Committee approved the new organization restructure to merge Academic Affairs and Student Affairs. The full report can be found in the archived September board materials.
  
- (B) The Finance and Administration Committee report for September 20, 2018 was given by Trustee Shortt. Mr. Shortt highlighted the new staff that was introduced to the Committee. He noted the opening of Covington Hall and the construction of the new Sciences building that should be completed in Fall 2019. Master Plan being finalized and a read-only copy will be posted publicly in the coming weeks. Some informal projects were completed and more is being done to repurpose Lowery Street projects. Total budget will be \$88 million and we spent about \$1million less than last year. Our receipts end totaled 100% of the budget indicated that the university had collected all outstanding receipts. The committee is very positive and encouraged by the direction of Finance and Administration and the work that

- the staff is doing to keep up financially sound. The full report can be found in the archived September board materials
- (C) The Endowment Committee report for September 20, 2018 was given by Chairman Harris. Dr. Harris noted that the market has improved and that the 4th Q return was +2.1%. Total amount spent from the Endowment was \$279,451. The fund manager has done a good job to diversify strategies and protect the fund. The full report can be found in the archived September board materials.
- (D) The Internal Audit Committee report September 20, 2018 for was given by Trustee Clark. Mr. Clark noted that the committee had a full house. The committee revised the Enterprise Risk Management Charter and noted that the process is moving, interview assessments have been completed, and more information will be forthcoming. He noted staff changes in university compliance areas. Audit has been busy with the audit activities and reports. There were 22 findings with 39 recommendations. Closed session information for Internal Audit will be reported in closed session. The full report can be found in the archived September board materials.
- (E) The Student Affairs Committee report for September 20, 2018 was given by Trustee Bigelow. Mrs. Bigelow thanked Mr. Banks and complimented his attention and commitment to the role. The committee heard about the proposed reorganization to merge Academic Affairs and Student Affairs. Mrs. Bigelow highlighted the achievements around student internships. Mr. Gibson gave his Student Government Association report. He provided an update on activities of the Student Government Association. SGA created its own strategic plan to improve the legislative processes, and diversity and inclusion efforts. The full report can be found in the September archived board materials.
- (F) The University Advancement Committee report for September 20, 2018 was given by Trustee Nostitz. Mrs. Nostitz indicated that this is the most robust meeting that she has attended since she has been on the board. She is encouraged by the leadership of Dr. Afolayan and the cohesiveness of the operations. She was pleased by the unity of the extended group and looks forward to what this year will bring. Giving is slightly up and there are some initiatives to hire new staff. She emphasized that the Board give at 100%, contact donors that you introduced who have given and ask them to give again, and to bring in new donors to generate more momentum. Ms. Kelly asked if the board gave 100% last year and insisted that the board gives at 100%. Mrs. Henderson spoke up to emphasize and bolster Ms. Kelly's comment about 100% Board giving. The full report can be found in the archived September board materials.
- (G) Nominating Committee: The nominating committee presented a slate and submits the following for Nominations:

Chair: Dr. William Harris  
Vice Chair: Sue Henderson  
Secretary: Scott Wierman  
Assistant Secretary: Camille Kluttz-Leach

Trustee Shortt moved that to set aside the elections procedures and vote by acclimation. Trustee Clark seconded the motion.

**Motion:** Resolved, that the Winston-Salem State University Board of Trustees approve the slate of officers are presented. The motion passed.

Trustee Sides moved that the board adopt all committee reports, as presented. Trustee Clark seconded the motion. The motion passed.

**Motion:** Resolved, that the Winston-Salem State University Board of Trustees adopt the Committee Reports for September 20, 2018.

### **EXECUTIVE SESSION**

Trustee Wierman moved to go into executive session. Trustee Bigelow seconded the motion. The motion passed.

**Motion:** Resolved, that the Winston-Salem State University Board of Trustees go into executive closed session to: (1) prevent the disclosure of privileged information under N.C.G.S. 143-318.11(a)(1), specifically state employee personnel records, under The Privacy of State Employee Personnel Records Act, Article 7 of chapter 126 of the North Carolina General Statutes; (2) consult with our attorney under N.C. Gen. Stat. 143-218.11(a)(3)(2) to protect the attorney-client privilege, to consider and give instructions concerning potential and actual claims, administrative procedures, or judicial actions, privilege and to consider and give instructions concerning potential and actual claims, administrative procedures, or judicial actions; and (3) hear or investigate a complaint, charge, or grievance by or against a public officer or employee under N.C.G.S. 143-318.11(a)(6).

**The meeting moved into closed session.  
(The complete minutes of the closed session are recorded separately)**

*The meeting resumed in open session*

### **PUBLIC STATEMENT REGARDING ACTIONS TAKEN IN EXECUTIVE SESSION**

Chairman Harris reported that while in executive session, the board:

- 1) Approved the June 8, 2018 Closed Session Minutes (Bigelow/Clark)

- 2) Heard the litigation report and closed session matters that were presented in Internal Audit Committee meeting;
- 3) Approved the July 30, 2018 Closed Session Minutes of the Grievance Committee, and
- 4) Heard the Grievance Committee report and voted to approve the minutes and recommendation of the committee to uphold the Chancellor's decision.

Trustee Sides moved that the board adopt the actions taken in executive session. Trustee Shortt seconded the motion. The motion passed.

Motion: Resolved, that the while in Executive Session the board received a report on pending legal matters and grievances by employees, heard the report and decision of the Grievance Committee to uphold the Chancellor's decision, and approved closed session minutes for June 8, 2018, and July 30, 2018.

**FORMER BUSINESS:**

Chancellor Robinson and Chair Harris presented a resolution to Dr. Berry in support of her commitment and leadership and service to WSSU.

**NEW BUSINESS**

No new business was presented

**NEXT MEETING DATE**

The next meeting date is December 14, 2018.

**PUBLIC COMMENT SESSION**

Mrs. Kluttz-Leach advised the board that no one has signed up for public comment session.

**ADJOURNMENT**

Trustee Nostitz moved that the meeting adjourn. Trustee Farmer seconded the motion. The motion passed.

Respectfully submitted,

Scott Wierman  
Secretary



**Winston-Salem State University  
Board of Trustee Meeting  
September 21, 2018**

**9:00 a.m.**

**Roll Call**

<b>Name:</b>	<b>Present</b>	<b>Not Present</b>
<b>1. Harris, William</b>		
<b>2. Barr, Robert</b>		
<b>3. Bigelow, Coretta</b>		
<b>4. Clark, Robert</b>		
<b>5. Farmer, Kelvin</b>		
<b>6. Gibson, William</b>		
<b>7. Henderson, Sue</b>		
<b>8. Kelly, Kathleen</b>		
<b>9. Nostitz, Drewry</b>		
<b>10. Shortt, Mike</b>		
<b>11. Sides, Ricky</b>		
<b>12. Smith, David</b>		
<b>13. Wierman, Scott</b>		

Quorum Established  
Voting strength is 13  
Majority is 7  
2/3rds is 9

## Faculty Credentialing and Verification Policy

### Purpose

This policy is designed to ensure that all individuals assigned instructional responsibilities for credit-bearing courses are qualified to teach at Winston-Salem State University.

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) sets standards on faculty qualifications for accreditation purposes. Standard 6.2.a of the *Principles of Accreditation* reads, “For each of its educational programs, the institution justifies and documents the qualifications of its faculty members.” This policy provides clear policy and procedure by which Winston-Salem State University meets this standard of accreditation.

### Definitions

Instructional role is defined by the academic level of the course section assigned and the individual’s responsibility for that course section. The following are the categories of instructional roles that may be assigned to faculty members.

**Instructor of Record** (often referred to as “Course Director”) -- Responsible for: (1) the overall design, contents, and delivery of the course section; (2) overseeing all other faculty or graduate teaching assistants who participate in delivering some component of the course (such as conducting lectures, labs, field work, or related activities); and (3) approval of the final course grade assigned to each student. There must be a qualified Instructor of Record for each credit-bearing course section offered.

**Primary Instructor** -- May be assigned to any of the following responsibilities: (1) development of the course section content and materials, (2) delivering lectures, (3) managing class-related activities (such as labs, field work, etc.), (4) evaluating or grading student work that contributes to final course grades, and/or approving the final course grade assigned to each student. Typically responsible for 50% or more of the total effort for the course. A Primary Instructor might or might not be the Instructor of Record for a given course.

**Secondary Instructor** -- May participate in any of the following: (1) development of the course section material, (2) delivering lectures, (3) managing class-related activities (such as labs, fieldwork, etc.), and (4) evaluating or grading student work that contributes to the final course grades assigned. Does not have authority to approve final course grades. Typically responsible for less than 50% of the overall effort for the course, and therefore cannot be designated as the Instructor of Record.

### Qualifications for Teaching

Consistent with the *Faculty Handbook*, an Instructor’s qualifications must be appropriate for the level, discipline, and topic of each course taught. Qualifications may consist of academic credentials (earned degrees or completed coursework) or alternative credentials (professional experience or demonstrated competency) or a combination of these credentials. When determining acceptable qualifications a person must have to serve as Instructor, Winston-Salem State University gives primary consideration to the highest degree earned. The qualifying degree should be in the same discipline or one closely related to the subject matter of the course to be taught. The level of the course dictates the minimum level of the degree the instructor must hold, as described below:

**Undergraduate General Education and Baccalaureate Courses:**

Earned doctorate or master's degree in the same or closely related discipline as the course taught, or master's degree with a concentration in that discipline (a minimum of 18 graduate semester hours).

**Graduate and Post-Baccalaureate Courses:**

Earned doctorate or terminal degree in the same or closely related discipline as the course taught.

**Alternative Qualifications**

In lieu of an earned terminal degree or graduate coursework in an appropriate field as described above, Instructors may be qualified by professional experience or by a combination of education and experience. The University also considers other qualifications, including, as appropriate, undergraduate or graduate degrees, specialized coursework, record of research in the field, related work experiences, professional licensure and certifications, honors and awards, documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes of the course.

Credentials in the field alone are not necessarily sufficient to establish suitable expertise. Department chairs or their designees are responsible for ensuring that individuals serving as Instructor of Record have suitable expertise in the specific topic or content area of that course. When an instructor teaches a course in which s/he has no documented topical expertise (through, e.g., scholarly research in the area or graduate coursework), department chairs or their designees must document the existence of other demonstrated competencies and achievements that contribute to effective teaching and learning outcomes.

**Process to Approve Teaching Qualifications and Justification of Exceptions**

Within each college/school, the dean assigns responsibility to the department chair or associate dean for documenting and justifying the qualifications for each course offered by the department/program. The department chair or associate dean shall review the qualifications of the instructor at the time of initial appointment, but in all cases before an instructor begins teaching. The dean is ultimately responsible for ensuring that the qualifications of those with a pedagogical role are justified and the credentials verified. The dean or designee must review and approve all appointments and teaching assignments that are based on alternative qualifications. Written justification for exceptions from the degree requirements listed above must be kept in the school/college and filed with the Provost and Vice Chancellor for Academic and Student Affairs and Provost's Office of Faculty Affairs.

Consistent with *Policy 200.3, Approval to Teach Graduate Courses*, assignments from graduate-level courses are made in accordance with the policy and upon approval of the department, dean and Graduate Council, as required.

**Documentation of Qualifications**

Documents verifying the qualifications of an individual in a pedagogical role may include official transcripts, letters of recommendation, professional licenses or certifications, honors and awards, and other evidence of professional experience.

When the primary qualification for teaching a course is an earned doctoral or terminal degree or completion of 18 graduate credit hours in the discipline of the course, the appropriate documentation is an official transcript from the institution that awarded the degrees and/or course credits.

When the primary qualification is an earned degree from a foreign institution, appropriate documentation also includes an evaluation of the foreign transcript by a certified external agency.

When an individual is qualified for teaching a course by alternative professional credentials or demonstrated competency, required documentation includes: (1) an official transcript for highest earned degree and any other credentials that are used to establish qualifications for teaching courses; (2) objective evidence of qualifying experiences such as prior work experience, professional licenses and certifications, and other qualifications; and (3) the department head's written justification clearly describing the relationship between the experience and course content and level.

Beginning with appointments effective for the spring semester 2019, individuals with instructional duties who will or may serve as Instructors of Record, Primary Instructors, or Secondary Instructors are responsible for providing the documentation necessary to verify their qualifications before the end of their first semester of employment at Winston-Salem State University. This requirement will be stated in the appointment letter as a condition of employment. Approval from the Provost and Vice Chancellor for Academic and Student Affairs is required in cases in which the instructor cannot provide a transcript or other documentation due to exceptional circumstances. This waiver, and the documentation supporting it, must be kept on file in the appointing department and in the Office of Faculty Affairs. Official transcripts, documentation of alternative qualifications, and letters of justification will be maintained by the Office of Faculty Affairs.

### **Roles and Responsibilities**

Ultimate responsibility for ensuring compliance with this policy belongs to the Office of the Provost and Vice Chancellor for Academic and Student Affairs. Responsibility for communicating instructor qualification policies and procedures requirements is the responsibility of Office of Faculty Affairs. Department chairs and deans, in consultation with the Faculty Affairs Office, have primary responsibility for reviewing evidence of qualifications and verifying that appointees and current instructors meet the requirements for their instructional role and for obtaining approval for any exceptions.

### **Applicability**

This policy applies to: (1) all individuals assigned as Instructor of Record or as a Primary or Secondary Instructor in any section of a credit-bearing course, including lecture, laboratory, seminar, clinical, and other sections, regardless of academic rank or appointment type; and (2) all

class sections offered for Winston-Salem State University credit and entered on student transcripts as Winston-Salem State University courses.

**Relevant Policies:**

Faculty Credentials Guidelines, Southern Association of Colleges and Schools Commission on Colleges. [sacscoc.org/pdf/081705/faculty%20credentials.pdf](https://sacscoc.org/pdf/081705/faculty%20credentials.pdf)

WSSU Policy 200.3 [Approval to Teach Graduate Courses](#)

**Responsible Division:** Division of Academic and Student Affairs

**Authority:** Board of Trustees

**History:** Approved by Faculty Senate: October 25, 2018  
Approved by WSSU Board of Trustees:



## **General Fundraising and Solicitation Policy**

### **I. Executive Summary**

The Division of University Advancement exists to support the growth of external partnerships and private resources for Winston-Salem State University. A coordinated process is required to effectively manage and sustain relationships with the University's existing and potential supporters. The coordination of all fundraising activity among faculty and staff is a central component for building and sustaining relationships with external stakeholders. This policy outlines the procedures for the creation and management of relationships with existing and potential donors.

### **II. Policy Statement**

The Division of University Advancement is responsible for the coordination of the cultivation, solicitation, and stewardship activity on behalf of Winston-Salem State University. Members of the development staff in the Division also serve as the points of contact between the University, and the Winston-Salem State University Foundation for all fundraising activities. The responsibilities of the staff in the Division of University Advancement include collaboration with the Chancellor, Provost, Deans, Vice Chancellors, faculty, staff, department heads, members of the WSSU Foundation Board of Directors, alumni, friends, parents, foundations, representatives of corporations and businesses with a commitment to coordinate and execute the appropriate fundraising strategies for the benefit of the University.

### **III. Definitions**

This policy has been established to provide the appropriate procedures and practices to guide all fundraising activity that is undertaken by any person affiliated with Winston-Salem State University (WSSU) for the benefit of WSSU. The policy applies to any and all faculty, staff, students, representatives of student organizations, coaches, volunteers, university-related foundations, and all other parties involved in raising funds for and/or behalf of Winston-Salem State University. This policy will eliminate multiple sources of engagement activity to the same donor(s) or prospective donor(s) from different entities within the university. This policy will also prevent multiple solicitations that are inconsistent with the University's mission and that are not in the best interests of Winston-Salem State University.

## **IV. Guidelines**

### **PROCEDURES**

All requests to undertake any fundraising activities or to solicit private contributions should first be reviewed and approved by the Provost, or the appropriate Vice Chancellor, Dean, and Department Head and submitted to the Division of University Advancement. Faculty and staff will be required to complete a clearance request form electronically prior to initiating any cultivation and/or solicitation activity. The final approval for clearance will be made by the Vice Chancellor of University Advancement.

The written request for clearance should include the following elements:

1. Description of the Project/Program
2. Budget
3. Fundraising goal or ask amount
4. Names of faculty and staff who will be involved in the cultivation and solicitation activity
5. Name(s) and information pertaining to the prospect(s)
6. Estimated length of time for the cultivation and solicitation activities
7. Support needed from University Advancement
8. Approval from the Provost, Dean, Vice Chancellor, or Department Head

The staff in the Division of University Advancement will provide the following support for approved fundraising programs, projects or initiatives upon request:

1. Prospect research, training, guidance, and relevant materials to solicitors prior to contact with prospect(s);
2. Identification of appropriate prospect(s) for the program or project; and with the formulation and implementation of an appropriate cultivation and solicitation strategy;
3. Advancement professionals to participate in the cultivation, solicitation and stewardship activities with the prospective donor(s) or donor(s);
4. Solicitation materials.

The staff in the Division of University Advancement (in collaboration with the staff in Integrated Communication and Marketing) must approve all fundraising materials, including but not limited to: pamphlets, brochures, posters, advertisements, letters, digital communication, multi-media productions, etc.

## **V. Roles & Responsibilities**

The members of the staff in the Division of University Advancement will provide the following support for approved fundraising programs, projects, or initiatives upon request:

1. Prospect research, training, guidance, and relevant materials to solicitors prior to contact with prospect(s);
2. Identification of appropriate prospect(s) for the program or project; and with the formulation and implementation of an appropriate cultivation and solicitation strategy;
3. Advancement professionals who will participate in cultivation, solicitation and stewardship activities with the prospective donor(s) or donor(s);
4. Solicitation materials

## **VI. Compliance**

All employees of Winston-Salem State University are required to comply with these policies and procedures as mandated by the Winston-Salem State University Board of Trustees.

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William U. Harris  
Chairman, Board of Trustees  
Winston-Salem State University

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Scott F. Wierman  
Secretary, Board of Trustees  
Winston-Salem State University

Responsible Division:  
Authority:



History:



## 101.6 Improper Relations between Students and Employees Policy

### I. Policy Statement (Required)

Winston-Salem State University does not condone amorous relationships between students and employees. Members of the University community should avoid such liaisons, which can harm students and damage the integrity of the academic enterprise. ~~Further, sexual relationships between unmarried persons can result in criminal liability.~~ In two types of situations, University prohibition and punishment of amorous relationships is deemed necessary: (1) when the employee is responsible for evaluating or supervising the student; ~~and~~ (2) when the student is a minor, as defined by North Carolina law. This policy applies to all Winston-Salem State University employees and to all consensual amorous relationships between individuals of the same sex or of the opposite sex. Additionally, an employee is prohibited from evaluating or supervising any enrolled student that they are related to by blood, law, or marriage.

These relationships may harm or injure others in the academic or work environment and have the potential to create other adverse situations, including allegations of sexual harassment and/or retaliation under the University's ~~Sexual Misconduct & Gender Based Harassment Policy~~ Policy on Sexual Harassment, or Unlawful Workplace ~~H~~harassment policy.

**Commented [CA1]:** Added this sentence because this prohibition is stated in the guidelines section but not included here.

### II. Definitions

1. "Amorous relationship" An amorous relationship exists when, without the benefit of marriage, two persons as consenting partners (a) have a sexual union or (b) engage in a romantic partnering or courtship that may or may not have been consummated sexually.
2. "Evaluate or supervise" means:
  1. To assess, determine or influence (1) one's academic performance, progress or potential or (2) one's entitlement to or eligibility for any institutionally conferred right, benefit or opportunity, or;
  2. To oversee, manage or direct one's academic or other institutionally prescribed activities within a direct line of supervision.
3. "Related by blood, law or marriage" means:
  1. Parent and child
  2. Brother and sister
  3. Grandparent and grandchild
  4. Aunt and/or uncle and niece and/or nephew
  5. First cousins
  6. Stepparent and stepchild
  7. Husband and wife
  8. Parents-in-law and children-in-law
  9. Brothers-in-law and sisters-in-law
  10. Guardian and ward

### III. Guidelines

#### *Prohibited Relationships*

It is misconduct, subject to disciplinary action up to and including termination, for a University employee, incident to any instructional, research, administrative, or other University employment responsibility or authority, to evaluate or supervise any enrolled student of the institution with whom he or she has an amorous relationship or to whom he or she is related by blood, law or marriage.

It is misconduct, subject to disciplinary action up to and including termination, for a University employee to engage in sexual activity with any enrolled student of the University, other than his or her spouse, who is a minor below the age of 18 years.

#### *Complaints*

##### **A. Who May Bring a Complaint**

A complaint alleging a violation of this Policy may be brought by any person, which includes, but is not limited to, any third party who believes that a conflict exists or that he or she may be or may have been disadvantaged by virtue of the existence of a romantic and/or sexual relationship prohibited by this Policy. The process may also be initiated by the Office of the Provost of the University, by the Office of the Vice Chancellor for Student Affairs or by the Office of Equal Employment Opportunity & Affirmative Action & Diversity. ~~Office of Affirmative Action~~, or by the designee of any of those offices.

##### **B. Where to Bring a Complaint**

Complaints alleging a violation of this Policy are to be filed with the EEO Office ~~brought to~~ and investigated by the EEO Officer or their designee. ~~supervisor of the employee who allegedly violated this policy. Complaints may also be filed with the Equal Employment Opportunity Officer or Director of Human Resources.~~

##### **C. Process for Formal Disciplinary Action**

The supervisor will investigate the complaint, giving both the complainant and respondent an opportunity to be heard. The respondent will have an opportunity to respond to the allegations and evidence provided by the complainant, and to provide a statement of the facts as perceived by the respondent. At the conclusion of the investigation, the EEO Officer or designee ~~supervisor~~ will issue an Improper Relations Policy written finding as to whether based on the preponderance of the evidence ~~there is a reasonable basis to believe~~ there has been a violation of this Policy.

- a. In those cases where the respondent is a faculty member, the Office of the Provost will review the finding and will determine whether there is a reasonable basis to believe that this Policy has been violated, and will proceed as described in Section 4(a) below.
- b. In those cases where the respondent is an SHRA staff member whose duties include supervision or evaluation of a student's work study or volunteer work program, any decision regarding formal disciplinary action, will be made by the employee's supervisor in consultation with Human Resources.
- c. In those cases where the respondent is a graduate assistant, any decision regarding formal disciplinary action, will be made by the Dean of the Graduate College or his or her designee.
- d. In those cases where the respondent is an EHRA Non-Faculty employee, any decision regarding formal disciplinary action, will be made by the employee's supervisor in consultation with Human Resources.

Disciplinary actions that may be taken when a person has violated this Policy include, but are not limited to, the following: mandatory education or training, written warning, suspension, demotion, reduction in rank, termination, or a combination of the above.

#### **IV. Applicability (Required)**

Disciplinary actions resulting from violations of this Policy by:

1. Persons holding faculty appointments will be governed by the Serious Imposition of Sanctions and Faculty Discharge Procedures of the Faculty Handbook and the relevant portion of the Conflict of Interest Policy found in the Faculty Handbook.
2. SHRA staff members will be governed by applicable University policies and Office of State Personnel Policies, including the applicable disciplinary and grievance policy located in the SHRA Policy Manual.
3. EHRA Non-Faculty employees including graduate assistants ~~Graduate Assistants~~ will be governed by the EHRA Non-Faculty Policy Manual.

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William U Harris  
Chairman, Board of Trustees  
Winston-Salem State University

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Scott F. Wierman  
Secretary, Board of Trustees  
Winston-Salem State University

Responsible Division:  
Authority:  
History:

## 302.4 – **Living** On-Campus Residency Requirement

### University Group Policy #302.4

#### I. Introduction

Winston-Salem State University offers undergraduate students an education grounded in the tradition of liberal education and equity. The liberal education environment extends beyond the classroom and into co-curricular activities offered across campus and in the residence halls. Equitable practices help students achieve a high-quality education by helping bridge gaps between the students' experiences and their ability to engage their education. The university strongly believes that the benefits of engaging in community and in co-curricular activities that is afforded by the residence life curriculum and programming helps students build a strong foundation for persistence and success in college. Therefore, the university requires that new students live on-campus.

#### II. Policy Statement

~~All students classified Freshman or Sophomore will be required to live in a University-operated residence hall.~~

Winston-Salem State University requires that all students admitted as first-time, full-time freshmen live in a university residence hall and carry a traditional meal plan for two academic years. This policy applies to students who accumulated college credit, including those who earned an associate's degree, while in high-school and start the university in the year following high-school graduation.

Full-time transfer students who transfer less than 48 hours of credit and who are less than 21 years of age are required to live in a university residence hall for one academic year.

Summer terms are not applicable to fulfill this requirement.

#### Exemptions

An exemption from the **live** on-campus residency requirement may be considered for the following situations:

- Students who are twenty-one (21) years of age or older by no later than the first day of classes. A certified copy of the certificate of birth must be submitted as documentation.
- Students who are married. A certified copy of the certificate of marriage must be submitted as documentation.
- Students who have custody of dependent children. A certified copy of the certificate of birth or appropriate court order must be submitted as documentation.
- Students who have completed at least 2 years active military service, with an honorable discharge. Documentation must be provided to verify service.

- Students who live with parent(s)/guardian(s) whose current permanent primary place of residence is not more than 15 miles from the main campus.

### III. Guidelines

Students **requesting an exemption** should complete an Exemption Request Form, which is available from the Department of Residence Life and Housing or at [student-life/housing-and-residence-life/index](#) and submit it before the applicable deadline. **Students may appeal a denial of a request for exemption. Final decisions rest with appeals committee. See the Housing and Residence Life webpage for details of the request for exemption and appeals process.**

~~Move these procedures to webpage. Written requests for an exemption must be made in writing no later than June 1 for all returning students. New freshman and transfer students must request an exemption in writing within 30 calendar days from the date of their required room deposit for the Fall Semester and Exemption requests are due by November 15 for the Spring Semester. Students who fail or refuse to comply with the Residency Requirement Program and/or who furnish false information to a university official or office in connection with a request for exemption will be referred to the Office of Judicial Affairs for appropriate action, up to and including suspension or dismissal.~~

All correspondence regarding exemption requests should be addressed to:

~~Winston-Salem State University  
Department of Housing and Residence Life  
Residency Requirement Request  
601 S. Martin Luther King Jr. Drive  
300 Thompson Center  
Winston-Salem, NC 27110~~

~~Or Send via Email to: [housing@wssu.edu](mailto:housing@wssu.edu)~~

~~The Housing Review Committee will consider written requests for exemptions which are received by the applicable deadline. The Committee will send a written decision to the student's University email address listed on the request form.~~

~~Students may appeal, in writing, the denial of a request for exemption to the Retention Housing Appeal Board, which is comprised of faculty and staff.~~

~~Written appeals must be submitted to the Department of Housing and Residence Life no later than ten (10) business days after notice has been sent that a request for exemption has been denied. The appeal must state concisely the reasons the denial of the exemption request should be reversed and should include any new evidence which the student contends supports the appeal.~~

~~The Retention Housing Appeal Board may consult with other units of the University, including, but not limited to, the Student Health Center, Office of Student Support Services, Student~~

Affairs, University College, and the Office of Financial Aid to verify information submitted for consideration. The appeals board will communicate its decision in writing to the student by email within ten (10) business days. This decision will be final.

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**Responsible Division:** Provost & Vice Chancellor for Academic Affairs, Division of Student Engagement and Development

**Authority:** Board of Trustees

**History:**

- Adopted June 17, 2011
- Amended March 15, 2013
- **Amended December 15, 2018**

## Section V. Post-Tenure Review

Every five years tenured faculty should undergo a thorough cumulative evaluation called a Post-Tenure Review. The Post-Tenure Review is designed to promote continuous renewal and improvement among faculty members who have tenure and is required by policy of the Board of Governors (BOG) of the University of North Carolina. A review undertaken as part of a promotion application can qualify as a cumulative review. Directional goals established at the beginning of the 5-year cycle by the chair and faculty member should be used in setting milestones to be reviewed annually by the senior faculty/chair. The 5-year formal post-tenure review and recommendations should be made by senior faculty who are at equal or higher ranks and presented to the faculty member, chair (if not part of the review committee) and dean in writing. In addition, the dean must provide an evaluative review.

A promotion application can be considered as a post-tenure review if it occurs 3-5 years after a successful tenure, promotion or post-tenure review. If the faculty member under review is not recommended for promotion, the application will undergo the post-tenure review process. It shall be the responsibility of the dean to assure compliance with standards of performance established by faculty members in their department.

Postponement of the scheduled five-year review may be requested for extenuating circumstances, such as illness, educational leave, and family and/or personal crisis. A request for postponement must be presented to and approved by the chair of the department, the dean, and the provost and filed with the Office of Faculty Affairs, who will in turn make a notation in the electronic record of the faculty member.

The faculty member will provide the following documents: a narrative in executive summary format (3-5 pages) articulating the outcomes achieved by the faculty member in the performance of teaching, scholarship, and service relative to the directional goals set at the beginning of the review cycle or the post-tenure or promotion criteria of the department; evidence to support the narrative and an current curriculum vitae. The department shall be required to provide written annual evaluations for the five years following the awarding of permanent tenure or last post-tenure review. Failure by the department to supply annual reviews should not negatively impact the faculty member's review. If faculty responsibilities are primarily only to one or two of these areas, post-tenure review and resulting recommendations will take this allocation of responsibilities into account.

Each department will elect a group of at least three faculty members who have tenure at or above the rank of the faculty member under review, excluding the department chair, to serve on the Post-Tenure Review Committee. The faculty member being reviewed will not have the option of selecting members of the Post-Tenure Review Committee. If a department is unable to elect a group of at least three rank-appropriate tenured faculty members, the dean in consultation with the department chair will coordinate the election of tenured, rank-appropriate faculty from similar departments to constitute the Post-Tenure Review Committee. A department within the same Faculty, in the case of the College, or within the same School shall be considered a similar department. A chair shall be selected from the members of the Post-Tenure Review Committee. The chair and the Committee should be re-elected at two-year intervals.

The chair of the Post-Tenure Review Committee will contact the faculty member(s) to be reviewed to request the review materials and to share the timeline for the review. The timelines must fall within those



established by the university so that reports can be submitted to the BOG when required. After careful consideration of the material evidence and consultation with the department chair, the Post-Tenure Review Committee shall render a report summarizing the results of the evaluation with recommendations. The evaluative findings are Outstanding Performance, Satisfactory Performance, or Unsatisfactory Performance.

The report shall be reviewed by the department chair before it is presented to the faculty member by the chair of the Post-Tenure Review Committee. The department chair forwards the committee's report and the faculty member's materials to the dean who must provide an independent evaluative review. The dean must provide the faculty member and the provost's office with a copy of her/his report which includes a summary of the committee's recommendation. The letter is placed in the faculty member's personnel record. An Unsatisfactory Performance report must include a statement of the faculty member's primary responsibilities and specific descriptions of shortcomings as they relate to the faculty member's responsibilities.

If there is agreement between the committee, department chair and the dean that performance is at least satisfactory, then the post-tenure review is complete. The department chair and faculty member set directional goals for the next five-year post-tenure review. If the committee, chair and the dean agree that performance is unsatisfactory then the review is complete. If there is not agreement that the performance is at least satisfactory, then the review is sent to the provost for a final recommendation.

If the performance is deemed Unsatisfactory, the faculty member can contest the report and appeal the findings to the Faculty Grievance Committee or the faculty member can accept the report and enter into a development period not to exceed three years. The development plan approved by the chair and dean must include specific steps designed to lead to improvement, a specified timeline in which improvement is expected to occur, and a clear statement of consequences should improvement not occur with the designated timeline. If the faculty member's performance remains unsatisfactory after the three-year period following the review, the department chair will recommend an appropriate disposition (sanction) to the dean. Disciplinary sanctions referencing failure to achieve the outcomes established in the overall Post-Tenure Review and the Development Plan must be consistent with criteria designated in the UNC Policy Manual (Chapter VI of The Code of the University of North Carolina). The department chair will provide a peer mentor and will schedule progress meetings with the faculty member who receives an Unsatisfactory Performance rating on at least a semi-annual basis during the specified timeline. If duties are modified as a result of a less than satisfactory rating, then the development plans shall be revised to take into account the new allocation of responsibilities. If the faculty member achieves the anticipated outcomes within the specified incremental time period, a Satisfactory or (Outstanding) rating will be granted.

If the faculty member is progressing in a positive direction, but has not yet achieved the satisfactory or higher level performance rating according to the timeline, the chair in consultation with the dean may recommend a redesign or adjustment to the development plan prior to reevaluation by the Post-Tenure Review Committee at the end of the three-year period. The faculty member, chair and dean should all receive copies of the redesigned plan.



# WINSTON-SALEM STATE UNIVERSITY

## Winston Salem State University (WSSU) Risk Appetite Statement

### Vision

*“Winston-Salem State University’s aspirations are twofold: to be a recognized leader in educating students who thrive in a dynamic society, and to make signature contributions to the commonwealth of human knowledge and understanding. At Winston-Salem State University, achieving excellence in learning, research, and public service are the top priorities.”*

### Introduction

Enterprise Risk Management (ERM) is an essential component of the university’s governance framework and supports the achievement of the university’s strategic goals. An effective ERM process increases the probability of successful outcomes, while protecting the reputation and sustainability of the university.

The strategic goals set out in the university’s current Strategic Plan requires a commitment to taking, acknowledging, monitoring and managing risks. Such overarching goals demand a risk appetite that embraces the effective management of its inherent risks.

The university takes its responsibilities to its stakeholders seriously and regards risk management as both a tool of good management and an important factor in ensuring that the university meets its obligations to key stakeholders.

The university’s Enterprise Risk Management and Compliance Policy provides the structural framework to effectively manage its risks. The framework looks to maximize opportunities and minimize adversity in WSSU’s drive to achieve its strategic goals.

This Statement considers the most significant types of risks to which the university is exposed and provides an outline of the approach to managing these risks.

### Overall risk appetite

The university’s administration, faculty, and staff will consider the university’s risk appetite in both strategic and operational decision-making.

The university’s goals set out above will necessitate that the university accept those risks that facilitate development and are commensurate with the potential reward. While overall the university has a low appetite for risk in many of its activities, it is acknowledged that the university must at times undertake activities that inherently carry greater risks. To that end, the university’s risk appetite will often be different at an activity level than at an institutional level.

The key challenges in achieving this balance are to ensure:

- ethical and effective governance practices including responsible stewardship of resources, the realization of opportunities and allowing innovation while avoiding unnecessary bureaucracy; and
- avoidance of a risk averse culture which stifles innovation rather than supports it through the correct assessment and management of risks.

## **Risk framework**

Good practice in ERM indicates that organizations should specify their appetite for risk at a granular level related to the nature of activities in the organization. The Risk Appetite Statement specifies the amount of risk the university is willing to seek or accept in the pursuit of its strategic goals. It indicates the parameters within which the university would want to conduct its activities.

Given the devolved nature of the university, the statement is intended to act as a guide indicating:

- areas to step out and be innovative that are key to our growth/ambitions;
- areas to be conservative and compliant in their activities that are key to our delegated authority to operate; and
- the “lines” we will not cross where the implied risk exceeds the potential return.

Risks are to be managed in accordance with the University’s Enterprise Risk Management and Compliance Policy and associated procedures and guidelines, including but not limited to the Risk Appetite Statement. Where appropriate, the implementation of the statement will be incorporated into other processes and procedures of the university.

Responsibility for managing the activities of the university within the Risk Appetite Statement lies with senior administration, management of the university in particular heads of faculties, schools, support services and associated entities, as well as key university and faculty committees.

## 1. Statement of Risk Appetite

The university's approach is to minimize its exposure to risks relating to its compliance, environment, culture, and people, while accepting and encouraging an increased degree of risk in pursuit of its vision and strategic goals. WSSU recognizes that its appetite for risk varies according to the activity undertaken, and that its acceptance of risk is always subject to ensuring that potential benefits and risks are fully understood before plans and developments are authorized, and that sensible measures to mitigate risk are established where required.

The university's appetite for risk across its activities is provided in the following illustration and statements:

	Unacceptable to take risks						Higher Willingness to take risks	
	Conservative			Balanced			Entrepreneurial	
Strategic risk							<	>
Financial viability risk		<	>					
Safety and health risk	<	>						
Regulatory and compliance risk	<	>						
Teaching, learning and research risk						<	>	
Service disruption, business continuity and disaster recovery risk		<	>					
Culture and values risk			<	>				
Environmental & social responsibility risk			<	>				
Student Experience risk						<	>	
Reputational risk		<	>					

*Strategic risk* – Strategic activities are required to achieve the goals of the plan and to develop and adapt to changes in the regulatory, technological, and operational environment. In the current strategic plan, WSSU aims to:

- Strengthen Liberal Education;
- Enhance the Quality of Graduate and Professional Programs;
- Build a Commitment to Social Justice through Enhanced Community Engagement;
- Enhance Revenue and Stewardship of Resources; and
- Enhance the Quality of Physical and Operational Infrastructure.

The university acknowledges such activities and initiatives carry risk that need to be managed according to best practices in project and change management. However, the return can propel WSSU to the forefront as a recognized leader in education. It considers its risk appetite in this area to be **Entrepreneurial** in nature.

*Financial viability risk* – The university aims to improve its long-term financial viability and its overall financial strength to support the goals in the strategic plan while managing financial risk by continuing to abide by the rules and regulations set forth by the State of North Carolina and other governing bodies. However, the university acknowledges that it will need to accept the risks associated with increasing the quality of programs and facilities, such as capital expenditures. It will aim to manage financial risk by not breaching the following minimum criteria:

- Maintain a target debt to obligated resources ratio of 2.0 with a ceiling of 3.0.
- Remain within the established Endowment Spend Rate of 4.5%
- Manage construction project contingency to remain within a 3.0% standard.
- Assess a 5% overhead to Trust Funds based upon prior year expenditures (standard exceptions will apply i.e. debt service).

Consequently, the university considers its risk appetite in this area to be relatively **Conservative** in nature.

*Safety and health risk* – The university aims to provide a healthy and safe place to learn, live, and work. It places importance on the health and safety of staff, students and visitors and has no appetite for any deviation from its standards in these areas. It therefore defines its risk appetite in this area to be **Conservative**.

*Regulatory and compliance risk* – The university places great importance on compliance, and has no appetite for any material breaches in statute, regulation, professional standards, research, and ethics. It wishes to maintain its institutional accreditation status and program accreditations where applicable. The university considers its risk appetite in this area to be **Conservative**.

*Teaching, learning and research risk* – The university wishes to be amongst the leaders in transforming knowledge, ideas, skills, and expertise into advice, innovation, intellectual property, and enterprise, thereby enriching society. It recognizes that developing this may involve an increased degree of risk, and is comfortable in accepting this risk subject always to ensuring that potential benefits and risks are fully understood before developments are authorized and that sensible measures to mitigate risk are established. It therefore defines its appetite for risk in these areas as fairly **Entrepreneurial**.

*Service disruption, business continuity, and disaster recovery risk* – It is important to the university that its activities and services operate efficiently and effectively. The university therefore has limited appetite for any risk that may jeopardize its standards of operation; or could lead to a loss of confidence by its communities or key government stakeholders. It therefore defines its appetite for risk in this area as relatively **Conservative**.

*Culture and values risk* – The university aims to support, develop and use the full potential of our faculty, staff, and students and values a culture of scholarship, discovery, sustainability, engagement, social justice, integrity, collaboration, and creativity. To balance these priorities the university may at times need to accept some degree of risk. However, this will be subject to always ensuring that the potential benefits and risks are fully understood before initiatives are authorized and that sensible measures to mitigate unacceptable risk are established. It therefore defines its appetite for risk in these areas as fairly **Balanced**.

*Environment and social responsibility risk* – The university aims to make a significant, sustainable, and socially responsible contribution to all the communities within which it operates. It recognizes that this may at times involve accepting some degree of risk and is comfortable with this, subject to always ensuring that potential benefits and risks are fully understood before developments are authorized and that sensible measures to mitigate risk are established. The university considers its risk appetite in this area to be fairly **Balanced**.

*Student Experience risk* – The university wishes to stimulate students to develop a lifelong thirst for knowledge and learning, and encourage a pioneering innovative and independent attitude and an aspiration to achieve success. It recognizes that this should involve an increased degree of risk in developing education and the student experience, and is comfortable in accepting this risk subject always to ensuring that potential benefits and risks are fully understood before developments are authorized and that sensible measures to mitigate risk are established. It therefore defines its appetite for risk in this area as fairly **Entrepreneurial**.

*Reputational risk* – A positive reputation positions the university to receive greater support from policymakers, corporate partners, and major donors. It also allows the university to attract higher-calibre faculty and staff and more and better-qualified students to its programs. The university continues to strive to improve its reputation; therefore, the university has a relatively **Conservative** appetite for risk in the conduct of any of its activities that puts its reputation and brand in jeopardy; could lead to adverse publicity; or could lead to loss of confidence by its governing bodies.

## 2. Implementation of the University's Risk Appetite

### a) Responsibility

All Executive Staff are responsible for the implementation of, and compliance with, this Statement.

### b) Communication

The university's Risk Appetite Statement is to be distributed to all managers through the Executive Staff and published on the university's **intranet (when it is available)**.

### c) Risk Assessments

All Executive Staff develop and maintain a Risk Register of the business risks faced by each department or faculty in its day-to-day operations and the control framework which is in place to mitigate these risks. These registers take into account risks from within the university and external sources and are reviewed regularly throughout the year internally and externally by the UNC System Office and the Board of Governors. Risk Registers are also updated when there are key changes in policies, structures or functions.

All risks which are judged as unacceptable at a departmental level are reported to the university's ERM Steering Committee for the development of action plans to reduce these risks to acceptable levels, where appropriate.

All Executive Staff are delegated responsibility to manage their specific operational risks in a manner which is consistent with this statement and appropriately escalating any risks outside appetite. Department or faculty risk appetite settings for each risk in their Risk Registers must also be consistent with this statement.

### d) Confirmation and Review:

This statement has been considered by the university's Chancellor and Audit, Risk, and Compliance Committee and formally adopted by the university's Board of Trustees at its meeting on **xx 20xx**.

This Risk Appetite Statement is reviewed annually, or whenever there is a significant change to the university's operating environment. This review is coordinated by the ERM Steering Committee.

[WSSU Strategic Plan](#)

**RESOLUTION OF THE BOARD OF TRUSTEES  
OF WINSTON-SALEM STATE UNIVERSITY**

**AUTHORIZING THE ESTABLISHMENT OF EASEMENTS FOR THE CITY OF WINSTON-SALEM -  
BRUSHY FORK GREENWAY - PHASE 4 PROJECT BY DONATION OR DEED**

**WHEREAS**, The **City of Winston-Salem, NC** proposes to extend its' Greenway System by constructing **Brushy Fork Greenway – Phase 4** from Reynolds Park Road, along the western side of Brushy Fork Creek to the existing Brushy Fork Greenway just north of Lowery Street; and

**WHEREAS**, a portion of the Greenway is proposed to be located on property owned by the **State of North Carolina through Winston-Salem State University**; and

**WHEREAS**, to accomplish this goal, it is necessary to establish both a **Temporary Construction Easement (TCE)** and a **Permanent Greenway Easement (PGE)** as shown in Exhibit A, for the final phase of the Brushy Fork Greenway; and

**WHEREAS**, acquisition, by the City of Winston-Salem, of the TCE and PGE on the property owned by the State of North Carolina through Winston-Salem State University will be have to be accomplished, **either by donation, by deed for the appraised amount**, or by condemnation if necessary; and

**WHEREAS**, it may be necessary for the City of Winston-Salem to acquire additional easement square footage for reasons such as unforeseen field conditions or recommended design revisions during construction that result in net cost savings to the project.

**NOW THEREFORE**, in consideration of the premises above, the sufficiency and adequacy of which is hereby acknowledged,

**BE IT RESOLVED**, that the Board of Trustees of Winston-Salem State University hereby delegates to the Chancellor of Winston-Salem State University the authority to negotiate an appropriate conveyance of said Temporary Construction Easement and Permanent Greenway Easement by either donation, deed, or condemnation as described herein and that, if sold or condemned, the recommended purchase price of **\$38,175** and all costs associated with the acquisition are paid for by the City of Winston-Salem, NC, such action **TO COMMENCE AS SOON AS PRACTICAL, AND TO COORDINATE WITH THE North Carolina Department of Administration State Property Office**, and to take such other action as may be necessary to carry out the intent of this resolution.

**BE IT FURTHER RESOLVED** that Chancellor is directed to keep the Board of Trustees advised of actions taken on its behalf to accomplish this stated objective.

This resolution shall be effective upon its adoption.

This the 14<sup>th</sup> day of December, 2018

\_\_\_\_\_  
Dr. William U. Harris, Chairman  
WSSU Board of Trustees

\_\_\_\_\_  
Scott F. Wierman, Secretary  
WSSU Board of Trustees

# TUITION & FEES INCREASE

## PROPOSALS

FY 2019-20



# WSSU

**WINSTON-SALEM** STATE UNIVERSITY

\*Subject to Approval by the WSSU Board of Trustees



# PROCESS

- Annual Process at each UNC System campus
  - An interdisciplinary committee comprised of representatives from – Students, Faculty and Senior Management
  - Departmental representatives present proposals/recommendations to the committee regarding respective increases.
  - The committee presents recommendations to:
    - Chancellor
    - Student Forums (2)
  - Final recommendations provided to the Board of Trustees, and upon approval forwarded to the UNC Board of Governors

# TUITION & FEES COMMITTEE

## Co-Chairs

- Dr. Anthony Graham, Provost & Vice Chancellor. Academic Affairs
- Jamar Banks, Interim Vice Chancellor. Student Affairs
- William Gibson, President. Student Government Association

## Student Representatives

- Kambre Stephens
- Tavonte Gray
- Courtney Samuels

## Staff Representatives

- Camille Kluttz-Leach, Chief of Staff
- Constance Mallette, Vice Chancellor. Finance & Administration
- Dr. Carolyn Berry, Sr. Associate Provost
- Letitia Wall, Associate Provost

## Faculty Representative

- Dr. Bodiford Stackhouse, Faculty Senate Chairperson

## Staff Senate Representative

- Leslie Winbush, Staff Senate President

# TUITION & FEES GUIDANCE

- Commitment to Affordability & Accessibility of higher education
- No tuition increases are allowed for undergraduate resident students
- No requests or increases for special fees
- Recommend increases for Undergraduate Non-Resident & Graduate Tuition inline with competitive market rates
- General Fees & Debt Service Fees – Increase not to exceed 3%, for WSSU = \$72.40

# TUITION RATE CHANGES

Category	FY 2016-17 Tuition	17-18 \$ Increase	% Increase	FY 2017-18 Tuition	% Increase	FY 2018-19 Tuition	FY 19-20 % Increase	FY 2019-20 Tuition
Undergrad-Resident	\$3,335	\$66	2%	\$3,401	0%	\$3,401	0%	\$3,401
Graduate-Resident	\$3,796	\$76	2%	\$3,872	0%	\$3,872	0%	\$3,872
Undergrad-Non Resident	\$13,446	\$202	1.5%	\$13,648	0%	\$13,648	0%	\$13,648
Graduate-Non-Resident	\$13,713	\$274	2%	\$13,987	0%	\$13,987	0%	\$13,987

# GENERAL FEES RATE CHANGES

<b>Fee</b>	<b>FY2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>Proposed \$Change</b>	<b>% Change</b>	<b>2019-2020</b>
Athletics	\$694.00	\$694.00	\$694.00	\$745.00	\$745.00	\$35.00	4.7%	780.00
Health Services	247.00	247.00	247.00	267.00	267.00	\$0.00	-	267.00
Student Activities	530.70	530.70	530.70	530.70	530.70	\$15.00	2.8%	545.70
Educational & Technology	416.46	416.46	416.46	416.46	416.46	\$0.00	-	416.46
Debt Service	\$460.00	\$460.00	\$460.00	\$460.00	\$423.00	\$0.00	-	\$423.00

# TUITION & FEES – NATIONAL PEERS

Institution	UG Resident Tuition & Fees 2018-19	Quartile
Rutgers University Camden	\$14,857	1st
William Paterson University of New Jersey	13,060	1st
Francis Marion University	11,160	1st
University of South Carolina Aiken	10,802	1st
Prairie View A & M University	10,533	2nd
Norfolk State University	9,490	2nd
Jacksonville State University	9,150	2nd
Virginia State University	9,056	2nd
University of Maryland Eastern Shore	8,302	3rd
SUNY College at Old Westbury	8,143	3rd
Morgan State University	7,900	3rd
Delaware State University	7,868	3rd
Alcorn State University	7,084	4th
Albany State University	6,726	4th
Fort Valley State University	6,664	4th
<b>Winston-Salem State University</b>	<b>\$5,904.16</b>	<b>4th</b>

# TUITION & FEES – NATIONAL PEERS

Institution	UG Nonresident Tuition & Fees 2018-19	Quartile
Rutgers University Camden	\$31,165	1st
Prairie View A & M University	24,843	1st
Francis Marion University	21,544	1st
Norfolk State University	21,418	1st
William Paterson University of New Jersey	21,260	2nd
University of South Carolina Aiken	21,260	2nd
Virginia State University	20,307	2nd
Albany State University	19,802	2nd
University of Maryland Eastern Shore	18,508	3rd
Morgan State University	18,167	3rd
Fort Valley State University	18,032	3rd
SUNY College at Old Westbury	17,922	3rd
Jacksonville State University	16,926	4th
Delaware State University	16,904	4th
<b>Winston-Salem State University</b>	<b>\$16,151.16</b>	<b>4th</b>
Alcorn State University	\$7,084	4th

# STUDENT ACTIVITY FEE



# STUDENT ACTIVITIES

## \$15.00 Fee Increase Request

- Address the growing needs of WSSU students, focusing on experiential and co-curricular learning. Consistent with the Strategic Plan, three important areas have been identified:
  1. Social Justice
  2. Experiential Education
  3. Excellent Facilities
- Provide engaged students with the tools and theories needed to become successful leaders, change-makers, activists and community organizers.

Current Fee	Fee Increase Request	Proposed Fee	Projected Revenue
\$530.70	\$15.00	\$545.70	\$64,275 <i>(\$15 x 4,285 FTE's)</i>

# STUDENT ACTIVITY FEE – PROPOSED USES

## Leadership Institute: Social Justice Speaker Series - \$15,000

○ Students will enhance their leadership abilities and broaden ideas on possibilities through participation in workshops, role-plays and activities - \$15,000

## Experiential Education - \$35,275

○ Students develop knowledge, skills, and values from direct experiences outside the traditional academic setting.

○ Thurgood Marshall Leadership Institute (20 WSSU Students) - \$15,000

○ Funding aimed at reducing challenges with low-paying or unpaid internships - \$15,275

○ Costs associated with Community Service/Service Learning - \$5,000

## Facilities/Housekeeping - \$14,000

○ Adhere to State imposed personnel cost increases for fee supported salary positions less than \$31,200 (New State minimum salary is \$31,200)

# ATHLETICS FEE

# DEPARTMENT OF ATHLETICS

## \$35.00 Fee Increase Request

The Athletics program is primarily funded by student athletics fees. The fee increase will support Athletics operations to include leadership development for student athletes, maintenance of playing surfaces, and replacement of safety equipment.

Current Fee	Increase	Proposed Fee	Projected Revenue
\$745.00	\$35.00	\$780.00	\$149,975 <i>(\$35 x 4,285 FTE's)</i>

# DEPARTMENT OF ATHLETICS – PROPOSED USES

## **Educational Experience/Leadership Opportunities -\$9,975**

- Support Leadership Development Opportunities for Student Athlete Advisory Committee (SAAC) and transportation for Community Service engagements

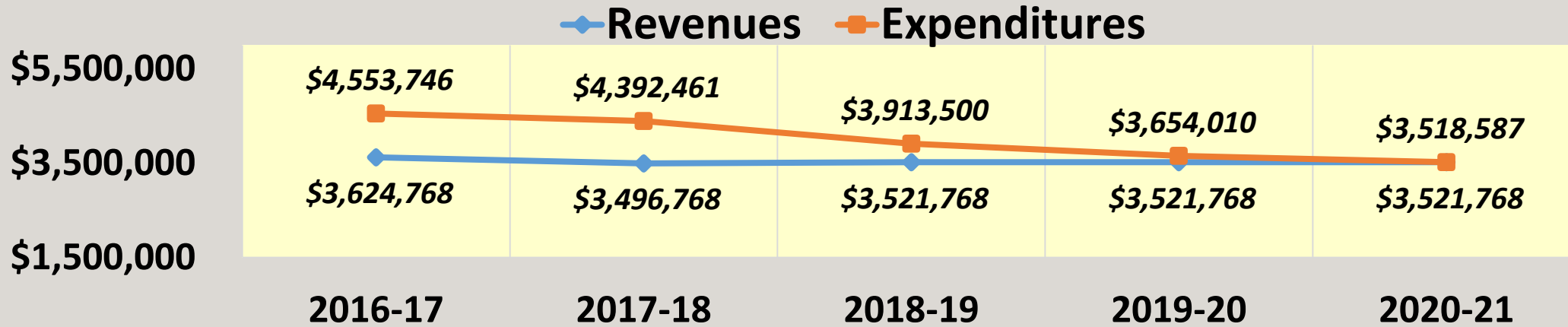
## **Facilities Upgrades and Maintenance - \$120,000**

- Upgrade bleachers in the Gaines Center consistent with safety standards - \$75,000
- General maintenance and upkeep of Athletic Playing surfaces - \$45,000

## **Equipment upgrades - \$20,000**

- Upgrade equipment for student-athletes and cover medical supplies

# FY 2017-2021 BUDGET ASSUMPTIONS



- Consistent with the Strategic Plan, the goal is to maintain a balanced budget at \$3.8M by FY 2020-21
- Increase fundraising and ticket sales
- Reduce personnel compensation/staffing levels, and sport offerings consistent with NCAA guidelines for cost saving opportunities
  - *All changes will require a review of Title IX implications*
- Current Athletics Revenues - \$3,431,738 (*Athletics Fee - \$2,972,550, Other Support Revenue - \$459,188 (Ticket/Parking Sales/Fundraising, NCAA Conference Distribution)*)



# **2019-20 Proposed Meal Plan Rates Dining Services**

# Meal Plan Increase Justification for 2019-2020

## 3% Proposed Increase

- Increase in Consumer Price Index
- Increase in Maintenance Costs related to Dining Services
- Increase in Declining Balance on Meal Plans
  - ✓ \$25.00 for plans 1 and 2
  - ✓ \$15.00 for plan 3
- Add 5 Guest Passes per semester to Meal Plans 2 & 3



# 2019-20 Proposed Meal Plan Rates

## Residential Plans

Proposed Rates 2019-20

Current Rates 2018-19

Meal Plan Number ME = Meal Exchanges in Food Court	Number of Meals Per Semester (304 meals in 16 weeks)	Base Cost Per Plan (Without Declining Balance)	3% Increase On Base Price	Declining Balance Per Plan	6.75% Tax Per Plan	Rates Per Semester (With Declining Balance & Tax)	Increase Cost Per Plan
1. 10 ME & 5 Guest Passes	Unlimited	\$1,578.97	\$46.72	\$200.00	\$106.58	\$1,885.55	\$48.19
1. 10 ME & 5 Guest Passes	Unlimited	\$1,557.25		\$175.00	\$105.11	\$1,837.36	
2. Add 5 Guest Passes	220	\$1,362.70	\$40.42	\$325.00	\$91.98	\$1,779.68	\$41.46
2.	220	\$1,347.28		\$300.00	\$90.94	\$1,738.22	
3. Add 5 Guest Passes	160	\$1,223.98	\$36.09	\$265.00	\$82.62	\$1,571.60	\$37.51
3	160	\$1,202.89		\$250.00	\$81.20	\$1,534.09	

# 2019-2020 Proposed Meal Plan Rates

## Commuter Plans

Proposed Rates 2019-20

Current Rates 2018-19

Meal Plan Number	Number of Meals Per Semester	Base Cost Per Plan (Without Declining Balance)	3% Increase on Base Price	Declining Balance Per Plan	6.75% Tax Per Plan	Rates Per Semester (With Declining Balance & Tax)	Increase/Decrease Per Plan
4.	100	\$826.01	\$24.06	\$400.00	\$55.76	\$1,281.77	\$27.69
4.	100	\$801.95		\$400.00	\$54.13	\$1,254.08	
5.	50	\$372.68	\$10.85	\$400.00	\$25.16	\$797.84	\$11.59
5.	50	\$361.83		\$400.00	\$24.42	\$786.25	
6.	25	\$195.30	\$5.69	\$300.00	\$13.18	\$508.48	\$6.07
6.	25	\$189.61		\$300.00		\$502.41	

# MASTER OF HEALTHCARE ADMINISTRATION

## Purpose & Benefits of Request

- Additional resources will enhance faculty development and software enhancement systems
- Allow the program to be competitive with other programs in the region by offering students transformative academic experiences and access to learning materials/educational supplies
- Maintain a unique learning management platform as the program transitions to fully online delivery methods

**WINSTON-SALEM** STATE UNIVERSITY

\*Only Impact students in the Master of Health Administration

# MASTER OF HEALTHCARE ADMINISTRATION

Category	FY 2018-19 Tuition	Annual Increase Request	Proposed FY 2019-20	Projected Number of Students	Projected Tuition Revenue
Graduate Resident	\$3,872	\$1,000	\$4,872	40	\$40,000
Graduate Non-Resident	\$13,987	\$2,000	\$15,987	5	\$10,000

Projected Use of Revenues for Program Enhancement	Amount
Educational Supplies	\$10,500
Internship/Program Development	\$7,600
Software Purchase	\$22,400
Faculty Development	\$9,500
<b>TOTAL</b>	<b>\$50,000</b>

# FY 2019-20 TUIITION & FEE SUMMARY

# FY 2019-20 TUITION & FEES RECAP

Tuition Category	FY 2018-19 Tuition	Proposed Increase	% Change	Revenue Generated	FY 2019-20
Undergraduate Resident	\$3,401	\$0.00	0.0%	\$0	\$3,401
Undergraduate Non-Resident	\$13,648	\$0.00	0.0%	\$0	\$13,648
Graduate Resident	\$3,872	\$0.00	0.0%	\$0	\$3,872
Graduate Non-Resident	\$13,987	\$0.00	0.0%	\$0	\$13,987
<b>Master of Healthcare Administration</b> <i>(Graduate &amp; Professional School Increase Request)</i>					
Graduate Resident	\$3,872	\$1,000	New	\$40,000	\$4,872
Graduate Non-resident	\$13,987	\$2,000	New	\$10,000	\$15,987

# Master of Healthcare Administration Graduate & Professional School Tuition Increase Request

- **Graduate Resident - \$1,000 per year**
- **Graduate Non-Resident - \$2,000 per year**

# FY 2019-20 TUITION & FEES RECAP (cont.)

	2018-19 Fees	Proposed Increase	% Change	2019-20 Fees
<b>General Fees &amp; Debt Service</b>				
Athletics	\$745.00	\$35.00	4.7%	\$780.00
Health Services	267.00	0.00	0.0%	267.00
Student Activities	530.70	15.00	2.8%	545.70
Educational & Technology	416.46	0.00	0.0%	416.46
Campus Security	30.00	0.00	0.0%	30.00
Debt Service	423.00	0.00	0.0%	423.00
ASG Fee	1.00	0.00	0.0%	1.00
<b>Total Proposed UG Fees</b>	<b>\$2,413.16</b>	<b>\$50.00</b>	<b>2.1%</b>	<b>\$2,463.16</b>

- Meal Plans – 3% Increase request
- No Increase on Tuition, Housing rates or other fees



# FY 2018 - 19 TUITION & FEES

## The University of North Carolina Tuition and Fees Applicable to All Regular Full-Time Undergraduate Students 2018-19

	Tuition		General Fees					Total General Fees	Debt Service Fee	Total Fees*	Total Resident Tuition & Fees	Total Nonresident Tuition & Fees
	Resident	Nonresident	Athletics	Health Services	Student Activities	Educational and Tech.	Campus Security					
NC State University	6,535.00	25,878.00	232.00	407.00	679.32	439.28	30.00	1,787.60	572.00	2,359.60	8,894.60	28,237.60
UNC-Chapel Hill	7,019.00	33,202.00	279.00	400.15	397.97	444.86	30.00	1,551.98	185.85	1,737.83	8,756.83	34,939.83
East Carolina University	4,452.00	20,729.00	723.00	263.00	694.00	395.00	30.00	2,105.00	460.00	2,565.00	7,017.00	23,294.00
NC A & T State University	3,540.00	16,750.00	845.00	338.50	714.25	449.06	30.00	2,376.81	588.00	2,964.81	6,504.81	19,714.81
UNC Charlotte	3,812.00	17,246.00	824.00	243.00	632.00	592.00	30.00	2,321.00	720.00	3,041.00	6,853.00	20,287.00
UNC Greensboro	4,422.00	19,581.00	761.00	302.00	550.00	446.00	30.00	2,089.00	707.00	2,796.00	7,218.00	22,377.00
Appalachian State University	4,242.00	19,049.00	760.00	325.00	646.00	576.00	30.00	2,337.00	634.00	2,971.00	7,213.00	22,020.00
Fayetteville State University	2,982.00	14,590.00	718.00	237.00	565.00	382.00	30.00	1,932.00	335.00	2,267.00	5,249.00	16,857.00
NC Central University	3,728.00	16,435.00	847.00	267.66	476.40	428.15	30.00	2,049.21	570.00	2,619.21	6,347.21	19,054.21
UNC Pembroke	1,000.00	5,000.00	747.52	190.00	679.84	528.91	30.00	2,176.27	240.00	2,416.27	3,416.27	7,416.27
UNC Wilmington	4,443.00	18,508.00	749.55	219.00	687.95	494.24	30.00	2,180.74	376.00	2,556.74	6,999.74	21,064.74
Western Carolina University	1,000.00	5,000.00	756.00	306.00	618.00	544.00	30.00	2,254.00	523.00	2,777.00	3,777.00	7,777.00
Winston-Salem State University	3,401.00	13,648.00	745.00	267.00	530.70	416.46	30.00	1,989.16	423.00	2,412.16	5,813.16	16,060.16
UNC Asheville	4,122.00	20,845.00	830.00	368.00	768.00	490.00	30.00	2,486.00	394.00	2,880.00	7,002.00	23,725.00
Elizabeth City State University	1,000.00	5,000.00	878.87	255.03	703.00	326.00	30.00	2,192.90	-	2,192.90	3,192.90	7,192.90
UNC School of the Arts (1)	6,497.00	22,640.00	N/A	882.00	748.00	704.00	30.00	2,364.00	-	2,364.00	8,861.00	25,004.00

(1) Does not include High School

\* In addition to the fees above, the Board also authorized a \$1 ASG fee which is not included in the total fees amount.

3/23/18

# FEEDBACK/QUESTIONS

# NEXT STEPS...

- ❖ After Student Forum Presentation on November 6, 2018
- ❖ 2<sup>nd</sup> Student Forum presentation – November 13, 2018
- ❖ Recommendations to the Board of Trustees
- ❖ Submission to the UNC System Office for final approval by the Board of Governors by December 5, 2018

**THANK YOU!**

**WINSTON-SALEM** STATE UNIVERSITY

# Igniting WSSU Champions

Winston-Salem State University



# WSSU

# Introduction

# What is a WSSU champion?

A WSSU champion:

- Promotes the university and its accomplishments in academic, professional, and social settings;
- Becomes a storyteller that makes the WSSU brand come alive;
- Has a greater understanding of WSSU's value to the region, state, and nation;
- Is inspired and inspires others to financially support the university;
- Advocates on behalf of the university with federal, state, and local representatives; and
- Encourages prospective students to consider WSSU for their college experience.

# Who are WSSU champions?

Anyone who is interested in and passionate about WSSU can be a WSSU champion. For our formal program, we are targeting:

- Faculty and staff
- Alumni
- Current students
- Parents of current students/parents of alumni
- Board of Trustee members
- WSSU Foundation Board members
- The community



# Pilot project

# Goals of the pilot project

- Start with a group of highly invested faculty, staff, students, alumni, and friends – in addition to the members of our Board of Trustees and the WSSU Foundation Board
- Launch a “WSSU Champion Toolbox” with resources for champions.
- Solicit feedback on ways the program can be improved before rolling it out to a larger audience.

# WSSU Champion Toolbox

- “Insider” information with suggested social media tags
- WSSU Champion website
- Special “WSSU Champion” pin
- Advocacy Guide
- Digital package: social media banners, downloadable graphics and flyers, etc.
- Closed Facebook group for WSSU Champions

# WSSU Champion Website

- Latest news from and headlines about WSSU
- PowerPoint presentation that WSSU Champions can use for Rotary Club or other civic organization presentations
- Downloadable flyers and other materials
- Logging form to report WSSU Champion activities
- Printable Points of Pride flyer

# WSSU Champion activities

WSSU Champions are asked to complete at least three of the below items annually to maintain their membership. Activities can be logged using an easy online logging form.

- Present about WSSU at a community or civic event
- Advocate for the university with local, state, and federal lawmakers
- Write letters to the editor about WSSU and its value to the state, region, and nation
- Speak at a local high school about your WSSU Experience
- Help organize networking and recruiting events
- Post internships, part-time or full-time jobs at your company with Career Development Services
- Actively engage with the university's social media channels by commenting, liking and sharing wherever appropriate.

# Incentives

- In the loop on on new and exciting things happening on campus
- Monthly kudos for champions who go are especially active
- Opportunities to be named WSSU Champion of the Year
- Networking opportunities with university personnel and community organizations
- Opportunities to enhance a resume through professional development opportunities, such as guest speaking, mentoring, and networking

# Questions?

# Academic Affairs Committee

Dec 13, 2018 11:45 AM - 1:30 PM EST

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**Winston-Salem State University  
Winston-Salem, North Carolina**

**Academic Affairs Committee Meeting  
Board of Trustees**

**Blair Hall, Chancellor's Conference Room  
December 13, 2018  
11:45 am  
AGENDA**

1. Call to Order-Sue Henderson, Committee Chairperson
2. Roll Call—Recorder
3. Approval of Agenda\*
4. Approval of Minutes from September 20, 2018 Committee Meeting\*
5. Approval of Policies\*  
  
Post-tenure Review Policy (REVISED)  
Faculty Credentialing and Verification Policy (NEW)
6. Report from the Faculty Senate—Dr. Lee Stackhouse, Senate Chairperson
7. Admission Exceptions Report for Fall 2018
8. Academic Affairs Report—Dr. Anthony Graham, Provost and Vice Chancellor for Academic Affairs
9. Closed Session
10. Adjournment

\*Items requiring approval

**WINSTON-SALEM STATE UNIVERSITY**  
**Office of the Provost**  
**Academic Affairs Division**

**MEETING MINUTES**

**Academic Affairs Committee of the Board of Trustees**  
**September 20, 2018**

Board members present: Robert Barr, William Gibson, Susan Henderson (chair), William Harris, Drewry Nostitz, Scott Wierman. A quorum was present.

University staff and students present: A. Jamar Banks, Carolynn Berry, Wanda Brown, Elaine Collins-Brown, Stephanie Dance-Barnes, Anthony Graham (ex-officio), Jaime Hunt, Joel Lee, Derrick Murray, Hamdy Radwan, Elwood Robinson, Darryl Scriven, Lee Stackhouse, Letitia Wall

1. Sue Henderson called the meeting to order at 12:05 p.m. She started the meeting by welcoming Trustee Robert Barr to his first committee meeting and Dr. Anthony Graham, the new Provost and Vice Chancellor for Academic Affairs to his first committee meeting.
2. Letitia Wall completed the roll call. A quorum of board members was present.
3. William Harris motioned and Scott Wierman seconded approval to accept the revised agenda. The motion was approved.
4. William Harris motioned and Drewry Nostitz seconded the motion to approve the minutes from the June 7, 2018 committee meeting. The motion was approved.
5. The policy on the consent agenda was the involuntary medical withdrawal policy which allows the university flexibility to withdraw a student for medical reasons. Dr. Harris motioned and Ms. Nostitz seconded the motion and it was approved.
6. A motion to approve the organizational structure to align academic affairs and student affairs was motioned by Ms. Nostitz and seconded by Mr. Wierman. The motion was approved.
7. Report of the Faculty Senate- Dr. Lee Stackhouse Chair of the Faculty Senate and Dr. Hamdy Radwan, Delegate to the UNC Faculty Assembly brought updates on behalf of the faculty. Dr. Stackhouse shared that he is observing increased engagement among the faculty. More are attending general faculty meetings, more are actively engaged in use of

undergraduate teaching assistants, incorporating research in the classroom and participating in course redesign initiatives. Dr. Radwan shared three top topics that the UNC Faculty Assembly will focus on this year: faculty retention funds, summer school initiatives, and digital learning.

8. Report of the Provost and Vice Chancellor for Academic Affairs-Dr. Graham introduced new members of his leadership team: the new Dean of the College of Arts, Sciences, Business and Education, Dr. Darryl Scriven and the Interim Associate Provost and Dean of University College, Dr. Stephanie Dance-Barnes. Dr. Graham introduced himself to the committee by telling his story and how he overcame personal challenges to become an esteemed teacher, professor and administrator. He stated that shares his story, especially to students so that they can know that, even with challenges, one can still move towards success.

Dr. Graham shared four strategic priorities for this academic year around meeting goals of the university strategic plan:

1. Renew a culture of accountability to increase productivity
2. Implement strategies for increasing student enrollment and enhancing students success, like retention, timely progress to degree and graduation rates
3. Foster a campus climate that promotes intellectual curiosity, social justice and inclusivity
4. Increase faculty instructional innovation, scholarship, and creative activity and engagement.

Aligning specific activities towards these goals will continue to move the needle towards transformative learning experiences for our students. Finally, in his report, Dr. Graham shared some of the enrollment data for this fall with the committee. Fall enrollment is up slightly from fall enrollment in 2017, with impressive growth in the graduate enrollment. Freshman enrollment remained relatively flat while continuing enrollment and transfer enrollment increased slightly.

9. A motion to adjourn the meeting was made by Dr. Harris and seconded by Mr. William Gibson. The motion was approved and the meeting adjourned at 12:53 p.m.

Respectfully submitted,

Letitia Wall

## Section V. Post-Tenure Review

Every five years tenured faculty should undergo a thorough cumulative evaluation called a Post-Tenure Review. The Post-Tenure Review is designed to promote continuous renewal and improvement among faculty members who have tenure and is required by policy of the Board of Governors (BOG) of the University of North Carolina. A review undertaken as part of a promotion application can qualify as a cumulative review. Directional goals established at the beginning of the 5-year cycle by the chair and faculty member should be used in setting milestones to be reviewed annually by the senior faculty/chair. The 5-year formal post-tenure review and recommendations should be made by senior faculty who are at equal or higher ranks and presented to the faculty member, chair (if not part of the review committee) and dean in writing. In addition, the dean must provide an evaluative review.

A promotion application can be considered as a post-tenure review if it occurs 3-5 years after a successful tenure, promotion or post-tenure review. If the faculty member under review is not recommended for promotion, the application will undergo the post-tenure review process. It shall be the responsibility of the dean to assure compliance with standards of performance established by faculty members in their department.

Postponement of the scheduled five-year review may be requested for extenuating circumstances, such as illness, educational leave, and family and/or personal crisis. A request for postponement must be presented to and approved by the chair of the department, the dean, and the provost and filed with the Office of Faculty Affairs, who will in turn make a notation in the electronic record of the faculty member.

The faculty member will provide the following documents: a narrative in executive summary format (3-5 pages) articulating the outcomes achieved by the faculty member in the performance of teaching, scholarship, and service relative to the directional goals set at the beginning of the review cycle or the post-tenure or promotion criteria of the department; evidence to support the narrative and an current curriculum vitae. The department shall be required to provide written annual evaluations for the five years following the awarding of permanent tenure or last post-tenure review. Failure by the department to supply annual reviews should not negatively impact the faculty member's review. If faculty responsibilities are primarily only to one or two of these areas, post-tenure review and resulting recommendations will take this allocation of responsibilities into account.

Each department will elect a group of at least three faculty members who have tenure at or above the rank of the faculty member under review, excluding the department chair, to serve on the Post-Tenure Review Committee. The faculty member being reviewed will not have the option of selecting members of the Post-Tenure Review Committee. If a department is unable to elect a group of at least three rank-appropriate tenured, rank-appropriate faculty from similar departments to constitute the Post-Tenure Review Committee. A department within the same Faculty, in the case of the College, or within the same School shall be considered a similar department. A chair shall be selected from the members of the Post-Tenure Review Committee. The chair and the Committee should be re-elected at two-year intervals.

The chair of the Post-Tenure Review Committee will contact the faculty member(s) to be reviewed to request the review materials and to share the timeline for the review. The timelines must fall within those

established by the university so that reports can be submitted to the BOG when required. After careful consideration of the material evidence and consultation with the department chair, the Post-Tenure Review Committee shall render a report summarizing the results of the evaluation with recommendations. The evaluative findings are Outstanding Performance, Satisfactory Performance, or Unsatisfactory Performance.

The report shall be reviewed by the department chair before it is presented to the faculty member by the chair of the Post-Tenure Review Committee. The department chair forwards the committee's report and the faculty member's materials to the dean who must provide an independent evaluative review. The dean must provide the faculty member and the provost's office with a copy of her/his report which includes a summary of the committee's recommendation. The letter is placed in the faculty member's personnel record. An Unsatisfactory Performance report must include a statement of the faculty member's primary responsibilities and specific descriptions of shortcomings as they relate to the faculty member's responsibilities.

If there is agreement between the committee, department chair and the dean that performance is at least satisfactory, then the post-tenure review is complete. The department chair and faculty member set directional goals for the next five-year post-tenure review. If the committee, chair and the dean agree that performance is unsatisfactory then the review is complete. If there is not agreement that the performance is at least satisfactory, then the review is sent to the provost for a final recommendation.

If the performance is deemed Unsatisfactory, the faculty member can contest the report and appeal the findings to the Faculty Grievance Committee or the faculty member can accept the report and enter into a development period not to exceed three years. The development plan approved by the chair and dean must include specific steps designed to lead to improvement, a specified timeline in which improvement is expected to occur, and a clear statement of consequences should improvement not occur with the designated timeline. If the faculty member's performance remains unsatisfactory after the three-year period following the review, the department chair will recommend an appropriate disposition (sanction) to the dean. Disciplinary sanctions referencing failure to achieve the outcomes established in the overall Post-Tenure Review and the Development Plan must be consistent with criteria designated in the UNC Policy Manual (Chapter VI of The Code of the University of North Carolina). The department chair will provide a peer mentor and will schedule progress meetings with the faculty member who receives an Unsatisfactory Performance rating on at least a semi-annual basis during the specified timeline. If duties are modified as a result of a less than satisfactory rating, then the development plans shall be revised to take into account the new allocation of responsibilities. If the faculty member achieves the anticipated outcomes within the specified incremental time period, a Satisfactory or (Outstanding) rating will be granted.

If the faculty member is progressing in a positive direction, but has not yet achieved the satisfactory or higher level performance rating according to the timeline, the chair in consultation with the dean may recommend a redesign or adjustment to the development plan prior to reevaluation by the Post-Tenure Review Committee at the end of the three-year period. The faculty member, chair and dean should all receive copies of the redesigned plan.

## **Section V. Post-Tenure Review**

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The chair of the Post-Tenure Review Committee will contact the faculty member(s) to be reviewed to request the review materials and to share the timeline for the review. The timelines must fall within those established by the university so that reports can be submitted to the BOG when required. After careful consideration of the material evidence and consultation with the department chair, the Post-Tenure Review Committee shall render a report summarizing the results of the evaluation with recommendations. The evaluative findings are Outstanding Performance, Satisfactory Performance, or Unsatisfactory Performance.

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If the faculty member is progressing in a positive direction, but has not yet achieved the satisfactory or higher level performance rating according to the timeline, the chair in consultation with the dean may recommend a redesign or adjustment to the development plan prior to reevaluation by the Post-Tenure Review Committee at the end of the three-year period. The faculty member, chair and dean should all receive copies of the redesigned plan.

## Faculty Credentialing and Verification Policy

### Purpose

This policy is designed to ensure that all individuals assigned instructional responsibilities for credit-bearing courses are qualified to teach at Winston-Salem State University.

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) sets standards on faculty qualifications for accreditation purposes. Standard 6.2.a of the *Principles of Accreditation* reads, “For each of its educational programs, the institution justifies and documents the qualifications of its faculty members.” This policy provides clear policy and procedure by which Winston-Salem State University meets this standard of accreditation.

### Definitions

Instructional role is defined by the academic level of the course section assigned and the individual’s responsibility for that course section. The following are the categories of instructional roles that may be assigned to faculty members.

**Instructor of Record** (often referred to as “Course Director”) -- Responsible for: (1) the overall design, contents, and delivery of the course section; (2) overseeing all other faculty or graduate teaching assistants who participate in delivering some component of the course (such as conducting lectures, labs, field work, or related activities); and (3) approval of the final course grade assigned to each student. There must be a qualified Instructor of Record for each credit-bearing course section offered.

**Primary Instructor** -- May be assigned to any of the following responsibilities: (1) development of the course section content and materials, (2) delivering lectures, (3) managing class-related activities (such as labs, field work, etc.), (4) evaluating or grading student work that contributes to final course grades, and/or approving the final course grade assigned to each student. Typically responsible for 50% or more of the total effort for the course. A Primary Instructor might or might not be the Instructor of Record for a given course.

**Secondary Instructor** -- May participate in any of the following: (1) development of the course section material, (2) delivering lectures, (3) managing class-related activities (such as labs, fieldwork, etc.), and (4) evaluating or grading student work that contributes to the final course grades assigned. Does not have authority to approve final course grades. Typically responsible for less than 50% of the overall effort for the course, and therefore cannot be designated as the Instructor of Record.

### Qualifications for Teaching

Consistent with the *Faculty Handbook*, an Instructor’s qualifications must be appropriate for the level, discipline, and topic of each course taught. Qualifications may consist of academic credentials (earned degrees or completed coursework) or alternative credentials (professional experience or demonstrated competency) or a combination of these credentials. When determining acceptable qualifications a person must have to serve as Instructor, Winston-Salem State University gives primary consideration to the highest degree earned. The qualifying degree should be in the same discipline or one closely related to the subject matter of the course to be taught. The level of the course dictates the minimum level of the degree the instructor must hold, as described below:



**Undergraduate General Education and Baccalaureate Courses:**

Earned doctorate or master's degree in the same or closely related discipline as the course taught, or master's degree with a concentration in that discipline (a minimum of 18 graduate semester hours).

**Graduate and Post-Baccalaureate Courses:**

Earned doctorate or terminal degree in the same or closely related discipline as the course taught.

**Alternative Qualifications**

In lieu of an earned terminal degree or graduate coursework in an appropriate field as described above, Instructors may be qualified by professional experience or by a combination of education and experience. The University also considers other qualifications, including, as appropriate, undergraduate or graduate degrees, specialized coursework, record of research in the field, related work experiences, professional licensure and certifications, honors and awards, documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes of the course.

Credentials in the field alone are not necessarily sufficient to establish suitable expertise. Department chairs or their designees are responsible for ensuring that individuals serving as Instructor of Record have suitable expertise in the specific topic or content area of that course. When an instructor teaches a course in which s/he has no documented topical expertise (through, e.g., scholarly research in the area or graduate coursework), department chairs or their designees must document the existence of other demonstrated competencies and achievements that contribute to effective teaching and learning outcomes.

**Process to Approve Teaching Qualifications and Justification of Exceptions**

Within each college/school, the dean assigns responsibility to the department chair or associate dean for documenting and justifying the qualifications for each course offered by the department/program. The department chair or associate dean shall review the qualifications of the instructor at the time of initial appointment, but in all cases before an instructor begins teaching. The dean is ultimately responsible for ensuring that the qualifications of those with a pedagogical role are justified and the credentials verified. The dean or designee must review and approve all appointments and teaching assignments that are based on alternative qualifications. Written justification for exceptions from the degree requirements listed above must be kept in the school/college and filed with the Provost and Vice Chancellor for Academic and Student Affairs and Provost's Office of Faculty Affairs.

Consistent with *Policy 200.3, Approval to Teach Graduate Courses*, assignments from graduate-level courses are made in accordance with the policy and upon approval of the department, dean and Graduate Council, as required.

**Documentation of Qualifications**

Documents verifying the qualifications of an individual in a pedagogical role may include official transcripts, letters of recommendation, professional licenses or certifications, honors and awards, and other evidence of professional experience.

When the primary qualification for teaching a course is an earned doctoral or terminal degree or completion of 18 graduate credit hours in the discipline of the course, the appropriate documentation is an official transcript from the institution that awarded the degrees and/or course credits.

When the primary qualification is an earned degree from a foreign institution, appropriate documentation also includes an evaluation of the foreign transcript by a certified external agency.

When an individual is qualified for teaching a course by alternative professional credentials or demonstrated competency, required documentation includes: (1) an official transcript for highest earned degree and any other credentials that are used to establish qualifications for teaching courses; (2) objective evidence of qualifying experiences such as prior work experience, professional licenses and certifications, and other qualifications; and (3) the department head's written justification clearly describing the relationship between the experience and course content and level.

Beginning with appointments effective for the spring semester 2019, individuals with instructional duties who will or may serve as Instructors of Record, Primary Instructors, or Secondary Instructors are responsible for providing the documentation necessary to verify their qualifications before the end of their first semester of employment at Winston-Salem State University. This requirement will be stated in the appointment letter as a condition of employment. Approval from the Provost and Vice Chancellor for Academic and Student Affairs is required in cases in which the instructor cannot provide a transcript or other documentation due to exceptional circumstances. This waiver, and the documentation supporting it, must be kept on file in the appointing department and in the Office of Faculty Affairs. Official transcripts, documentation of alternative qualifications, and letters of justification will be maintained by the Office of Faculty Affairs.

### **Roles and Responsibilities**

Ultimate responsibility for ensuring compliance with this policy belongs to the Office of the Provost and Vice Chancellor for Academic and Student Affairs. Responsibility for communicating instructor qualification policies and procedures requirements is the responsibility of Office of Faculty Affairs. Department chairs and deans, in consultation with the Faculty Affairs Office, have primary responsibility for reviewing evidence of qualifications and verifying that appointees and current instructors meet the requirements for their instructional role and for obtaining approval for any exceptions.

### **Applicability**

This policy applies to: (1) all individuals assigned as Instructor of Record or as a Primary or Secondary Instructor in any section of a credit-bearing course, including lecture, laboratory, seminar, clinical, and other sections, regardless of academic rank or appointment type; and (2) all

class sections offered for Winston-Salem State University credit and entered on student transcripts as Winston-Salem State University courses.

**Relevant Policies:**

Faculty Credentials Guidelines, Southern Association of Colleges and Schools Commission on Colleges. [sacscoc.org/pdf/081705/faculty%20credentials.pdf](https://sacscoc.org/pdf/081705/faculty%20credentials.pdf)

WSSU Policy 200.3 [Approval to Teach Graduate Courses](#)

**Responsible Division:** Division of Academic and Student Affairs

**Authority:** Board of Trustees

**History:** Approved by Faculty Senate: October 25, 2018  
Approved by WSSU Board of Trustees:



# WSSU

Office of the Provost

To: Winston-Salem State University Board of Trustees

Cc: Elwood Robinson, Chancellor  
Executive Staff

From: Anthony Graham, Provost and Vice Chancellor for Academic Affairs

Date: December 13, 2018

Subject: Report to the Board of Trustees-Admissions Exceptions (December BOT Meeting)

In accordance with UNC Policy Manual 700.1.1.1 [R] *Regulations on Minimum Requirements for Undergraduate Admission*, an annual report of the admission of first time undergraduate students requiring special consideration and Chancellor’s Exceptions for not meeting minimum admissions requirements must be provided to the WSSU Board of Trustees. These exceptions are reported annually to UNC System Offices.

- A Chancellor’s Exception may be applied to any first-time undergraduate who:
- a. Does not meet the SAT/ACT minimum requirement and/or
  - b. Does not meet the minimum high school GPA requirement

The maximum number of Chancellor’s Exceptions is limited to one percent (1%) of the total number of first time undergraduate applicants accepted in the academic year of admittance. There are populations excluded from the calculation of the one percent. (A copy of the full policy is included).

### Chancellor’s Exceptions Summary

Total Number of First Time Applicants Accepted 2018-2019 Academic Year: 2,444

One percent of total number of applicants accepted allowable: 24

\* WSSU agreed to reduce exceptions by 9 students over the next two academic years

2018-2019 Total Number of Chancellor’s Exceptions: 18

Number enrolled fall 2017: 18

Male: 8

Female: 10

Average GPA (unweighted) 2.36

Average SAT (xx reported) 866

Average ACT (xx reported) N/A

Special Population (Athletes, Band): 6

### Academic Performance of Exceptions 2017-2018

Number of Exceptions: 37


	Exceptions	Total Freshman Cohort (937)
First Year to Second Year Retention	68%	TBD
Average GPA	2.176	TBD

Attachment: [UNC Policy 700.1.1: Minimum Admissions Requirements](#)



**MEMORANDUM**

**TO:** UNC Chancellors and Chief Academic Officers

**FROM:** Kimberly van Noort,   
Senior Vice President for Academic Affairs and Chief Academic Officer

**DATE:** December 3, 2018

**SUBJECT:** Reporting Exceptions to Section 400.1.5 and 400.1.5[R] of the UNC Policy Manual  
Regarding Credit Requirements for Four-Year Baccalaureate Programs

This memo is intended to provide guidance to constituent institutions as they report any exceptions to Section 400.1.5 and 400.1.5[R] of the UNC Policy Manual regarding credit requirements for four-year baccalaureate programs.

Section 400.1.5[R] of the UNC Policy Manual states that “Baccalaureate degree programs shall require no more than 120 semester credit hours. An institution with compelling reasons as to why a program’s requirements must exceed 120 semester credit hours may petition to have an exception approved by its board of trustees. Compelling reasons include, but are not limited to: programmatic accreditation standards; licensure requirements; and other state, federal, or professional regulations.”

Furthermore, Section 400.1.5[R] of the UNC Policy Manual states that “[a]n institution must report any exceptions granted by its board of trustees, and the reasons for those exceptions, to the Board of Governors and the president by the end of calendar year 2018 and annually thereafter.”

When submitting reports of any exceptions granted by its board of trustees, an institution should include the documentation of compelling reasons provided to its board of trustees, along with documentation of the board’s approval, for each exception granted.

This documentation should be submitted via web form at the following URL:

<https://app.smartsheet.com/b/form/9df72dcb204f8d9221b350a040e385>

Kimberly van Noort, Senior Vice President for Academic Affairs; Andrew Kelly, Senior Vice President for Strategy and Policy; and Andrea Poole, Secretary to the Board of Governors, will receive automatic email notification of all submissions. Please submit exceptions by close of business on Tuesday, January 2, 2019.

Any questions regarding these reports should be directed to Rollinda Thomas, Associate Vice President for Academic Programs, at [rathomas@northcarolina.edu](mailto:rathomas@northcarolina.edu).

cc: Andrea Poole, Secretary to the Board of Governors  
Faculty Assembly Executive Committee

# Student Affairs Committee

Dec 13, 2018 10:00 AM - 11:30 AM EST

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**WINSTON-SALEM**  
STATE UNIVERSITY

**WINSTON-SALEM STATE UNIVERSITY**  
**Board of Trustees: Student Affairs Subcommittee Meeting**  
304 Thompson Center – Conference Room  
Thursday, September 20, 2018  
10 am

**MINUTES**

**Members Present:** Mrs. Coretta Bigelow-Chair, Dr. Ricky Sides, Mr. David Smith, Mr. William Gibson

**University Staff:** Mr. Jamar Banks, Mrs. Camille Kluttz-Leach, Mrs. LaMonica Sloan-Wilhelmi, Ms. Heather Davis, Mr. Miles Winston, Dr. Cheraton Love, Ms. Chantal Bouchereau, Dr. Natasha Jeter, Mrs. Deona Cureton-Summers, Mr. Orlando Mitchell, Mrs. Patricia Eaddy, Mr. Stephen Powell, Ms. Cynthia Strine, Mr. Timothy Pittman, Dr. Jonathan Edwards and Angela Blue

**Guests:** Miss Emona Carroll

The meeting was called to order at 10:05 a.m. and roll was called.

**Approval of the Minutes-June 7, 2018**

A motion was made to approve the minutes. This motion was initiated by Dr. Ricky Sides and seconded by Mr. David Smith.

**Report of the Vice Chancellor – Mr. Jamar Banks, Interim Vice Chancellor**

Mr. Banks welcomed the Board and opened the meeting with a discussion concerning the below:

**Reorganizational Structure**

Mrs. Letitia Wall spoke to the Board on the recent merger between Academic and Student Affairs. Effective July 1 the Chancellor accepted and approved the current organizational structure as outlined in the

Academic & Student Affairs Organizational Chart. Mrs. Wall shared that the search for the Associate Provost and Vice Chancellor for Student Engagement & Development is currently still in progress.

### **End of Year Reports**

Mr. Banks gave the Board a synopsis of the 2017-2018 Student Affairs End of Year Reports, highlighting notable accomplishments from multiple areas.

### **Leadership and Organizational Development/Training Leaders**

Ms. Heather Davis spoke to the Board on behalf of University Student Activities and Engagement (USAE). She shared the departmental development and training efforts geared toward shaping and molding productive, socially just and community engaged leaders. Some notable programming include but are not limited to:

-Student Leadership Training (SLT)-where a variety of student populations are trained on the hard and soft skills associated with strong leadership.

-E.M.E.R.G.E Program-(Establishing Minds and Experiences Representing Growth towards Excellence) geared to sharpen student leadership, and oral communication skills.

-The Leaders Lounge Series-geared to bring students, staff, alum and community partners together to foster student growth and development

-Certificates in Organizational Leadership-are given to students that have completed certificate requirements with USAE that focus on transferrable professional skills.

Mr. Miles Winston spoke on behalf of Career Development Services highlighting the below:

-Student Learning Outcomes (SLOs)-all Federal Work Study jobs have a SLO in the job description.

-Symplicity-Career Services Software Management System being newly implemented at WSSU. This software will replace the RAMTrak system and allow students to be linked with employers to better prepare for the job search process.

-Summer Internships-Miss Emana Carroll, a Business Administration student shared her summer intern experiences at Nationwide and Wal-Mart stating she not only learned, networked, and grew, she felt very prepared for both experiences.



Upcoming Career Services events include the Diversity In Tech Summit; Fall Career Expo and Thurgood Marshall College Leadership Institute.

### **Report of the SGA President**

Mr. William Gibson shared with the Board his administration's strategic plan for the 2018-2019 year and outlined the pillars of focus that will guide this plan as follows:

- Improve External Relations
- Streamline the Legislative Process
- Increase SGA Relatability
- Increase Accessibility to Campus Resources
- Acceptance and Inclusion of Students
- Establishment of Internal Cohesion
- Leadership Development
- Student Advocacy

### **Adjournment**

There being no further business before the committee, the meeting was adjourned with a motion at 11:07 a.m.

**Angela Blue**  
Recording Secretary

## 302.4 – **Living** On-Campus Residency Requirement

### University Group Policy #302.4

#### I. Introduction

Winston-Salem State University offers undergraduate students an education grounded in the tradition of liberal education and equity. The liberal education environment extends beyond the classroom and into co-curricular activities offered across campus and in the residence halls. Equitable practices help students achieve a high-quality education by helping bridge gaps between the students' experiences and their ability to engage their education. The university strongly believes that the benefits of engaging in community and in co-curricular activities that is afforded by the residence life curriculum and programming helps students build a strong foundation for persistence and success in college. Therefore, the university requires that new students live on-campus.

#### II. Policy Statement

~~All students classified Freshman or Sophomore will be required to live in a University-operated residence hall.~~

Winston-Salem State University requires that all students admitted as first-time, full-time freshmen live in a university residence hall and carry a traditional meal plan for two academic years. This policy applies to students who accumulated college credit, including those who earned an associate's degree, while in high-school and start the university in the year following high-school graduation.

Full-time transfer students who transfer less than 48 hours of credit and who are less than 21 years of age are required to live in a university residence hall for one academic year.

Summer terms are not applicable to fulfill this requirement.

#### Exemptions

An exemption from the **live** on-campus residency-requirement may be considered for the following situations:

- Students who are twenty-one (21) years of age or older by no later than the first day of classes. A certified copy of the certificate of birth must be submitted as documentation.
- Students who are married. A certified copy of the certificate of marriage must be submitted as documentation.
- Students who have custody of dependent children. A certified copy of the certificate of birth or appropriate court order must be submitted as documentation.
- Students who have completed at least 2 years active military service, with an honorable discharge. Documentation must be provided to verify service.

- Students who live with parent(s)/guardian(s) whose current permanent primary place of residence is not more than 15 miles from the main campus.

### III. Guidelines

Students **requesting an exemption** should complete an Exemption Request Form, which is available from the Department of Residence Life and Housing or at [student-life/housing-and-residence-life/index](#) and submit it before the applicable deadline. **Students may appeal a denial of a request for exemption. Final decisions rest with appeals committee. See the Housing and Residence Life webpage for details of the request for exemption and appeals process.**

~~Move these procedures to webpage. Written requests for an exemption must be made in writing no later than June 1 for all returning students. New freshman and transfer students must request an exemption in writing within 30 calendar days from the date of their required room deposit for the Fall Semester and Exemption requests are due by November 15 for the Spring Semester. Students who fail or refuse to comply with the Residency Requirement Program and/or who furnish false information to a university official or office in connection with a request for exemption will be referred to the Office of Judicial Affairs for appropriate action, up to and including suspension or dismissal.~~

All correspondence regarding exemption requests should be addressed to:

~~Winston-Salem State University  
Department of Housing and Residence Life  
Residency Requirement Request  
601 S. Martin Luther King Jr. Drive  
300 Thompson Center  
Winston-Salem, NC 27110~~

~~Or Send via Email to: [housing@wssu.edu](mailto:housing@wssu.edu)~~

~~The Housing Review Committee will consider written requests for exemptions which are received by the applicable deadline. The Committee will send a written decision to the student's University email address listed on the request form.~~

~~Students may appeal, in writing, the denial of a request for exemption to the Retention Housing Appeal Board, which is comprised of faculty and staff.~~

~~Written appeals must be submitted to the Department of Housing and Residence Life no later than ten (10) business days after notice has been sent that a request for exemption has been denied. The appeal must state concisely the reasons the denial of the exemption request should be reversed and should include any new evidence which the student contends supports the appeal.~~

~~The Retention Housing Appeal Board may consult with other units of the University, including, but not limited to, the Student Health Center, Office of Student Support Services, Student~~

Affairs, University College, and the Office of Financial Aid to verify information submitted for consideration. The appeals board will communicate its decision in writing to the student by email within ten (10) business days. This decision will be final.

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**Responsible Division:** Provost & Vice Chancellor for Academic Affairs, Division of Student Engagement and Development

**Authority:** Board of Trustees

**History:**

- Adopted June 17, 2011
- Amended March 15, 2013
- **Amended December 15, 2018**

## Student Government Association:

*Mr. William Gibson, President*

### A. Strategic Plan: Organizational Focus

- **Improve External Relations** – SGA will strive to cultivate working relationships with student organizations, campus departments, administrators, local and state officials, and other universities
  - Winston-Salem SGA Presidents Round Table
  - Homecoming Safety Message
  - The Attorney General, College Advisory Board Member, City of Winston-Salem
  
- **Increase SGA Interaction/Awareness** – SGA will aim to recreate our brand in order to make more apparent our efforts purposefully and effectively, in addition, students with concerns or ideas will be able to reach out to SGA for assistance
  - Town Hall Meetings
  - Monthly Class Councils meetings with class
  - Vice President and the Student Senate
  
- **Increase accessibility to Campus Resources** – SGA pledges to work intricately with campus departments to ensure that students are aware of the resources we offer and that they are readily available to them
  - Tuition and Fees Forums
  - Mental Health Matters- SGA collaboration with the Wellness Center
  - Veterans Center Opening
  
- **Establish Internal Cohesion** – SGA will ensure that all members are aware of the organization’s goals and work as a team to achieve them while holding each other accountable in a respectful manner
  - S.G. Academy Recruitment

### B. Strategic Plan: Administrative Focus

- **Promote Social Activism-** Activism is politically essential at a Historically Black Colleges or Universities specifically in the climate we are in. By honing in on building social activists and thought provokers, the student population will begin to unite and have a desire for change.

- Voter Registration Block Party- SGA collaboration with Links chapter of Winston-Salem & WSSU's Greek Life
- Catch-A-Vote Candidate Mixer- SGA collaboration with the Beta Iota chapter of Alpha Phi Alpha Fraternity, Inc.
- Let's Get Registered- Sponsored by Common Cause North Carolina
- Get on the Bus & Vote- Sponsored by St. Peter's Church & World Outreach Center
- Get Out to Vote Party - Sponsored by North Carolina League of Conservation Voters Foundation

# Advancement Committee

Dec 13, 2018 2:00 PM - 3:00 PM EST

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Winston-Salem State University Board of Trustees Advancement Committee  
Thursday September 20, 2018

Minutes

**Call to Order:**

Mr. Kelvin Farmer called the meeting to order.

**Roll Call:**

**Members Present:** Dr. William Harris, Mr. Kelvin Farmer, Mrs. Drewry Nostitz, Mr. William Gibson, Mr. Robert Barr and Mr. David Smith

**Members Absent:** Mr. Kenneth Raymond and Mrs. Sue Henderson

**Staff Present:**

Chancellor Elwood Robinson, Mrs. Camille Kluttz-Leach, Mrs. Andrea Jenkins, Mrs. Lisa Knight, Ms. Dionne Evans, Mr. Isaac Moore, Mr. Gordon Slade, Mrs. Kimberly Reese and Mrs. Jamie Hunt.

**Guest Present:**

Mr. Kambre Stephens

**Introductions:**

Dr. LaTanya D. Afolayan, New Vice Chancellor of University Advancement and Mr. Robert Barr (Trustee)

**Approval of Agenda:**

Mr. Farmer asked for a motion to approve the agenda. Mrs. Nostitz moved approval and Mr. Gibson seconded the motion to approve the agenda. The motion carried.

**Approval of Committee Meeting Minutes:**

Mr. Farmer asked for a motion to approve the June 7, 2018 meeting minutes. Dr. Harris moved approval and Mrs. Nostitz seconded the motion to approve the minutes. The motion carried.

**Gift Summary Report:**

Dr. Afolayan presented the Gift Summary Report for the period ending August 31, 2018. She reported that contributions were received \$1.3 from \$425,000 for the same period last year. Received \$1 million contribution from Blue Cross Blue Shield. She talked about vacant positions being posted.

**Divisional Highlights:**

Mr. Isaac Moore talked about creative efforts being made to encourage students and Alumni to give back to WSSU with the Bridging the Gap program. He talked about the Young Alumni Council 40 under 40 Event which will be held April 2019. He talked about data upgrades that can be received from Ruffalo Noel Levitz who oversees the Call Center that will provide accurate contact information from alumni. He talked about having a more online presence and one on one visits that will engage alums to give. He talked about several classes presenting checks at Homecoming. Giving Tuesday will be December 4, 2018, "You Give Your Way" through Mobile Cause software.

Mrs. Jenkins reported that we received the \$1 million contribution from Blue Cross Blue Shield, which several students in Nursing have begun receiving scholarships. She talked about Drs. Vincent and Pamela Moses Snipes, Math Faculty, received a grant for a summer Math Camp. \$5,000 was from a donor



advised fund from Legal Affairs Fund of (Winston-Salem Foundation) in June 2018. She talked about the Vaughn Family Charitable fund established a \$25,000 Josephine Robinson Endowed Scholarship Fund. She talked about receiving a \$50,000 insurance policy from retired faculty, Dr. Elwanda Ingram. She talked about the Ford Motor Company is interested in promoting a First Generation Initiative of \$1-3 million that Dr. Graham will collaborate with other faculty across campus to engage. The Mobile Clinic is operational to promote the Diversity Initiative. December 4, 2018 is the Heritage Induction Ceremony as Chancellor Robinson will be one of the inductees. She talked about a gift of property acquired will be appraised at \$12,500 with a tax value of \$32,500 and awaiting a sale price from the Town of Edenton.

Mrs. Knight reported over \$748,000 have been awarded in scholarships to 282 students. She is collaborating with School of Health Sciences, Business and the Education Department to fill additional scholarships. In order to encourage students to give she is collaborating with the Student Government Association to promote philanthropic awareness to help tell the university's story. She talked about a more strategic approach will be given as to "why" of hosting stewardship events. The Meis' will be having a scholarship luncheon for thirteen students.

Mrs. Reese briefly gave Mr. Barr an introduction as to how the Department of University and Events came into existence. She talked about how her department worked in collaboration with Integrated Marketing and Communications with the Congressional visit back in the summer. She talked about the success of Meet the Rams that was the end of Ramdation week. She talked about in collaboration with University Advancement in planning for football hospitality at games. She provided a calendar of all the Homecoming Events.

Mrs. Hunt thanked the Trustees for making her Vice Chancellor over the Division of Strategic Communications, with new departments under the division. WSNC Radio Station will host Chancellor's new talk show, "Future Focus". She talked about hiring a fund raiser that will work closely with University Advancement to reach WSNC's fundraising goals. Government Relations will have a broader base to reach out to, as well as Enrollment Communication that is working on incoming student communications. She talked about creating a project, "WSSU Champions" that will consist of passionate individuals that will promote and tell the university's story.

**Other Business:**

There was no new business.

**Adjournment:**

Mr. Farmer motioned and Dr. Harris moved approval and Mrs. Nostitz seconded the motion to adjourn the meeting. The motion carried.

---

Ms. Dionne Evans, Recorder

# THE DIVISION OF UNIVERSITY ADVANCEMENT *QUARTERLY REPORT*

PREPARED FOR  
THE BOARD OF TRUSTEES ADVANCEMENT COMMITTEE  
DECEMBER 2018



**WINSTON-SALEM** STATE UNIVERSITY

**WSSU**

# WSSU Board of Trustees

Friday, December 14, 2018

# WSSU Foundation Board of Directors Meeting

Wednesday, December 5, 2018

Advancement Update

# Funds Raised to Date (July 1, 2018)

## \$1,994,115.29

### MAJOR GIFTS

- RAI received last pledge payment - \$150,000
- Kate B. Reynolds Charitable Trust: \$83,774
- DataMax Gift – received, Dr. Notis Pagiavlas \$50,000
- CVS Foundation Grant received - \$3000 – Dr. Dionne Roberts, Nursing
- Constellation Brands - received -\$3000 matching Family Fare Endowed Fund
- Z. Smith Reynolds Foundation –
  - Submitted letter of Intent for Public Art Grant with Experiment in Self Reliance, Inc.
    - Dr. Betz, Chair- Arts and Visual Studies
  - Submitted Letter of Intent Community Progress Grant partnership with Forsyth Astronomical Society (FAS) - Dr. Lei Zhang, Associate Professor Physics

# Major Gift Cultivation and Stewardship Activity (July, 2018)

- BB&T
- NC Blue Cross and Blue Shield
- Novant
- Modern Automotive Group
- Golden Leaf Foundation
- NC Vineyards and Hops
- DATAMAX
- Sonoco
- SAS Institute
- Thurgood Marshall College Fund
- Islamic Relief Fund
- Ford Foundation
- Glaxo Smith Kline Foundation
- Flowers Communication Company
- Constellation Brands
- Fischer Financial

# Planned Gifts

- Real estate gifts: 2 (Edenton, NC) - \$22,700
- Life insurance gifts: 2     \$100,000  
   \$50,000

Heritage Society Update – December 4 Induction Ceremony and Dinner

# Engagement: Alumni and Friends

## **NAA Fall Meeting – September, 2018**

### **Chapter visits:**

Brown Alumni, Winston-Salem  
Kuandelea Alumni, Winston-Salem  
Charlotte Alumni Chapter

### **Upcoming Chapter visits:**

Raleigh Alumni (January)  
Kimberley Park Alumni, Winston-Salem (February)

- Winston-Salem Rotary visits: 2                      UNC System Planned Giving Workshop
- Book Babies Luncheon                                      (Jenkins: panelist)
- Street School Benefit Luncheon
- Trelliscare Annual Luncheon
- Individual visits: 25 – Afolayan /25 - Jenkins



# Leadership Visits

- WSSU Trustees: 8
- WSSU Foundation Board of Directors: 12

# Priority Funding Initiatives 2018-2019

- Scholarship support
- Support for internships and study abroad opportunities
- Hauser Renovation
- Science Center Naming Opportunities

# WSSU DAY OF GIVING

- Day of Giving – December 4, 2018
  - Total Gifts: \$50,991 (as of 12/4/2018, 3:30 p.m.)

- 58 Fundraisers
- 353 donors
- 18 teams

## Resources:

Mobile Cause App  
WSSU Call Center  
WSNC, 90.5 FM  
Alumni and friends volunteers

# Stewardship

- Meis Scholars Luncheon, 9/29/18
- Stewardship reports – delivered by 12/31/18 to donors
  - Golden Leaf Scholars Luncheon – January 14, 2019
  - WSSU Annual Scholarship Luncheon – April 11, 2019

## YEAR-END GIVING

- Gift processing team available through December 31, 2018

# Office of University Donor and Events

Events	Date
WSSU vs. Saint Augustine's Univ. (Box Suite & Outdoor Patio Hospitality Area)	October 13, 2018
Homecoming Musical Extravaganza (feat. Karen Clark-Sheard, Jamera McQueen-Smith, WSSU Inspirational Voices)	October 14, 2018
Lighting of the Sign	October 14, 2018
Bridging the Gap	October 16, 2018
Dr. Alex Johnson Education Scholarship Luncheon	October 18, 2018
Homecoming Community Stage	October 18, 2018
Alumni Return to Serve	October 18, 2018
Greazy Red Spoon Vendors' Row	October 18-20, 2018
Wreath Laying Ceremony	October 19, 2018
Founder's Day Convocation	October 19, 2018
Naming and Dedication Ceremony for Covington Hall	October 19, 2018
Simon Green Atkins Founder's Day Celebration	October 19, 2018
Ram Rave	October 19, 2018
Alumni Registration/Check-In	October 19, 2018
Rams Music Super Lounge	October 19, 2018
Advancement Parade Viewing Party	October 20, 2018
Homecoming Parade	October 20, 2018
Homecoming Pre-Game Hospitality Tent	October 20, 2018
WSSU vs. Livingstone College (Box Suite & Outdoor Patio Hospitality Area)	October 20, 2018
Return to the Yard: Homecoming Campus Block Party	October 20, 2018
WSSU vs. Piedmont International University (Rams Full Court Hospitality Room)	November 28, 2018
Advancement Holiday Reception (prior to Holiday Concert)	December 2, 2018
Heritage Society Induction Ceremony and Dinner	December 4, 2018
Chancellor's Holiday Open House	December 9, 2018

# Office of University and Donor Events

- **Office Initiatives**

- 2018-2019 Lyceum Event Planning Committee
- 2019 Commencement Planning Committee

- **On the Horizon:**

- CAAA Tournament (Chancellor's Champagne Brunch) February 2019
- Swing Phi Swing National Conference (March 2019)
- SG. Atkins Scholars Dinner (March 2019)
- WSSU Foundation Scholarship Luncheon (April 2019)
- Social Mobility Conference (April 2019)
- Women of Vision Luncheon (April 2019)
- National Black Theatre Festival Sponsorship (Summer 2019)

# Advancement Operations

- Personnel
  - Searches underway
    - Associate Vice Chancellor
    - Director, Corporate and Foundation Relations
    - Development Associate
    - Administrative Support Associate

Upcoming

Assistant Directors of Annual Giving (2)

Needs

Data Analyst  
New Constituent Relationship Management System (CRM)  
Travel Assistance  
Professional Development and training

# Board Member Assistance Needed

Introductions to prospective donors

Invite Chancellor, Vice Chancellor and development staff to events

Host a WSSU engagement event for alumni and friends

Host a planned giving presentation

Volunteer to support donor stewardship



# What Questions May We Answer for You?





## General Fundraising and Solicitation ~~Policy~~

### I. Executive Summary

The Division of University Advancement exists to support the growth of external partnerships and private resources for Winston-Salem State University. A coordinated process is required to effectively manage and sustain relationships with the University's existing and potential supporters. The coordination of all fundraising activity among faculty and staff is a central component for building and sustaining relationships with external stakeholders. This policy outlines the procedures for the creation and management of relationships with existing and potential donors.

### II. Policy Statement

The Division of University Advancement is responsible for the coordination of the cultivation, solicitation, and stewardship activity on behalf of Winston-Salem State University. Members of the development staff in the Division also serve as the points of contact between the University, and the Winston-Salem State University Foundation for all fundraising activities. The responsibilities of the staff in the Division of University Advancement include collaboration with the Chancellor, Provost, Deans, Vice Chancellors, faculty, staff, department heads, members of the WSSU Foundation Board of Directors, alumni, friends, parents, foundations, representatives of corporations and businesses with a commitment to coordinate and execute the appropriate fundraising strategies for the benefit of the University.

This policy has been established to provide the appropriate procedures and practices to guide all fundraising activity that is undertaken by any person affiliated with Winston-Salem State University (WSSU) for the benefit of WSSU. This policy will eliminate multiple sources of engagement activity to the same donor(s) or prospective donor(s) from different entities within the university. This policy will also prevent multiple solicitations that are inconsistent with the University's mission and that are not in the best interests of Winston-Salem State University.

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### ~~III. Definitions~~

~~This policy has been established to provide the appropriate procedures and practices to guide all fundraising activity that is undertaken by any person affiliated with Winston-Salem State University (WSSU) for the benefit of WSSU. The policy applies to any and all faculty, staff, students, representatives of student organizations, coaches, volunteers, university-related foundations, and all other parties involved in raising funds for and/or behalf of Winston-Salem State University. This policy will eliminate multiple sources of engagement activity to the same donor(s) or prospective donor(s) from different entities within the university. This policy will also prevent multiple solicitations that are inconsistent with the University's mission and that are not in the best interests of Winston-Salem State University.~~

## **IV. Guidelines**

### **PROCEDURES**

~~All requests to undertake any fundraising activities or to solicit private contributions should first be reviewed and approved by the Provost, or the appropriate Vice Chancellor, Dean, and Department Head and submitted to the Division of University Advancement. Faculty and staff will be required to complete a clearance request form electronically prior to initiating any cultivation and/or solicitation activity. The final approval for clearance will be made by the Vice Chancellor of University Advancement.~~

~~The written request for clearance should include the following elements:~~

- ~~1. Description of the Project/Program~~
- ~~2. Budget~~
- ~~3. Fundraising goal or ask amount~~
- ~~4. Names of faculty and staff who will be involved in the cultivation and solicitation activity~~
- ~~5. Name(s) and information pertaining to the prospect(s)~~
- ~~6. Estimated length of time for the cultivation and solicitation activities~~
- ~~7. Support needed from University Advancement~~
- ~~8. Approval from the Provost, Dean, Vice Chancellor, or Department Head~~

~~The staff in the Division of University Advancement will provide the following support for approved fundraising programs, projects or initiatives upon request:~~

- ~~1. Prospect research, training, guidance, and relevant materials to solicitors prior to contact with prospect(s);~~
- ~~2. Identification of appropriate prospect(s) for the program or project; and with the formulation and implementation of an appropriate cultivation and solicitation strategy;~~
- ~~3. Advancement professionals to participate in the cultivation, solicitation and stewardship activities with the prospective donor(s) or donor(s);~~
- ~~4. Solicitation materials.~~

~~The staff in the Division of University Advancement (in collaboration with the staff in Integrated Communication and Marketing) must approve all fundraising materials, including but not limited to: pamphlets, brochures, posters, advertisements, letters, digital communication, multi-media productions, etc.~~

### V.III.      **Roles & Responsibilities**

The members of the staff in the Division of University Advancement will provide the following support for approved fundraising programs, projects, or initiatives upon request:

1. Prospect research, training, guidance, and relevant materials to solicitors prior to contact with prospect(s);
2. Identification of appropriate prospect(s) for the program or project; and with the formulation and implementation of an appropriate cultivation and solicitation strategy;
3. Advancement professionals who will participate in cultivation, solicitation and stewardship activities with the prospective donor(s) or donor(s);
4. Solicitation materials

### V.IV.      **Applicability Compliance**

The policy applies to any and all faculty, staff, students, representatives of student organizations, coaches, volunteers, university-related foundations, and all other parties involved in raising funds for and/or behalf of Winston-Salem State University. All employees of Winston-Salem State University are required to comply with these policies and procedures as mandated by the Winston-Salem State University Board of Trustees.

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William U. Harris  
Chairman, Board of Trustees  
Winston-Salem State University

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Scott F. Wierman  
Secretary, Board of Trustees  
Winston-Salem State University

Responsible Division: Vice Chancellor for University Advancement  
Authority: Board of Trustees  
History: *Adopted: December 14, 2018*

# Finance & Administration Committee

Dec 13, 2018 11:45 AM - 1:30 PM EST

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**Board of Trustees, Finance and Administration Committee**  
**Thursday, December 13, 2018**  
**Cleon Thompson Center Room 304**  
**11:45 am**

**AGENDA**

**\*Action Item**

1. Call to Order – Chairman Michael J. Shortt
2. Roll Call – Leslie Gaynor
3. \*Adoption of the Agenda – Chairman Shortt
4. \*Adoption of the September 20, 2018 minutes – Chairman Shortt
5. Finance and Administration Update – Constance Mallette
6. \*Tuition & Fees – Constance Mallette
7. \*Resolution Authorizing the Establishment of Easements for the City of Winston-Salem, Brushy Fork Greenway – Tim McMullen
8. Capital and Informal Projects Update – Tim McMullen
9. Financial Report – Wilbourne Rusere
10. Other Discussion Items
11. Adjournment – Chairman Shortt



## 101.6 Improper Relations between Students and Employees Policy

### I. Policy Statement (Required)

Winston-Salem State University does not condone amorous relationships between students and employees. Members of the University community should avoid such liaisons, which can harm students and damage the integrity of the academic enterprise. ~~Further, sexual relationships between unmarried persons can result in criminal liability.~~ In two types of situations, University prohibition and punishment of amorous relationships is deemed necessary: (1) when the employee is responsible for evaluating or supervising the student; ~~and~~ (2) when the student is a minor, as defined by North Carolina law. This policy applies to all Winston-Salem State University employees and to all consensual amorous relationships between individuals of the same sex or of the opposite sex. Additionally, an employee is prohibited from evaluating or supervising any enrolled student that they are related to by blood, law, or marriage.

These relationships may harm or injure others in the academic or work environment and have the potential to create other adverse situations, including allegations of sexual harassment and/or retaliation under the University's ~~Sexual Misconduct & Gender Based Harassment Policy~~ Policy on Sexual Harassment, or Unlawful Workplace ~~H~~harassment policy.

**Commented [CA1]:** Added this sentence because this prohibition is stated in the guidelines section but not included here.

### II. Definitions

1. "Amorous relationship" An amorous relationship exists when, without the benefit of marriage, two persons as consenting partners (a) have a sexual union or (b) engage in a romantic partnering or courtship that may or may not have been consummated sexually.
2. "Evaluate or supervise" means:
  1. To assess, determine or influence (1) one's academic performance, progress or potential or (2) one's entitlement to or eligibility for any institutionally conferred right, benefit or opportunity, or;
  2. To oversee, manage or direct one's academic or other institutionally prescribed activities within a direct line of supervision.
3. "Related by blood, law or marriage" means:
  1. Parent and child
  2. Brother and sister
  3. Grandparent and grandchild
  4. Aunt and/or uncle and niece and/or nephew
  5. First cousins
  6. Stepparent and stepchild
  7. Husband and wife
  8. Parents-in-law and children-in-law
  9. Brothers-in-law and sisters-in-law
  10. Guardian and ward

### III. Guidelines

#### *Prohibited Relationships*

It is misconduct, subject to disciplinary action up to and including termination, for a University employee, incident to any instructional, research, administrative, or other University employment responsibility or authority, to evaluate or supervise any enrolled student of the institution with whom he or she has an amorous relationship or to whom he or she is related by blood, law or marriage.

It is misconduct, subject to disciplinary action up to and including termination, for a University employee to engage in sexual activity with any enrolled student of the University, other than his or her spouse, who is a minor below the age of 18 years.

#### *Complaints*

##### **A. Who May Bring a Complaint**

A complaint alleging a violation of this Policy may be brought by any person, which includes, but is not limited to, any third party who believes that a conflict exists or that he or she may be or may have been disadvantaged by virtue of the existence of a romantic and/or sexual relationship prohibited by this Policy. The process may also be initiated by the Office of the Provost of the University, by the Office of the Vice Chancellor for Student Affairs or by the Office of Equal Employment Opportunity & Affirmative Action & Diversity. ~~Office of Affirmative Action~~, or by the designee of any of those offices.

##### **B. Where to Bring a Complaint**

Complaints alleging a violation of this Policy are to be filed with the EEO Office ~~brought to~~ and investigated by the EEO Officer or their designee. ~~supervisor of the employee who allegedly violated this policy. Complaints may also be filed with the Equal Employment Opportunity Officer or Director of Human Resources.~~

##### **C. Process for Formal Disciplinary Action**

The supervisor will investigate the complaint, giving both the complainant and respondent an opportunity to be heard. The respondent will have an opportunity to respond to the allegations and evidence provided by the complainant, and to provide a statement of the facts as perceived by the respondent. At the conclusion of the investigation, the EEO Officer or designee ~~supervisor~~ will issue an Improper Relations Policy written finding as to whether based on the preponderance of the evidence ~~there is a reasonable basis to believe~~ there has been a violation of this Policy.

- a. In those cases where the respondent is a faculty member, the Office of the Provost will review the finding and will determine whether there is a reasonable basis to believe that this Policy has been violated, and will proceed as described in Section 4(a) below.
- b. In those cases where the respondent is an SHRA staff member whose duties include supervision or evaluation of a student's work study or volunteer work program, any decision regarding formal disciplinary action, will be made by the employee's supervisor in consultation with Human Resources.
- c. In those cases where the respondent is a graduate assistant, any decision regarding formal disciplinary action, will be made by the Dean of the Graduate College or his or her designee.
- d. In those cases where the respondent is an EHRA Non-Faculty employee, any decision regarding formal disciplinary action, will be made by the employee's supervisor in consultation with Human Resources.



Disciplinary actions that may be taken when a person has violated this Policy include, but are not limited to, the following: mandatory education or training, written warning, suspension, demotion, reduction in rank, termination, or a combination of the above.

#### **IV. Applicability (Required)**

Disciplinary actions resulting from violations of this Policy by:

1. Persons holding faculty appointments will be governed by the Serious Imposition of Sanctions and Faculty Discharge Procedures of the Faculty Handbook and the relevant portion of the Conflict of Interest Policy found in the Faculty Handbook.
2. SHRA staff members will be governed by applicable University policies and Office of State Personnel Policies, including the applicable disciplinary and grievance policy located in the SHRA Policy Manual.
3. EHRA Non-Faculty employees including graduate assistants ~~Graduate Assistants~~ will be governed by the EHRA Non-Faculty Policy Manual.

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William U Harris  
Chairman, Board of Trustees  
Winston-Salem State University

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Scott F. Wierman  
Secretary, Board of Trustees  
Winston-Salem State University

Responsible Division:  
Authority:  
History:

WINSTON-SALEM STATE UNIVERSITY  
BOARD OF TRUSTEES  
THURSDAY, DECEMBER 13, 2018  
THOMPSON UNIVERSITY CENTER 304  
FINANCE AND ADMINISTRATION COMMITTEE  
11:45am -1:30p

## **Chief of Staff Agenda**

1. Improper Relations Policy\* (Aishah Casseus)



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William U Harris  
Chairman, Board of Trustees  
Winston-Salem State University

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Scott F. Wierman  
Secretary, Board of Trustees  
Winston-Salem State University

Responsible Division:  
Authority:  
History:

Winston-Salem State University  
Board of Trustees Finance and Administration Committee  
304 Thompson Center  
Thursday, September 20, 2018

Minutes

Mr. Michael Shortt, Chair, called the Board of Trustees (BOT) Finance and Administration meeting to order at 11:45 am.

**Roll Call:** Wilbourne Rusere

A quorum was established.

Members Present:      Mr. Michael Shortt (Chair)      Ms. Constance Mallette, ex-officio  
                                 Ms. Coretta Bigelow  
                                 Mr. Robert Clark  
                                 Dr. Ricky Sides

Staff Present:            Mr. Jesse Batten                      Mr. Tim McMullen                      Ms. Barbara Waller  
                                 Ms. LaToya Wiley                      Mr. Jonathan Smith  
                                 Mr. Frank Lord                         Mr. Wilbourne Rusere

**Adoption of Agenda**

The agenda was adopted.

**Approval of Minutes**

The minutes were approved. (March 15<sup>th</sup> and June 7<sup>th</sup>)

**Finance and Administration Update**

Vice Chancellor Constance Mallette gave the following updates.

**Staffing Changes**

- Tim McMullen appointed Associate Vice-Chancellor for Facility Management
- Jimmy Norwood given title of Interim Assistant VC for Facility Management
  - Covers Design & Construction
  - Energy Sustainability
  - Operations Team
  - Goal is to bring Facilities and Design & Construction together as a team
- David Spencer
  - Newly created position: Facilities Business and Customer Service Manager
  - Help manage work orders, build relationships with building coordinators, and have connection to what is happening on campus
- Latoya Wiley appointed Director of Budget
- Actively recruiting for Director of Financial Reporting
- Environmental Health and Safety is relocated under Emergency Management
  - Improved sharing of resources allowing for better communication between the two

**Successes**

- Financial year-in close out completed
- Financial statement completed
- Established facilities customer service unit
- Finalizing new contract for printing services
  - Reduces number of printers that are on campus; produce savings of ~\$200,000

- Received “No negative observations” for a business process compliancy review –conducted by UNC System Audit and Compliance services
- Received award for participating in the Triad Minority Women Business expo
- Covington Hall (new Freshman Living/Learning Residence Hall\_) opened August 10, 2018
- Great credit rating reviews (A3 stable outlook & BBB)
- 1.44 million miles for air travel through Delta Airlines

## **Capital Projects Update**

Mr. Tim McMullen gave brief updates on the following projects.

### • **Capital Projects**

- Covington Hall - Freshman Living/Learning Residence Hall
  - Construction started in January, 2017.
  - Beneficial Occupancy was approved and Students moved in on August 10, 2018
    - Building is now fully occupied.
    - Primary building systems are being monitored and Punch List items are being completed.
    - Final Commissioning will be completed during Fall and Winter Breaks
- Sciences Building
  - The Project (funded at \$50M) is part of the Connect NC Bond.
  - It is a 5-story 103,000 square feet facility with classrooms, laboratory space and faculty offices.
  - A 3-story central atrium provides direct access to mail level classrooms and also will serve as a gathering and mixed-use area able to accommodate receptions, exhibits and public presentations.
  - Foundation construction and Basement waterproofing are complete.
  - Concrete elevator hoist way has been erected.
  - Electrical duct bank and under slab plumbing are in place.
  - Steel super-structure erection is underway.
  - Project is on a current track for completion in late fall, 2019.
- Master Plan Update
  - The Final Report by Sasaki Associates, Inc. has been submitted electronically. Design & Construction is completing final reviews and editing
  - A read-only copy will be placed on the University and Design & Construction web sites for public access
  - The official printable version will be released later this Fall

### • **Informal Construction Projects**

- Relocation of Passport Office to Lowery Street
  - Plans for Passport Office and Financial Services have been submitted to SCO for review
  - Bid Package will be issued in October
  - Work will be performed during late Fall and continue through Winter Break
- Demolition of Old Nursing/Health Building
  - Plans for Passport Office and Financial Services have been submitted to SCO for review
  - Bid Package will be issued in October
  - Work will be performed during late Fall and continue through Winter Break
- K.R. Williams – Structural and Roof Repairs
  - Roof leaks and structural damage above the stage have been investigated
  - Report reveals corrosion/failure of wall reinforcement resulting in a bulge and cracks in wall
  - Project scope includes removing and replacing a portion of brick façade and rebuilding parapet wall
  - Roof above stage will be replaced
  - Repair and restoration design is underway and will be completed in November.
- Emergency Generators for Anderson Center & Thompson Center
  - Design Phase is complete for each facility

- Design Reviews and Approvals received from the SCO for Thompson
- Bids on Thompson were over budget. Thompson Center is currently in negotiations to reduce construction cost to below \$500,000.
- Anderson Center Design Reviews and Approvals are pending resolution of minor revisions
- Chiller Loop Extensions for Thompson Center & O’Kelly Library
  - Construction is substantially complete
  - New lines have been extended to both buildings and are ready for activation, in Phase 2, which is part of the Chiller Plant Upgrade
  - Pavement and Landscaping affected by the installation have been repaired.
- 1602 Lowery Street
  - The Facilities Warehouse Building will be up-fitted to accommodate relocating Building & Environmental Services, Motor Pool and Operations & Maintenance from the Physical Plant, to make way for its’ future repurposing for Art & Visual Studies, as part of “Restore the Core”
    - A request for an additional \$945,000 was included in the 2018-19 Repairs and Renovations project request
    - Total project budget is \$1,875,747
- Main Electrical Feeder Upgrade
  - A major power shutdown in allowed for successful replacement of the main electrical wires connecting campus to Duke Energy’s network
  - Earlier attempts to fix this were canceled due to adverse weather
  - There have been no problems with this segment of our network since then
  - Work is needed on other portions to the system and will be scheduled for Fall and Winter Breaks pending scoping and funding.
- Central Chilled Water Plant – Upgrade to a third Chiller
  - 2017-18 R&R Funding Allocation of \$850,000 received for Design and Infrastructure
  - A Designer Solicitation process was deferred until the funds for the full \$2,000,000 project can be secured
  - A 1,000-Ton Chiller is proposed, to increase overall cooling capacity for future buildings, and provide redundancy if one of the existing 400 or 800-Ton Units
  - Effects of Florence were not very note-worthy; metal flashings were stripped off Gains center

## **Financial Report**

Mr. Wilbourne Ruser gave an update on the Finance and Administration financials.

- This cumulative Fiscal Year 2017-18 report includes financial statements as of June 30, 2018, as well as other information that helps substantiate the University’s accountability to WSSU’s Board of Trustees.

### **General Fund Summary:**

The statements of revenues and expenses summarize the university’s results of operations as of June 30, 2018. The total budget was \$88.8M.

- State Appropriations – \$64.0M.
- Revenue (tuition and fees) – \$24.8M.
- The university spent \$88.8M or 100% of the total budget towards personnel salaries and operating requirements.
- Expenditures as of June 30, 2018 are (\$1,018,511) less than the amount for June 30, 2017.
- Receipts recorded through June 30, 2018 total \$24.8M, or 100% of the budget.
- Total receipts collected as of June 30, 2018 are \$894,882 more than the amount collected for the same period last year.

### **Auxiliary Services and Business Enterprises Summary:**

The university manages a number of auxiliary and business enterprises that are self-supporting operations.

- As of June 30, 2018, all business entities had positive fund balances, except for WSSU’s Athletics Program. The cumulative negative balance was (\$12.4M) through the end of June 30, 2018.



**Other discussion items**

No other items.

Next meeting, Thursday, December 13, 2018

Respectively Submitted by:



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Leslie Gaynor  
Finance and Administration, Office Director

# TUITION & FEES INCREASE

## PROPOSALS

FY 2019-20



# WSSU

**WINSTON-SALEM** STATE UNIVERSITY

\*Subject to Approval by the WSSU Board of Trustees

# PROCESS

- Annual Process at each UNC System campus
  - An interdisciplinary committee comprised of representatives from – Students, Faculty and Senior Management
  - Departmental representatives present proposals/recommendations to the committee regarding respective increases.
  - The committee presents recommendations to:
    - Chancellor
    - Student Forums (2)
  - Final recommendations provided to the Board of Trustees, and upon approval forwarded to the UNC Board of Governors

# TUITION & FEES COMMITTEE

## Co-Chairs

- Dr. Anthony Graham, Provost & Vice Chancellor. Academic Affairs
- Jamar Banks, Interim Vice Chancellor. Student Affairs
- William Gibson, President. Student Government Association

## Student Representatives

- Kambre Stephens
- Tavonte Gray
- Courtney Samuels

## Staff Representatives

- Camille Kluttz-Leach, Chief of Staff
- Constance Mallette, Vice Chancellor. Finance & Administration
- Dr. Carolyn Berry, Sr. Associate Provost
- Letitia Wall, Associate Provost

## Faculty Representative

- Dr. Bodiford Stackhouse, Faculty Senate Chairperson

## Staff Senate Representative

- Leslie Winbush, Staff Senate President

# TUITION & FEES GUIDANCE

- Commitment to Affordability & Accessibility of higher education
- No tuition increases are allowed for undergraduate resident students
- No requests or increases for special fees
- Recommend increases for Undergraduate Non-Resident & Graduate Tuition inline with competitive market rates
- General Fees & Debt Service Fees – Increase not to exceed 3%, for WSSU = \$72.40

# TUITION RATE CHANGES

Category	FY 2016-17 Tuition	17-18 \$ Increase	% Increase	FY 2017-18 Tuition	% Increase	FY 2018-19 Tuition	FY 19-20 % Increase	FY 2019-20 Tuition
Undergrad-Resident	\$3,335	\$66	2%	\$3,401	0%	\$3,401	0%	\$3,401
Graduate-Resident	\$3,796	\$76	2%	\$3,872	0%	\$3,872	0%	\$3,872
Undergrad-Non Resident	\$13,446	\$202	1.5%	\$13,648	0%	\$13,648	0%	\$13,648
Graduate-Non-Resident	\$13,713	\$274	2%	\$13,987	0%	\$13,987	0%	\$13,987

# GENERAL FEES RATE CHANGES

<b>Fee</b>	<b>FY2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>Proposed \$Change</b>	<b>% Change</b>	<b>2019-2020</b>
Athletics	\$694.00	\$694.00	\$694.00	\$745.00	\$745.00	\$35.00	4.7%	780.00
Health Services	247.00	247.00	247.00	267.00	267.00	\$0.00	-	267.00
Student Activities	530.70	530.70	530.70	530.70	530.70	\$15.00	2.8%	545.70
Educational & Technology	416.46	416.46	416.46	416.46	416.46	\$0.00	-	416.46
Debt Service	\$460.00	\$460.00	\$460.00	\$460.00	\$423.00	\$0.00	-	\$423.00

# TUITION & FEES – NATIONAL PEERS

Institution	UG Resident Tuition & Fees 2018-19	Quartile
Rutgers University Camden	\$14,857	1st
William Paterson University of New Jersey	13,060	1st
Francis Marion University	11,160	1st
University of South Carolina Aiken	10,802	1st
Prairie View A & M University	10,533	2nd
Norfolk State University	9,490	2nd
Jacksonville State University	9,150	2nd
Virginia State University	9,056	2nd
University of Maryland Eastern Shore	8,302	3rd
SUNY College at Old Westbury	8,143	3rd
Morgan State University	7,900	3rd
Delaware State University	7,868	3rd
Alcorn State University	7,084	4th
Albany State University	6,726	4th
Fort Valley State University	6,664	4th
<b>Winston-Salem State University</b>	<b>\$5,904.16</b>	<b>4th</b>



# TUITION & FEES – NATIONAL PEERS

Institution	UG Nonresident Tuition & Fees 2018-19	Quartile
Rutgers University Camden	\$31,165	1st
Prairie View A & M University	24,843	1st
Francis Marion University	21,544	1st
Norfolk State University	21,418	1st
William Paterson University of New Jersey	21,260	2nd
University of South Carolina Aiken	21,260	2nd
Virginia State University	20,307	2nd
Albany State University	19,802	2nd
University of Maryland Eastern Shore	18,508	3rd
Morgan State University	18,167	3rd
Fort Valley State University	18,032	3rd
SUNY College at Old Westbury	17,922	3rd
Jacksonville State University	16,926	4th
Delaware State University	16,904	4th
<b>Winston-Salem State University</b>	<b>\$16,151.16</b>	<b>4th</b>
Alcorn State University	\$7,084	4th

# STUDENT ACTIVITY FEE

# STUDENT ACTIVITIES

## \$15.00 Fee Increase Request

- Address the growing needs of WSSU students, focusing on experiential and co-curricular learning. Consistent with the Strategic Plan, three important areas have been identified:
  1. Social Justice
  2. Experiential Education
  3. Excellent Facilities
- Provide engaged students with the tools and theories needed to become successful leaders, change-makers, activists and community organizers.

Current Fee	Fee Increase Request	Proposed Fee	Projected Revenue
\$530.70	\$15.00	\$545.70	\$64,275 <i>(\$15 x 4,285 FTE's)</i>

# STUDENT ACTIVITY FEE – PROPOSED USES

## Leadership Institute: Social Justice Speaker Series - \$15,000

○ Students will enhance their leadership abilities and broaden ideas on possibilities through participation in workshops, role-plays and activities - \$15,000

## Experiential Education - \$35,275

○ Students develop knowledge, skills, and values from direct experiences outside the traditional academic setting.

○ Thurgood Marshall Leadership Institute (20 WSSU Students) - \$15,000

○ Funding aimed at reducing challenges with low-paying or unpaid internships - \$15,275

○ Costs associated with Community Service/Service Learning - \$5,000

## Facilities/Housekeeping - \$14,000

○ Adhere to State imposed personnel cost increases for fee supported salary positions less than \$31,200 (New State minimum salary is \$31,200)

# ATHLETICS FEE

**WINSTON-SALEM** STATE UNIVERSITY

# DEPARTMENT OF ATHLETICS

## \$35.00 Fee Increase Request

The Athletics program is primarily funded by student athletics fees. The fee increase will support Athletics operations to include leadership development for student athletes, maintenance of playing surfaces, and replacement of safety equipment.

Current Fee	Increase	Proposed Fee	Projected Revenue
\$745.00	\$35.00	\$780.00	\$149,975 <i>(\$35 x 4,285 FTE's)</i>

# DEPARTMENT OF ATHLETICS – PROPOSED USES

## **Educational Experience/Leadership Opportunities -\$9,975**

- Support Leadership Development Opportunities for Student Athlete Advisory Committee (SAAC) and transportation for Community Service engagements

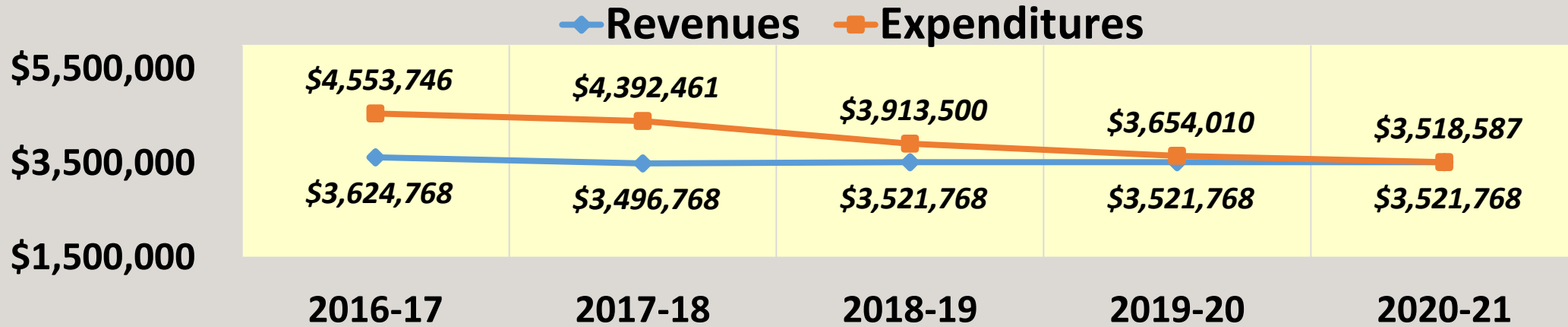
## **Facilities Upgrades and Maintenance - \$120,000**

- Upgrade bleachers in the Gaines Center consistent with safety standards - \$75,000
- General maintenance and upkeep of Athletic Playing surfaces - \$45,000

## **Equipment upgrades - \$20,000**

- Upgrade equipment for student-athletes and cover medical supplies

# FY 2017-2021 BUDGET ASSUMPTIONS



- Consistent with the Strategic Plan, the goal is to maintain a balanced budget at \$3.8M by FY 2020-21
- Increase fundraising and ticket sales
- Reduce personnel compensation/staffing levels, and sport offerings consistent with NCAA guidelines for cost saving opportunities
  - *All changes will require a review of Title IX implications*
- Current Athletics Revenues - \$3,431,738 (*Athletics Fee - \$2,972,550, Other Support Revenue - \$459,188 (Ticket/Parking Sales/Fundraising, NCAA Conference Distribution)*)



# 2019-20 Proposed Meal Plan Rates Dining Services

# Meal Plan Increase Justification for 2019-2020

## 3% Proposed Increase

- Increase in Consumer Price Index
- Increase in Maintenance Costs related to Dining Services
- Increase in Declining Balance on Meal Plans
  - ✓ \$25.00 for plans 1 and 2
  - ✓ \$15.00 for plan 3
- Add 5 Guest Passes per semester to Meal Plans 2 & 3

# 2019-20 Proposed Meal Plan Rates

## Residential Plans

Proposed Rates 2019-20

Current Rates 2018-19

Meal Plan Number ME = Meal Exchanges in Food Court	Number of Meals Per Semester (304 meals in 16 weeks)	Base Cost Per Plan (Without Declining Balance)	3% Increase On Base Price	Declining Balance Per Plan	6.75% Tax Per Plan	Rates Per Semester (With Declining Balance & Tax)	Increase Cost Per Plan
1. 10 ME & 5 Guest Passes	Unlimited	\$1,578.97	\$46.72	\$200.00	\$106.58	\$1,885.55	\$48.19
1. 10 ME & 5 Guest Passes	Unlimited	\$1,557.25		\$175.00	\$105.11	\$1,837.36	
2. Add 5 Guest Passes	220	\$1,362.70	\$40.42	\$325.00	\$91.98	\$1,779.68	\$41.46
2.	220	\$1,347.28		\$300.00	\$90.94	\$1,738.22	
3. Add 5 Guest Passes	160	\$1,223.98	\$36.09	\$265.00	\$82.62	\$1,571.60	\$37.51
3	160	\$1,202.89		\$250.00	\$81.20	\$1,534.09	

# 2019-2020 Proposed Meal Plan Rates

## Commuter Plans

Proposed Rates 2019-20

Current Rates 2018-19

Meal Plan Number	Number of Meals Per Semester	Base Cost Per Plan (Without Declining Balance)	3% Increase on Base Price	Declining Balance Per Plan	6.75% Tax Per Plan	Rates Per Semester (With Declining Balance & Tax)	Increase/Decrease Per Plan
4.	100	\$826.01	\$24.06	\$400.00	\$55.76	\$1,281.77	\$27.69
4.	100	\$801.95		\$400.00	\$54.13	\$1,254.08	
5.	50	\$372.68	\$10.85	\$400.00	\$25.16	\$797.84	\$11.59
5.	50	\$361.83		\$400.00	\$24.42	\$786.25	
6.	25	\$195.30	\$5.69	\$300.00	\$13.18	\$508.48	\$6.07
6.	25	\$189.61		\$300.00		\$502.41	

# MASTER OF HEALTHCARE ADMINISTRATION

## Purpose & Benefits of Request

- Additional resources will enhance faculty development and software enhancement systems
- Allow the program to be competitive with other programs in the region by offering students transformative academic experiences and access to learning materials/educational supplies
- Maintain a unique learning management platform as the program transitions to fully online delivery methods

# MASTER OF HEALTHCARE ADMINISTRATION

Category	FY 2018-19 Tuition	Annual Increase Request	Proposed FY 2019-20	Projected Number of Students	Projected Tuition Revenue
Graduate Resident	\$3,872	\$1,000	\$4,872	40	\$40,000
Graduate Non-Resident	\$13,987	\$2,000	\$15,987	5	\$10,000

Projected Use of Revenues for Program Enhancement	Amount
Educational Supplies	\$10,500
Internship/Program Development	\$7,600
Software Purchase	\$22,400
Faculty Development	\$9,500
<b>TOTAL</b>	<b>\$50,000</b>

# FY 2019-20 TUIITION & FEE SUMMARY

# FY 2019-20 TUITION & FEES RECAP

Tuition Category	FY 2018-19 Tuition	Proposed Increase	% Change	Revenue Generated	FY 2019-20
Undergraduate Resident	\$3,401	\$0.00	0.0%	\$0	\$3,401
Undergraduate Non-Resident	\$13,648	\$0.00	0.0%	\$0	\$13,648
Graduate Resident	\$3,872	\$0.00	0.0%	\$0	\$3,872
Graduate Non-Resident	\$13,987	\$0.00	0.0%	\$0	\$13,987
<b>Master of Healthcare Administration</b> <i>(Graduate &amp; Professional School Increase Request)</i>					
Graduate Resident	\$3,872	\$1,000	New	\$40,000	\$4,872
Graduate Non-resident	\$13,987	\$2,000	New	\$10,000	\$15,987



# Master of Healthcare Administration Graduate & Professional School Tuition Increase Request

- **Graduate Resident - \$1,000 per year**
- **Graduate Non-Resident - \$2,000 per year**

# FY 2019-20 TUITION & FEES RECAP (cont.)

	2018-19 Fees	Proposed Increase	% Change	2019-20 Fees
<b>General Fees &amp; Debt Service</b>				
Athletics	\$745.00	\$35.00	4.7%	\$780.00
Health Services	267.00	0.00	0.0%	267.00
Student Activities	530.70	15.00	2.8%	545.70
Educational & Technology	416.46	0.00	0.0%	416.46
Campus Security	30.00	0.00	0.0%	30.00
Debt Service	423.00	0.00	0.0%	423.00
ASG Fee	1.00	0.00	0.0%	1.00
<b>Total Proposed UG Fees</b>	<b>\$2,413.16</b>	<b>\$50.00</b>	<b>2.1%</b>	<b>\$2,463.16</b>

- Meal Plans – 3% Increase request
- No Increase on Tuition, Housing rates or other fees

# FY 2018 - 19 TUITION & FEES

## The University of North Carolina Tuition and Fees Applicable to All Regular Full-Time Undergraduate Students 2018-19

	Tuition		General Fees					Total General Fees	Debt Service Fee	Total Fees*	Total Resident Tuition & Fees	Total Nonresident Tuition & Fees
	Resident	Nonresident	Athletics	Health Services	Student Activities	Educational and Tech.	Campus Security					
NC State University	6,535.00	25,878.00	232.00	407.00	679.32	439.28	30.00	1,787.60	572.00	2,359.60	8,894.60	28,237.60
UNC-Chapel Hill	7,019.00	33,202.00	279.00	400.15	397.97	444.86	30.00	1,551.98	185.85	1,737.83	8,756.83	34,939.83
East Carolina University	4,452.00	20,729.00	723.00	263.00	694.00	395.00	30.00	2,105.00	460.00	2,565.00	7,017.00	23,294.00
NC A & T State University	3,540.00	16,750.00	845.00	338.50	714.25	449.06	30.00	2,376.81	588.00	2,964.81	6,504.81	19,714.81
UNC Charlotte	3,812.00	17,246.00	824.00	243.00	632.00	592.00	30.00	2,321.00	720.00	3,041.00	6,853.00	20,287.00
UNC Greensboro	4,422.00	19,581.00	761.00	302.00	550.00	446.00	30.00	2,089.00	707.00	2,796.00	7,218.00	22,377.00
Appalachian State University	4,242.00	19,049.00	760.00	325.00	646.00	576.00	30.00	2,337.00	634.00	2,971.00	7,213.00	22,020.00
Fayetteville State University	2,982.00	14,590.00	718.00	237.00	565.00	382.00	30.00	1,932.00	335.00	2,267.00	5,249.00	16,857.00
NC Central University	3,728.00	16,435.00	847.00	267.66	476.40	428.15	30.00	2,049.21	570.00	2,619.21	6,347.21	19,054.21
UNC Pembroke	1,000.00	5,000.00	747.52	190.00	679.84	528.91	30.00	2,176.27	240.00	2,416.27	3,416.27	7,416.27
UNC Wilmington	4,443.00	18,508.00	749.55	219.00	687.95	494.24	30.00	2,180.74	376.00	2,556.74	6,999.74	21,064.74
Western Carolina University	1,000.00	5,000.00	756.00	306.00	618.00	544.00	30.00	2,254.00	523.00	2,777.00	3,777.00	7,777.00
Winston-Salem State University	3,401.00	13,648.00	745.00	267.00	530.70	416.46	30.00	1,989.16	423.00	2,412.16	5,813.16	16,060.16
UNC Asheville	4,122.00	20,845.00	830.00	368.00	768.00	490.00	30.00	2,486.00	394.00	2,880.00	7,002.00	23,725.00
Elizabeth City State University	1,000.00	5,000.00	878.87	255.03	703.00	326.00	30.00	2,192.90	–	2,192.90	3,192.90	7,192.90
UNC School of the Arts (1)	6,497.00	22,640.00	N/A	882.00	748.00	704.00	30.00	2,364.00	–	2,364.00	8,861.00	25,004.00

(1) Does not include High School

\* In addition to the fees above, the Board also authorized a \$1 ASG fee which is not included in the total fees amount.

3/23/18

# FEEDBACK/QUESTIONS

# NEXT STEPS...

- ❖ After Student Forum Presentation on November 6, 2018
- ❖ 2<sup>nd</sup> Student Forum presentation – November 13, 2018
- ❖ Recommendations to the Board of Trustees
- ❖ Submission to the UNC System Office for final approval by the Board of Governors by December 5, 2018

**THANK YOU!**

**WINSTON-SALEM** STATE UNIVERSITY

**RESOLUTION OF THE BOARD OF TRUSTEES  
OF WINSTON-SALEM STATE UNIVERSITY**

**AUTHORIZING THE ESTABLISHMENT OF EASEMENTS FOR THE CITY OF WINSTON-SALEM -  
BRUSHY FORK GREENWAY - PHASE 4 PROJECT BY DONATION OR DEED**

**WHEREAS**, The **City of Winston-Salem, NC** proposes to extend its' Greenway System by constructing **Brushy Fork Greenway – Phase 4** from Reynolds Park Road, along the western side of Brushy Fork Creek to the existing Brushy Fork Greenway just north of Lowery Street; and

**WHEREAS**, a portion of the Greenway is proposed to be located on property owned by the **State of North Carolina through Winston-Salem State University**; and

**WHEREAS**, to accomplish this goal, it is necessary to establish both a **Temporary Construction Easement (TCE)** and a **Permanent Greenway Easement (PGE)** as shown in Exhibit A, for the final phase of the Brushy Fork Greenway; and

**WHEREAS**, acquisition, by the City of Winston-Salem, of the TCE and PGE on the property owned by the State of North Carolina through Winston-Salem State University will be have to be accomplished, **either by donation, by deed for the appraised amount**, or by condemnation if necessary; and

**WHEREAS**, it may be necessary for the City of Winston-Salem to acquire additional easement square footage for reasons such as unforeseen field conditions or recommended design revisions during construction that result in net cost savings to the project.

**NOW THEREFORE**, in consideration of the premises above, the sufficiency and adequacy of which is hereby acknowledged,

**BE IT RESOLVED**, that the Board of Trustees of Winston-Salem State University hereby delegates to the Chancellor of Winston-Salem State University the authority to negotiate an appropriate conveyance of said Temporary Construction Easement and Permanent Greenway Easement by either donation, deed, or condemnation as described herein and that, if sold or condemned, the recommended purchase price of **\$38,175** and all costs associated with the acquisition are paid for by the City of Winston-Salem, NC, such action **TO COMMENCE AS SOON AS PRACTICAL, AND TO COORDINATE WITH THE North Carolina Department of Administration State Property Office**, and to take such other action as may be necessary to carry out the intent of this resolution.

**BE IT FURTHER RESOLVED** that Chancellor is directed to keep the Board of Trustees advised of actions taken on its behalf to accomplish this stated objective.

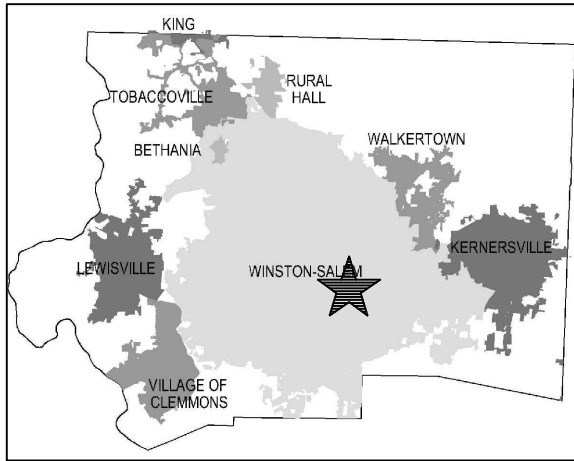
This resolution shall be effective upon its adoption.

This the 14<sup>th</sup> day of December, 2018

\_\_\_\_\_  
Dr. William U. Harris, Chairman  
WSSU Board of Trustees

\_\_\_\_\_  
Scott F. Wierman, Secretary  
WSSU Board of Trustees

# WINSTON-SALEM CITY COUNCIL



EXISTING GREENWAY



LOWERY STREET

BRUSHY FORK CREEK

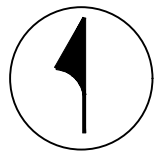
NORFOLK SOUTHERN RAILROAD

PROPOSED GREENWAY

WINSTON-SALEM STATE UNIVERSITY

REYNOLDS PARK ROAD

MARTIN LUTHER KING JR. DRIVE



*BRUSHY FORK GREENWAY, PHASE 4*

NOT TO SCALE

DATE  
9-27-10



# Facilities Management

## Capital and Informal Projects Updates

Board of Trustees

December 13 - 14, 2018



**WINSTON-SALEM** STATE UNIVERSITY

**WSSU**

# •Capital Projects

# Covington Hall - Freshmen Living/Learning Community

- **Funding Source:** Housing Receipts
- **Strategic Planning:** 282 Resident Beds, 9 Advisor Beds, 2 Apartments, Living/Learning Environment.
- **Schedule:** Move-in August 10, 2018
- **Construction Cost:** \$20,075,000
- **Overall Project Budget:** \$24,000,000
- **Area:** 71,021 SF
- **Stories:** 5 + Basement
- **Current Status:** Commissioning of Bedrooms is complete. Blower Door test and functional performance testing of Main HVAC will be completed during Winter Break.



# New Sciences Building

**Funding Source:** State Appropriation and Connect NC Bond  
**Strategic Planning:** Sciences collaborative educational building, including Biological Sciences, Chemistry, Clinical Lab Science, and BRIC.

**Schedule:** Construction Fall 2017 through Fall 2019

**Construction Cost:** \$40,072,361

**Overall Project Budget:** \$53,312,000

**Area:** 103,000 SF

**Stories:** 5

**Current Status:** Interior Concrete Masonry Wall construction is underway. Installation of Penthouse structural steel continues. Fireproofing is being applied to structural steel. Exterior metal studs are being installed on North and east facades. Plumbing HVAC and Electrical construction trades are working.



# New Sciences Building Progress Photos



Structural steel frame and stud installation

**WINSTON-SALEM** STATE UNIVERSITY



Exterior stud framing installation

# New Sciences Building Progress Photos



Plumbing pipe installation at restroom



HVAC duct riser installation

# Current Projects

- Relocation of Passport Office and Expansion of Financial Services
  - Designers are modifying plans to make some existing walls fire-rated that were not
  - Work will start after Winter Break and be completed in Summer of 2019.
  - Funding Sources: Fund Balance and Budget Allocation
- Demolition of Old Nursing/Health Building
  - Abatement was completed and Demolition started. Additional abatement had to be performed when asbestos wrapped pipes were discovered imbedded in some walls.
  - Demolition will be completed in March , 2019
  - Funding Source: 2016 Repairs & Renovations Allocation
- K.R. Williams – Structural and Roof Repairs
  - Roof leaks and structural damage above the stage have been investigated. Roof above stage will be replaced
  - Report reveals corrosion/failure of wall reinforcement resulting in a bulge and cracks in wall
  - Project scope includes removing and replacing a portion of brick façade and rebuilding parapet wall
  - Designer is completing Construction Documents for submittal to State Construction Office.
  - Funding Source: 2014 & 2015 Repairs & Renovations Allocation

# Current Projects

- Emergency Generators for Anderson Center & Thompson Center
  - Thompson Center Generator Contract has been successfully negotiated to within budget.
  - Contract has been awarded and order for Generator has been placed.
  - Bids on Anderson Center Generator are to be received in
  - Funding Sources: 2011, 2012, 2013, & 2015 Repairs and Renovations
- 1602 Lowery Street
  - The Facilities Warehouse Building will be up-fitted to accommodate relocating Building & Environmental Services, Motor Pool and Operations & Maintenance from the Physical Plant, to make way for its future repurposing for Art & Visual Studies, as part of “Restore the Core”
  - Funding has been approved and Designer Solicitation is underway
  - Total project budget is \$1,875,747. The work will be completed in Summer 2020.
  - Funding Source 2017 and 2018 Repairs & Renovations Allocations
- Central Chilled Water Plant – Upgrade to a third Chiller
  - 2017-18 R&R Funding Allocation of \$850,000 received for Design and Infrastructure
  - A 1,000-Ton Chiller is proposed, to increase overall cooling capacity for future buildings, and provide redundancy if one of the existing 400 or 800-Ton Units fail.



# Brushy Fork Greenway Project

City of Winston-Salem extension of its' Greenway System from Reynolds Park Road to Lowery Street

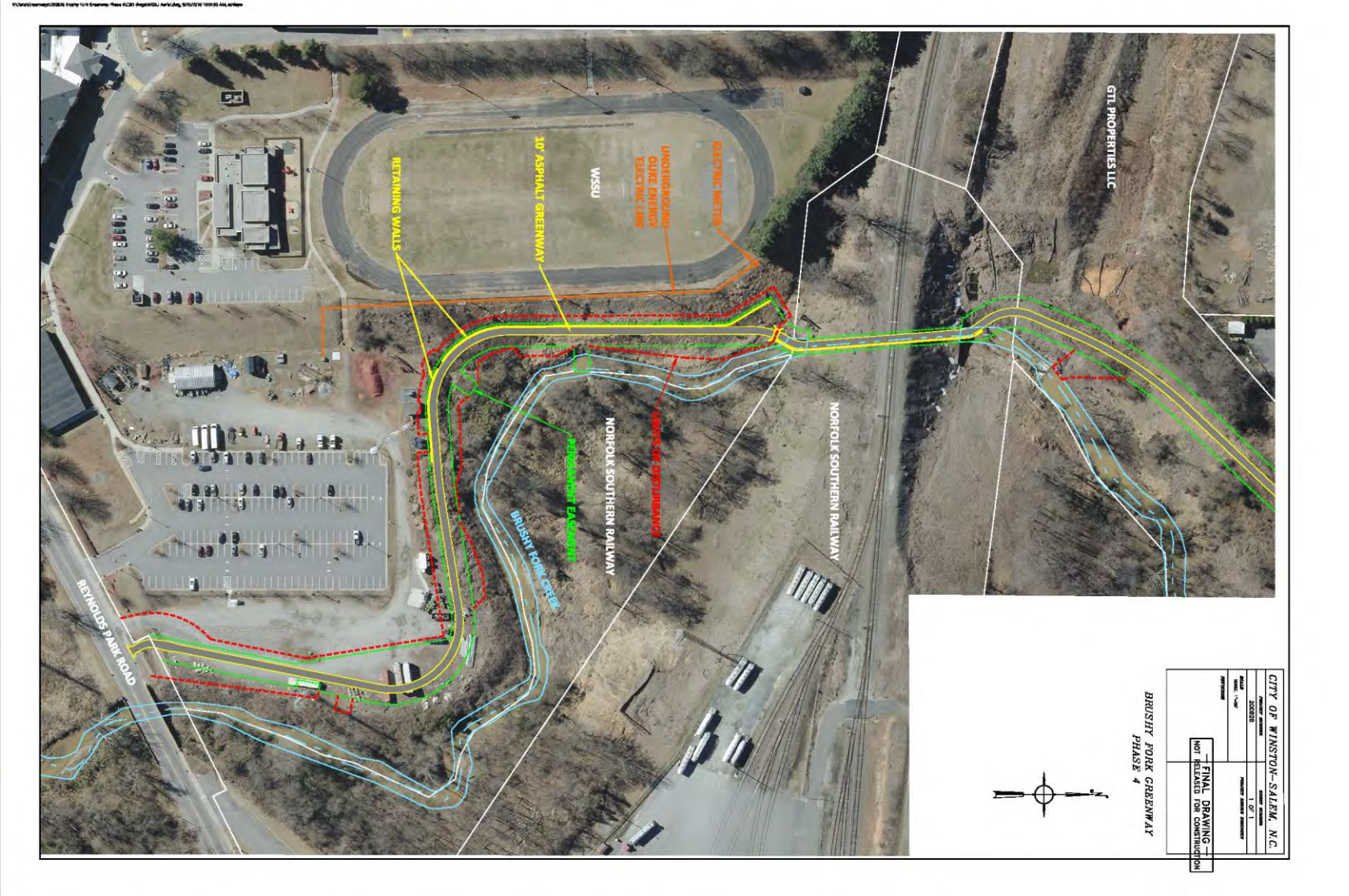
Action item:

Resolution by the WSSU Board of Trustees to grant a  
Temporary Construction Easement (TCE)  
and a  
Permanent Greenway Easement (PGE)

# Action Item on Brushy Fork Greenway

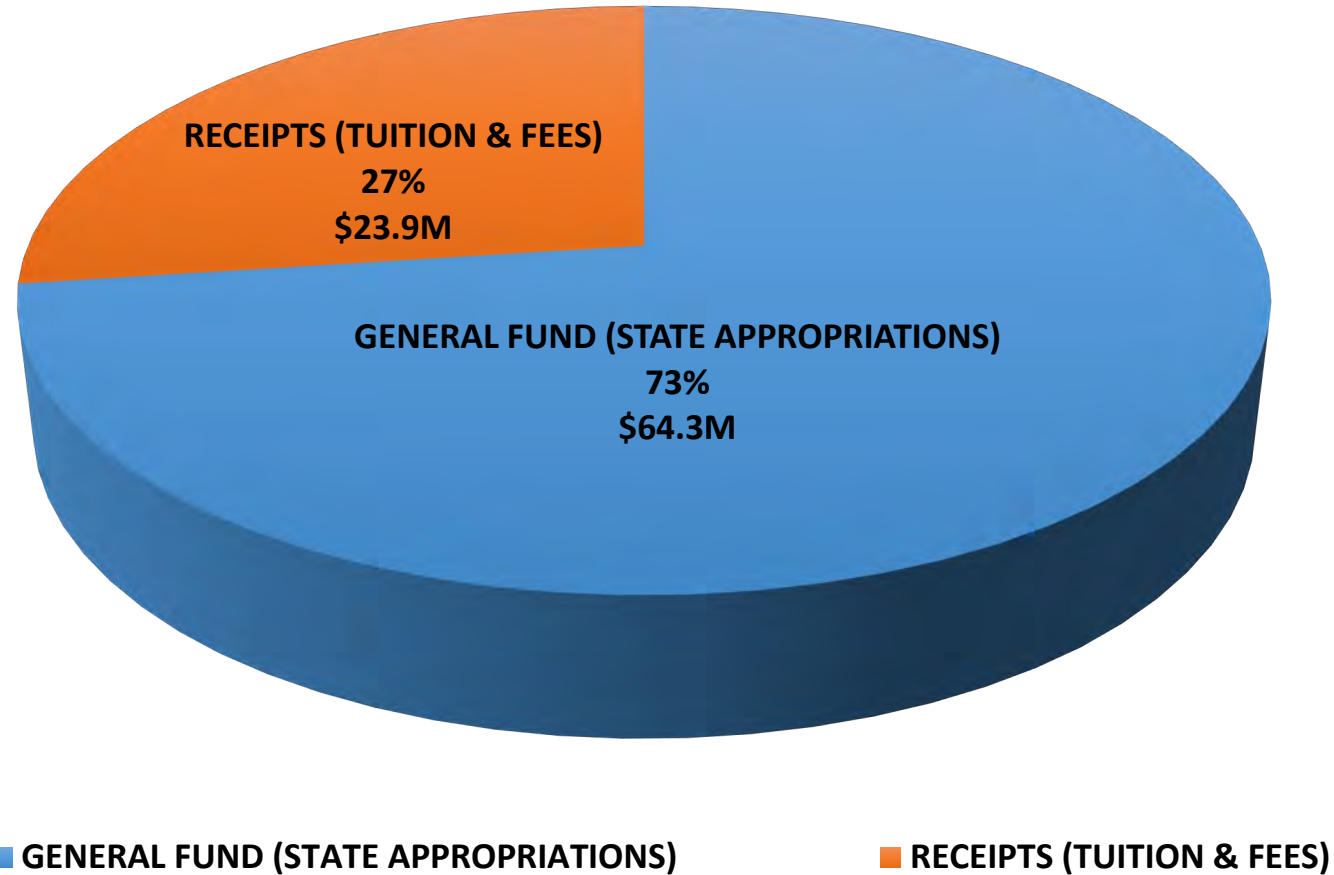
- The City of Winston-Salem, NC proposes to extend its' Greenway System by constructing Brushy Fork Greenway – Phase 4
- The extension will run from Reynolds Park Road, along the western side of Brushy Fork Creek to the existing Brushy Fork Greenway just north of Lowery Street
- A portion of the Greenway is proposed to be located on property owned by Winston-Salem State University
- The City proposes to acquire both a Temporary Construction Easement (TCE) and a Permanent Greenway Easement (PGE)
- An Appraisal commissioned by the City recommends a purchase price of \$38,175 for the TCE and PGE
- Conveyance either by donation, by deed for the appraised amount, or by a condemnation process

# Action Item on Brushy Fork Greenway



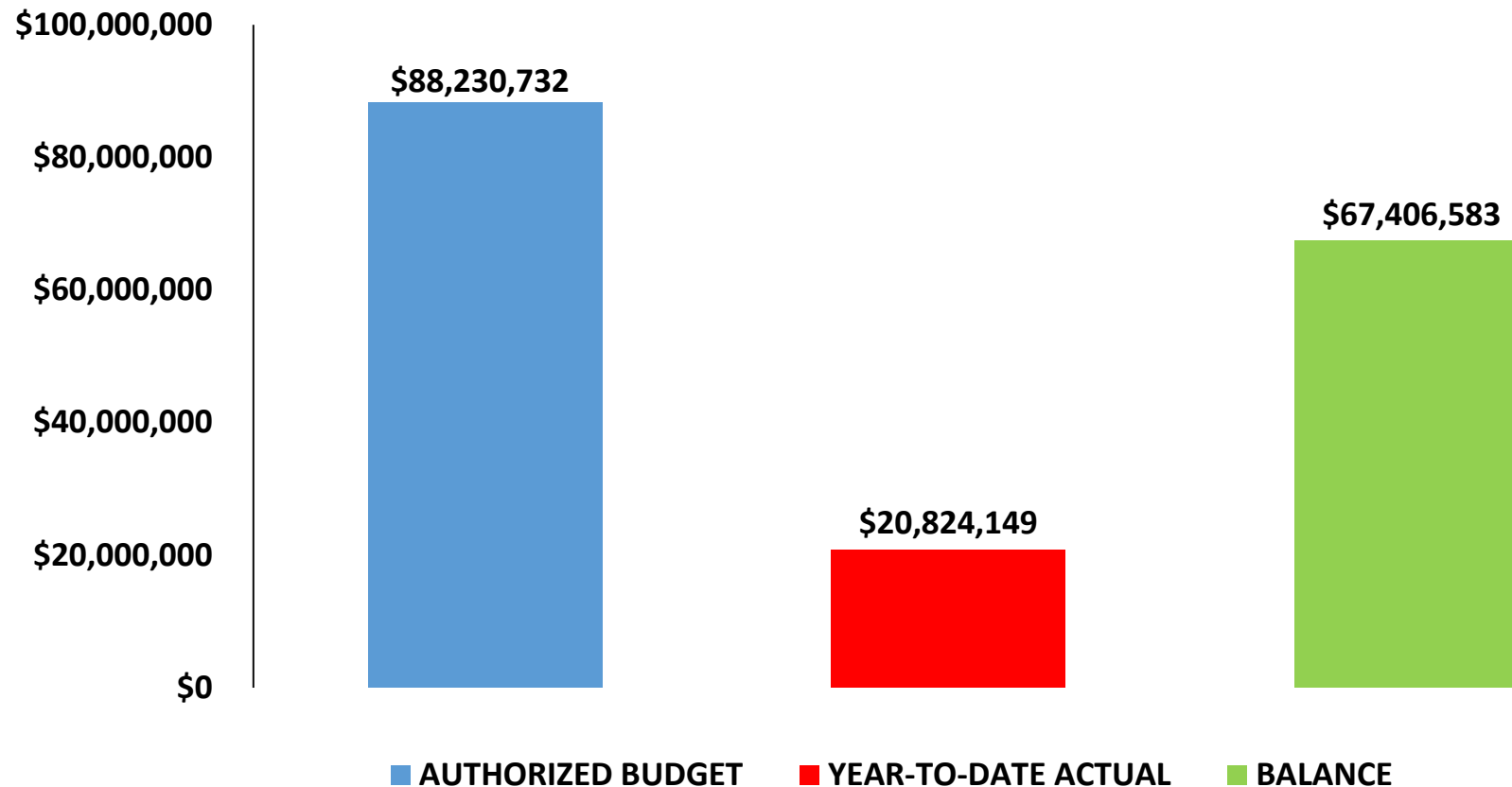
# STATEMENT OF GENERAL FUND BUDGET

## \$88.2M Allocation as of September 30, 2018



# STATEMENT OF GENERAL FUND EXPENDITURES

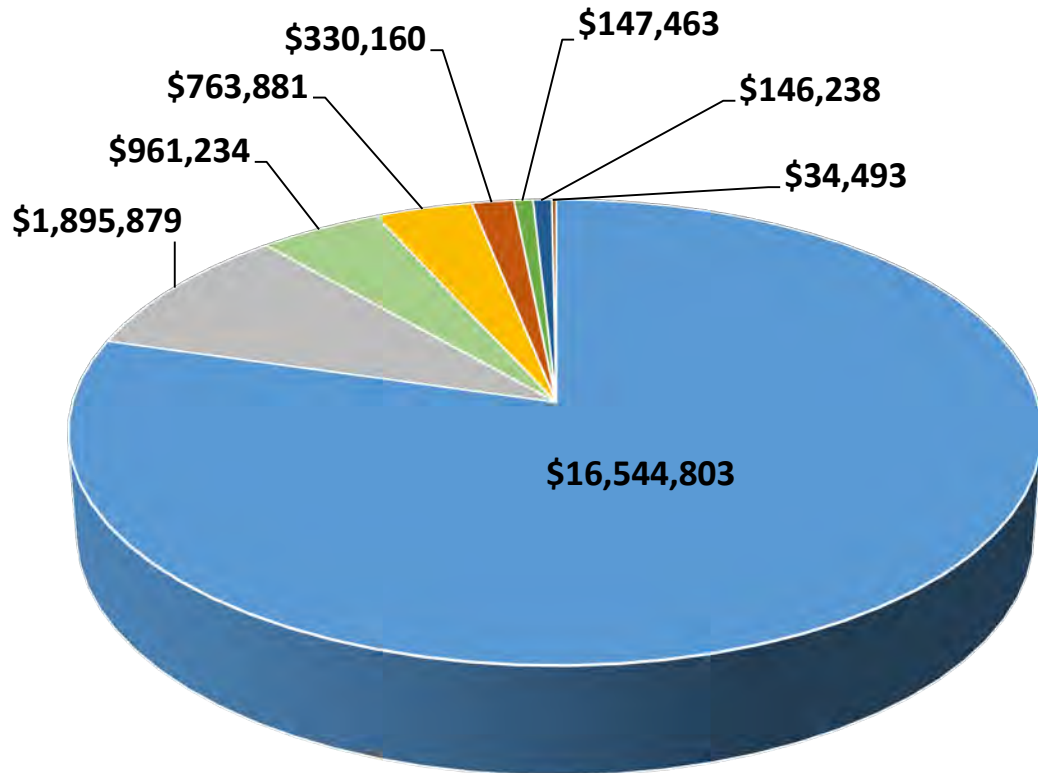
July 1, 2018 – September 30, 2018



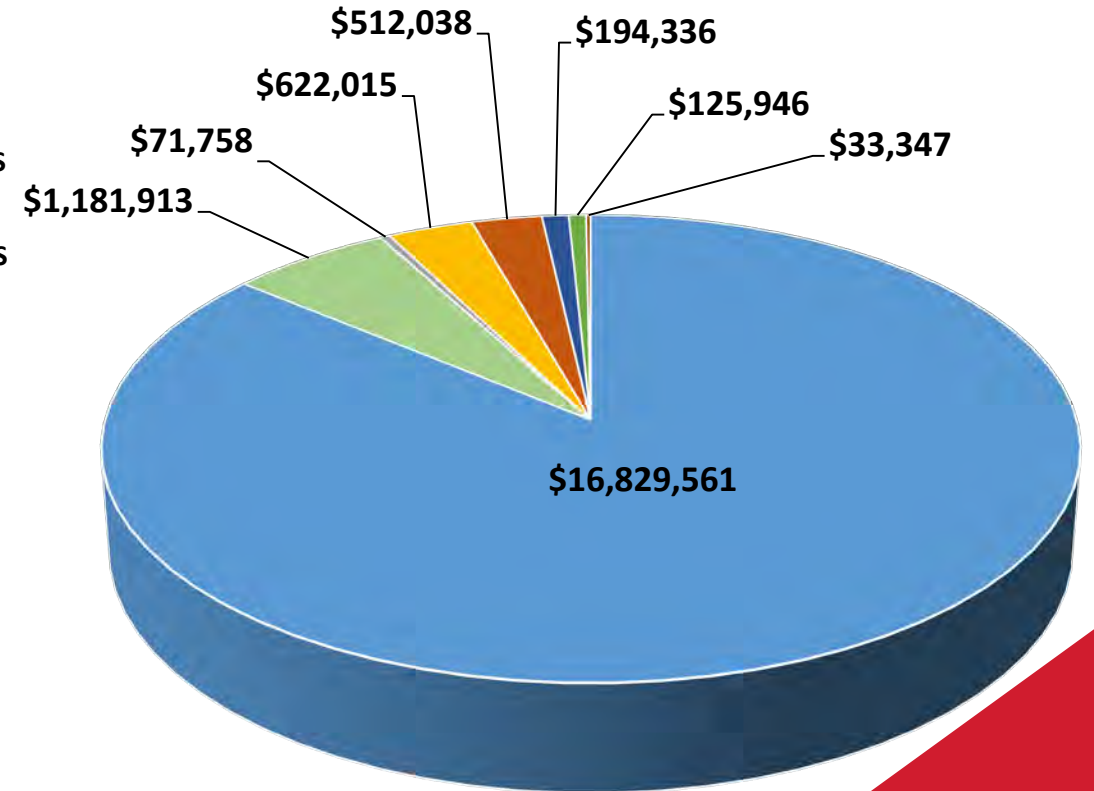
# COMPARISON OF GENERAL FUND EXPENDITURES

## Summary by Account

September 30, 2018 - \$20.8M.

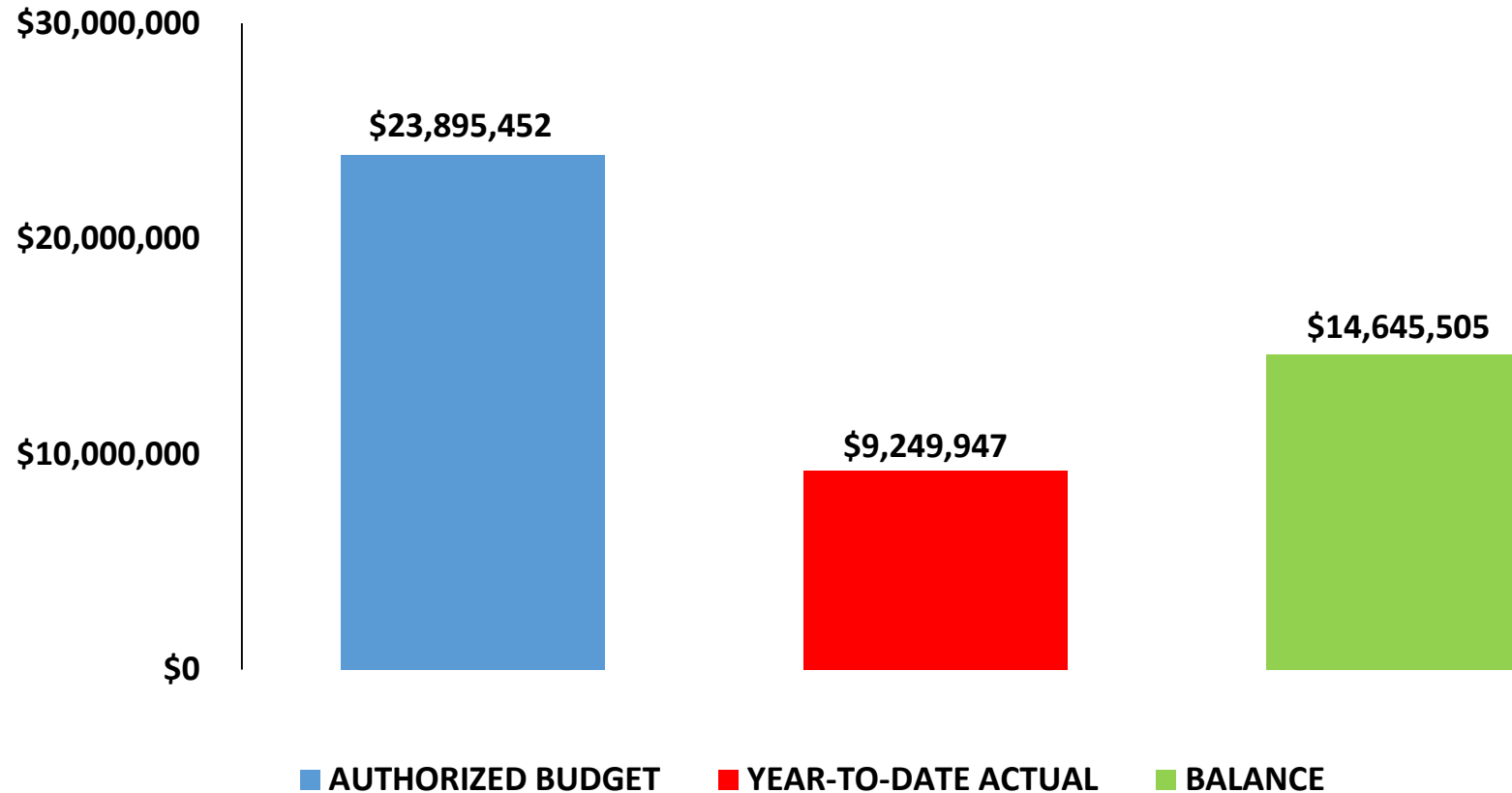


September 30, 2017 - \$19.6M.



# STATEMENT OF GENERAL FUND RECEIPTS

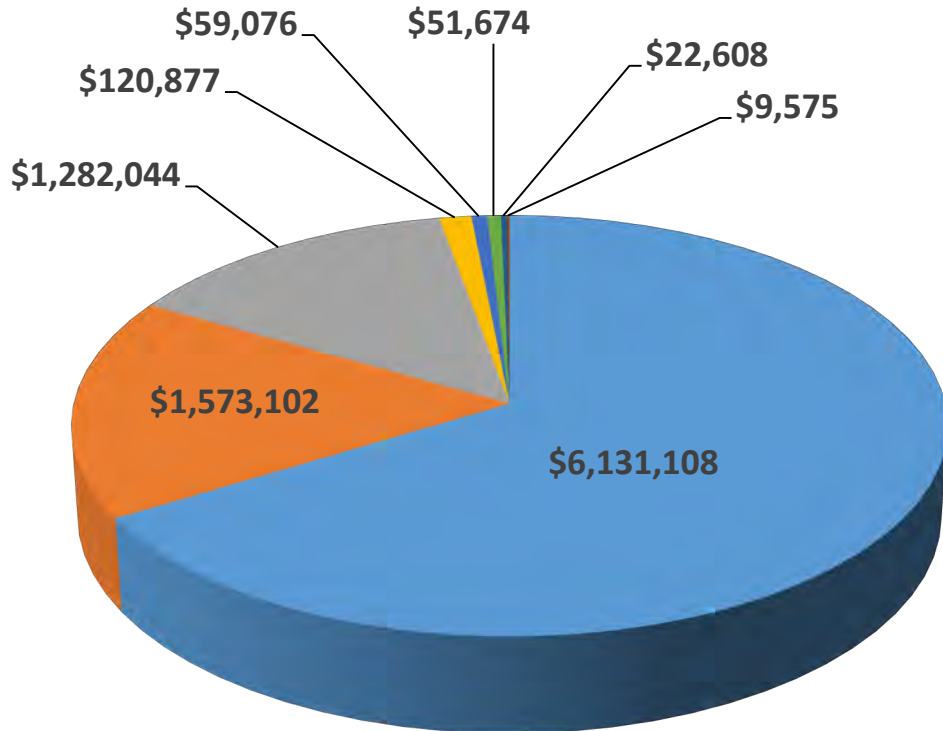
July 1, 2018 – September 30, 2018



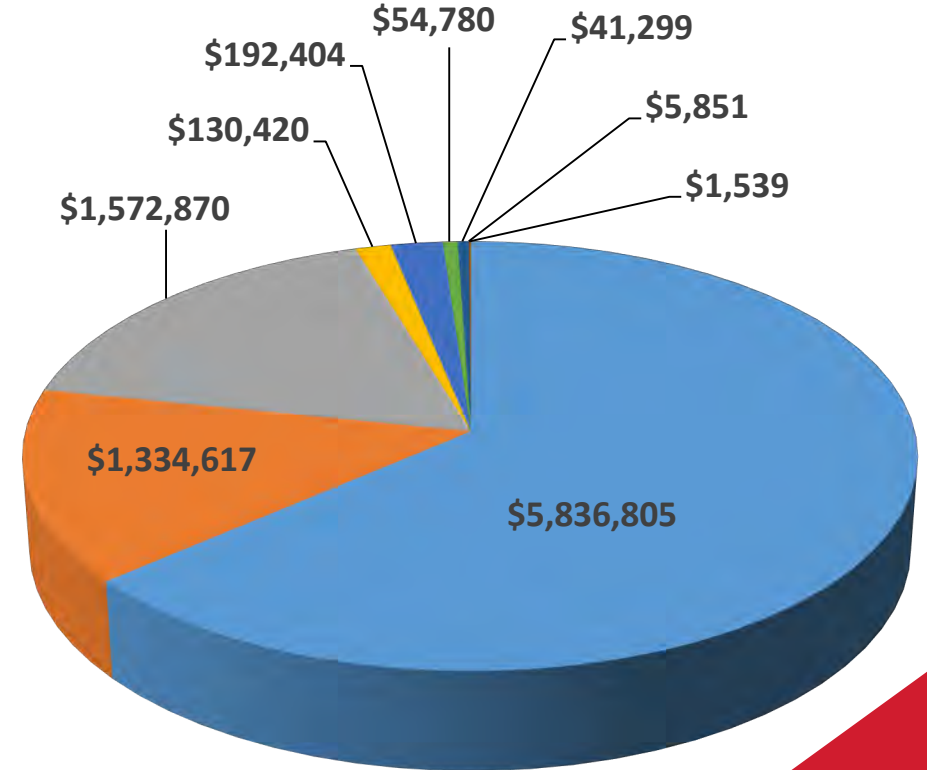
# COMPARISON OF GENERAL FUND RECEIPTS

## Summary by Program

September 30, 2018 - \$9.25M.



September 30, 2017 - \$9.2M.



- MULTI-ACTIVITY
- SUMMER TERM INSTRUCTION
- OTHER RESERVES
- INSTITUTIONAL SUPPORT
- PHYSICAL PLANT OPERATIONS
- STUDENT SERVICES
- EXTENSION INSTRUCTION
- REGULAR TERM INSTRUCTION
- LIBRARIES
- COMMUNITY SERVICES



# STATEMENT OF AUXILIARY SERVICES

July 1, 2018 – September 30, 2018

<b>FUND</b>	<b>EXPENSE BUDGET</b>	<b>BEGINNING BALANCE</b>	<b>RECEIPTS COLLECTED</b>	<b>YTD ACTUAL EXPENSES</b>	<b>ENDING CASH BALANCE</b>
Athletics	\$2,778,226	(\$12,386,021)	\$1,445,752	\$1,218,795	(\$12,159,064)
Food Service	3,477,500	402,970	3,469,338	1,565,694	2,306,614
Campus Book Store	-	27,459	107,709	655	134,513
Copier Management/Xerox	325,000	24,190	123,100	107,657	39,633
Health Service	1,286,027	172,477	557,927	382,616	347,788
Housing Service	5,305,310	14,575,622	6,899,517	3,502,339	17,972,800
One Card Office	83,493	80,007	51,201	21,783	109,425
Student Extracurricular Activities	1,333,199	546,962	1,021,762	464,677	1,104,047
Educational & Technology Fee (I.T.)	653,287	1,393,870	821,798	388,920	1,826,748
<b>TOTAL</b>	<b>\$15,242,042</b>	<b>\$4,837,536</b>	<b>\$14,498,104</b>	<b>\$7,653,136</b>	<b>\$11,682,504</b>

# STATEMENT OF BUSINESS ENTERPRISES

July 1, 2018 – September 30, 2018

<b>FUND</b>	<b>EXPENSE BUDGET</b>	<b>BEGINNING BALANCE</b>	<b>RECEIPTS COLLECTED</b>	<b>YTD ACTUAL EXPENSES</b>	<b>ENDING CASH BALANCE</b>
Auxiliary Admin/Ticket Office	\$874,745	\$106,067	\$81,382	\$224,514	(\$37,065)
Central Transportation Fleet	-	46,873	22,601	20,933	48,541
Conference Facility Rentals	43,750	20,006	10,818	72	30,752
Food Court	56,246	55,186	20,669	-	75,855
Logo Licensing	-	5,477	9,655	390	14,742
Passport Services	75,000	77,378	29,944	1,638	105,684
Summer Camps & Conferences	3,925	30,453	26,526	3,925	53,054
Telecommunication (Phones)	297,284	92,771	131,514	134,524	89,761
Vehicle Registration/Fines	785,548	281,017	414,937	178,299	517,655
Vending Machines	-	4,174	150,657	-	154,831
<b>TOTAL</b>	<b>\$2,136,498</b>	<b>\$719,402</b>	<b>\$898,703</b>	<b>\$564,295</b>	<b>\$1,053,810</b>
<b>GRAND TOTAL</b> (Auxiliary/Business Enterprises)	<b>\$17,378,540</b>	<b>\$5,556,938</b>	<b>\$15,396,807</b>	<b>\$8,217,431</b>	<b>\$12,736,314</b>
Budget Performance Assessment			43%	47%	

# Audit, Risk, and Compliance Committee

Dec 13, 2018 10:00 AM - 11:30 AM EST

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# WINSTON-SALEM STATE UNIVERSITY

**MEETING OF THE BOARD OF TRUSTEES**  
Audit, Risk, and Compliance Committee  
Thursday, December 13, 2018  
10 – 11:30 AM

Winston-Salem State University  
Chancellor’s Conference Room  
200 Blair Hall  
Winston-Salem, NC 27110

**COMMITTEE MEMBERS:**

Robert Clark, Chair  
Jerry Shortt  
Kathleen Kelly  
Kelvin Farmer  
William Harris, ex officio

**COMMITTEE STAFF:**

Shannon Henry, Chief Audit, Risk, and Compliance Officer  
Ivey Brown, General Counsel  
Austin Grier, Staff

**AGENDA**

**OPEN SESSION**

1. Call to Order and Confirm Quorum ..... Chairman Clark
2. Approval of Minutes from the September 20, 2018 Meeting..... Chairman Clark
3. Enterprise Risk Management.....Shannon Henry & Austin Grier
  - a. Discussion of Risk Assessment Results
4. Other Matters of Governance, Risk, and Compliance..... Various
  - a. Information Governance and Security – Derrick Murray, Chief Information Officer, & Raisha Cobb, Director, Communications, Technology, and Security
  - b. Environmental Health & Safety – Jason Stogner, Emergency Management Director
  - c. NCAA Compliance – James Bullock, Compliance Officer for Athletics
5. Discussion of External Audits & Reviews (if any) ..... S. Henry & WSSU Management
  - a. 2018 Financial Statement Audit Report – WSSU Foundation

*\*Information related to any external audits or reviews released prior to the meeting will be provided at the meeting.*

- 6. Discussion of Internal Audit Activity..... Internal Audit Staff
  - a. Reports and Open Projects\*\*
  - b. Summary of Observations and Recommendations for FY2019– Matters Subject to Public Inspection\*\*
  - c. Status of Projects FY2019\*\*
  - d. Results of Internal Audit Activity – FY2018\*\*

*\*\*Additional information related to this item or any other internal audits or reviews released prior to the meeting will be provided at the meeting.*

**CLOSED SESSION**

- 7. Approval of Minutes from the September 20, 2018 Meeting..... Chairman Clark
- 8. Discussion of Internal & External Reviews and Reports.....Internal Audit Staff & WSSU Management
  - a. Discussion of Special Reviews, Investigations, & Reports, *if any*
  - b. Summary of New and/or Open Observations and Recommendations – Matters Not Subject to Public Inspection, *if any*
- 9. Litigation Report ..... Ivey Brown

**OPEN SESSION**

- 10. Other Business... Committee Members & Staff
- 11. Adjourn... Chairman Clark



## **OPEN SESSION MINUTES**

Winston-Salem State University  
Chancellor's Conference Room  
200 Blair Hall  
Winston-Salem, NC 27110

### **TRUSTEES PRESENT**

Robert C. Clark (Chair), Kelvin Farmer, Jerry M. Shortt, William Harris (ex-officio)

### **TRUSTEES ABSENT**

Kathleen Kelly

### **COMMITTEE STAFF PRESENT**

Shannon B. Henry (Chief Audit, Risk, and Compliance Officer), Ivey Brown (Chief Legal Counsel), Austin Grier (Risk and Compliance Program Specialist)

### **OTHER STAFF PRESENT**

Elwood Robinson (Chancellor), Constance Mallette (Vice Chancellor for Finance and Administration), Rod Isom (Internal Audit Manager), Sarah Pinion (Internal Auditor), George Knox (Interim Athletic Director), Raisha Cobb (Director of Communications, Technology and Security), Frank Lord (Controller), Jesse Batten (Assistant Vice Chancellor for Business and Auxiliary Services), Derrick Murray (Associate Provost and Chief Information Officer), Joel Lee (Assistant Vice Chancellor for Enrollment Services), Anthony Graham (Provost and Vice Chancellor for Academic Affairs)

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### **CONVENE MEETING AND CONFIRM QUORUM**

Robert Clark convened the meeting at 10:01am. A quorum of board members was confirmed.

### **APPROVAL OF MINUTES**

Kelvin Farmer made the motion to approve the minutes from the June 7, 2018 meeting. The motion was seconded by Jerry M. Shortt and unanimously approved.

### **ENTERPRISE RISK MANAGEMENT**

#### **A. Policy and Structure Update**

The University has initiated the process to develop and implement Enterprise Risk Management (ERM). The groundwork was set through the ERM Policy that detailed the high-level goals and intentions of ERM, as well as the ERM Steering Committee Charter

which put in place a governance structure. Revisions have been made to the ERM Steering Committee Charter to better reflect the university's intentions.

- i. Kelvin Farmer made the motion to adopt revisions to the WSSU Enterprise Risk Management Steering Committee Charter. The motion was seconded by Jerry Shortt and unanimously approved.

**The revised WSSU Enterprise Risk Management Steering Committee Charter requires the full Board's approval.**

#### **B. Risk Assessment Update**

An internal team was put together to perform WSSU's first campus-wide ERM risk assessment. The team's processes to: develop and understand the university's strategies and values and identify risks are complete. The process of having the risks rated and ranked, for prioritized risk management and the creation of an enterprise level risk register, has begun.

### **MATTERS OF GOVERNANCE, RISK, AND COMPLIANCE**

#### **A. Information Security Program Updates**

The Chief Information Security Officer reported updates related to the WSSU Information Security Program.

- i. The department participated in the 2018-19 Internal Audit risk assessment and fraud risk assessment.
- ii. UNC ISO 27002 Security Framework Gap Assessment is underway and due to the UNC System Office by September 30, 2018.
- iii. Additional inquiries related to the Office of State Auditor's 2018 financial statement review regarding Banner and Jaggaer security access and redundancy were responded to.
- iv. The department's security risk mitigation activities include securing cybersecurity insurance and the implementation of multi-factor authentication.
  - Actively pursuing cybersecurity insurance application over the fall semester. Nine UNC campuses currently have policies.
  - Planning over the 2018-19 year for implementation tentatively for fall 2019. Multi-factor authentication involves the requirement of utilizing a password (something you know) along with another set of information or physical device (something you have) to prove identity.

#### **B. NCAA Compliance**

The Interim Athletic Director provided information related to the academic performance of student-athletes and staff additions in the department.

- i. For the Fall 2017 semester, 127 of 285 (44.5%) student athletes made the Dean's List. Similarly, for the Spring 2018 semester, 129 of 289 (44.6%) student athletes were on the list.
- ii. An NCAA Compliance Assistant has been hired.

## **DISCUSSION OF EXTERNAL AUDIT REPORTS**

- A. The Office of the State Auditor's annual financial statement audit is underway.

## **DISCUSSION OF INTERNAL AUDIT REPORTS**

### **A. Summary of Internal Audit Reviews:**

- i. Investigative Report – Immunization Compliance:
  - Internal Audit received a complaint from the Office of the State Auditor (OSA) related to concerns about immunization compliance.
  - The Internal Audit report identified **1** observation and provided **2** written recommendations to management regarding corrective measures to mitigate adverse impacts on the university's ability to meet its operational, reporting, and compliance objectives.
- ii. CDI Review – Internal Controls
  - Subsequent to Internal Audit's investigative review related to missing property at CDI, an evaluation of the internal control environment was performed to identify and report on the internal control deficiencies that allowed the removal of items to occur.
  - The report identified **4** observations and provided **8** written recommendations and **1** verbal recommendation to management regarding corrective measures to mitigate adverse impacts on the university's ability to meet its strategic, operational, financial, reputational, and compliance objectives.
- iii. Risk Monitoring Memo – Ineffective Performance Evaluation Process – Admissions:
  - During a review of the Admissions Department, Internal Audit noted employees were not receiving regular and timely performance evaluations, in accordance with State and university policy. Internal Audit provided a recommendation to the Vice Chancellor for Enrollment Management to ensure employees are evaluated in accordance with university policies.



**B. Other Internal Audit Activity:**

- i. Risk Monitoring Memos Issued:
  - The following risk monitoring memos were issued to management for reviews planned for FY2018 that were either deferred or cancelled to focus on higher priority projects. The purpose of each memo is to encourage management to evaluate the area and implement mitigations where necessary:
    - ❖ Title IX
    - ❖ Information Technology – Strategy, Operations, & Performance
- ii. Follow-up Memos Issued for Response:
  - A request for actions taken to address findings disclosed in Internal Audit’s review of the university’s Business Continuity Management Program was sent to management for a response.

**C. Summary of Observations and Recommendations for the previous FY2018:**

Internal Audit completed audits and advisory services resulting in reports with **22** findings that produced **39** written recommendations and other verbal recommendations for the following university Departments: Enrollment Management, Academic Affairs, Facilities, Campus Police, Environmental Health & Safety, Finance & Administration, Library Services, Student Affairs, Admissions, and the Office of the Provost and Legal Affairs.

**D. Annual Risk Assessment and Internal Audit Plan:**

Internal Audit completed its annual process to identify, measure, and prioritize risks. The ongoing Internal Audit Plan has been adjusted to reflect projects that will address current risks considered to have the highest impact and likelihood of occurring and negatively impacting the university’s ability to achieve its objectives.

- i. Audits added to the plan include NCAA Compliance and Environmental Health & Safety - Fire Safety.
- ii. Robert Clark moved to approve the 2018-19 audit plan as presented. Kelvin Farmer seconded and the motion was unanimously approved.

**E. Review of Committee and Office Charters:**

Internal Auditing Standards require a periodic review of the Internal Audit Charter by senior management and the board. There are no changes necessary at this time. Shannon Henry advised of the following, for informational purposes only:

- i. The ARCC is charged with the responsibility to direct and/or oversee the university’s activities and hold senior management accountable.
- ii. The Internal Audit Charter is a formal document that defines the internal audit activity’s purpose, authority, and responsibility. It

further establishes the activity's position within the organization; authorizes access to records, personnel, and physical properties relevant to the performance of engagements; and defines the scope of audit activities.

**CLOSED SESSION**

Robert Clark read the motion to go into closed session at 11:02 a.m. to prevent the disclosure of privileged information under N.C.G.S. 143-318.11(a)(1) and protect the confidentiality of Internal Audit's work papers under N.C.G.S. 143-748. The motion was seconded by Kelvin Farmer and unanimously approved.

**RETURN TO OPEN SESSION**

Robert Clark made the motion to come out of closed session at 11:35 a.m. The motion was seconded Kelvin Farmer and unanimously approved.

**ADJOURNMENT**

Robert Clark made the motion to adjourn the meeting at 11:37 a.m. The motion was seconded by Kelvin Farmer and unanimously approved.

The next WSSU Audit, Risk, and Compliance Committee meeting will be held on Thursday, December 13, 2018 at 10:00am.

Submitted by: Austin Grier, Risk and Compliance Program Specialist



## **AGENDA ITEM**

**Enterprise Risk Management – Risk Assessment Report.....**Shannon Henry & Austin Grier

**Summary:** An internal team was put together to perform WSSU's first campus-wide ERM risk assessment. The team's processes to: develop and understand the university's strategies and values and identify risks are complete. The process of having the risks rated and ranked, for prioritized risk management and the creation of an enterprise level risk register is also complete and a report has been finalized. The highlight of the report is the risk register which houses WSSU's enterprise-level risks in rank order. Next steps for the ERM implementation process include management reviewing and discussing the report, coming to a consensus about the risks that will take priority in the 2019 academic year, and deciding what approach the university should take with regard to mitigating activities.

**Action:** For informational purposes only.



# WINSTON-SALEM STATE UNIVERSITY

## Winston Salem State University (WSSU) Risk Appetite Statement

### Vision

*“Winston-Salem State University’s aspirations are twofold: to be a recognized leader in educating students who thrive in a dynamic society, and to make signature contributions to the commonwealth of human knowledge and understanding. At Winston-Salem State University, achieving excellence in learning, research, and public service are the top priorities.”*

### Introduction

Enterprise Risk Management (ERM) is an essential component of the university’s governance framework and supports the achievement of the university’s strategic goals. An effective ERM process increases the probability of successful outcomes, while protecting the reputation and sustainability of the university.

The strategic goals set out in the university’s current Strategic Plan requires a commitment to taking, acknowledging, monitoring and managing risks. Such overarching goals demand a risk appetite that embraces the effective management of its inherent risks.

The university takes its responsibilities to its stakeholders seriously and regards risk management as both a tool of good management and an important factor in ensuring that the university meets its obligations to key stakeholders.

The university’s Enterprise Risk Management and Compliance Policy provides the structural framework to effectively manage its risks. The framework looks to maximize opportunities and minimize adversity in WSSU’s drive to achieve its strategic goals.

This Statement considers the most significant types of risks to which the university is exposed and provides an outline of the approach to managing these risks.

### Overall risk appetite

The university’s administration, faculty, and staff will consider the university’s risk appetite in both strategic and operational decision-making.

The university’s goals set out above will necessitate that the university accept those risks that facilitate development and are commensurate with the potential reward. While overall the university has a low appetite for risk in many of its activities, it is acknowledged that the university must at times undertake activities that inherently carry greater risks. To that end, the university’s risk appetite will often be different at an activity level than at an institutional level.

The key challenges in achieving this balance are to ensure:

- ethical and effective governance practices including responsible stewardship of resources, the realization of opportunities and allowing innovation while avoiding unnecessary bureaucracy; and
- avoidance of a risk averse culture which stifles innovation rather than supports it through the correct assessment and management of risks.

## **Risk framework**

Good practice in ERM indicates that organizations should specify their appetite for risk at a granular level related to the nature of activities in the organization. The Risk Appetite Statement specifies the amount of risk the university is willing to seek or accept in the pursuit of its strategic goals. It indicates the parameters within which the university would want to conduct its activities.

Given the devolved nature of the university, the statement is intended to act as a guide indicating:

- areas to step out and be innovative that are key to our growth/ambitions;
- areas to be conservative and compliant in their activities that are key to our delegated authority to operate; and
- the “lines” we will not cross where the implied risk exceeds the potential return.

Risks are to be managed in accordance with the University’s Enterprise Risk Management and Compliance Policy and associated procedures and guidelines, including but not limited to the Risk Appetite Statement. Where appropriate, the implementation of the statement will be incorporated into other processes and procedures of the university.

Responsibility for managing the activities of the university within the Risk Appetite Statement lies with senior administration, management of the university in particular heads of faculties, schools, support services and associated entities, as well as key university and faculty committees.

## 1. Statement of Risk Appetite

The university's approach is to minimize its exposure to risks relating to its compliance, environment, culture, and people, while accepting and encouraging an increased degree of risk in pursuit of its vision and strategic goals. WSSU recognizes that its appetite for risk varies according to the activity undertaken, and that its acceptance of risk is always subject to ensuring that potential benefits and risks are fully understood before plans and developments are authorized, and that sensible measures to mitigate risk are established where required.

The university's appetite for risk across its activities is provided in the following illustration and statements:

	Unacceptable to take risks				Higher Willingness to take risks			
	Conservative		Balanced		Entrepreneurial			
Strategic risk								< >
Financial viability risk		<	>					
Safety and health risk	<	>						
Regulatory and compliance risk	<	>						
Teaching, learning and research risk					<	>		
Service disruption, business continuity and disaster recovery risk		<	>					
Culture and values risk			<	>				
Environmental & social responsibility risk			<	>				
Student Experience risk					<	>		
Reputational risk		<	>					

*Strategic risk* – Strategic activities are required to achieve the goals of the plan and to develop and adapt to changes in the regulatory, technological, and operational environment. In the current strategic plan, WSSU aims to:

- Strengthen Liberal Education;
- Enhance the Quality of Graduate and Professional Programs;
- Build a Commitment to Social Justice through Enhanced Community Engagement;
- Enhance Revenue and Stewardship of Resources; and
- Enhance the Quality of Physical and Operational Infrastructure.

The university acknowledges such activities and initiatives carry risk that need to be managed according to best practices in project and change management. However, the return can propel WSSU to the forefront as a recognized leader in education. It considers its risk appetite in this area to be **Entrepreneurial** in nature.

*Financial viability risk* – The university aims to improve its long-term financial viability and its overall financial strength to support the goals in the strategic plan while managing financial risk by continuing to abide by the rules and regulations set forth by the State of North Carolina and other governing bodies. However, the university acknowledges that it will need to accept the risks associated with increasing the quality of programs and facilities, such as capital expenditures. It will aim to manage financial risk by not breaching the following minimum criteria:

- Maintain a target debt to obligated resources ratio of 2.0 with a ceiling of 3.0.
- Remain within the established Endowment Spend Rate of 4.5%
- Manage construction project contingency to remain within a 3.0% standard.
- Assess a 5% overhead to Trust Funds based upon prior year expenditures (standard exceptions will apply i.e. debt service).

Consequently, the university considers its risk appetite in this area to be relatively **Conservative** in nature.

*Safety and health risk* – The university aims to provide a healthy and safe place to learn, live, and work. It places importance on the health and safety of staff, students and visitors and has no appetite for any deviation from its standards in these areas. It therefore defines its risk appetite in this area to be **Conservative**.

*Regulatory and compliance risk* – The university places great importance on compliance, and has no appetite for any material breaches in statute, regulation, professional standards, research, and ethics. It wishes to maintain its institutional accreditation status and program accreditations where applicable. The university considers its risk appetite in this area to be **Conservative**.

*Teaching, learning and research risk* – The university wishes to be amongst the leaders in transforming knowledge, ideas, skills, and expertise into advice, innovation, intellectual property, and enterprise, thereby enriching society. It recognizes that developing this may involve an increased degree of risk, and is comfortable in accepting this risk subject always to ensuring that potential benefits and risks are fully understood before developments are authorized and that sensible measures to mitigate risk are established. It therefore defines its appetite for risk in these areas as fairly **Entrepreneurial**.

*Service disruption, business continuity, and disaster recovery risk* – It is important to the university that its activities and services operate efficiently and effectively. The university therefore has limited appetite for any risk that may jeopardize its standards of operation; or could lead to a loss of confidence by its communities or key government stakeholders. It therefore defines its appetite for risk in this area as relatively **Conservative**.

*Culture and values risk* – The university aims to support, develop and use the full potential of our faculty, staff, and students and values a culture of scholarship, discovery, sustainability, engagement, social justice, integrity, collaboration, and creativity. To balance these priorities the university may at times need to accept some degree of risk. However, this will be subject to always ensuring that the potential benefits and risks are fully understood before initiatives are authorized and that sensible measures to mitigate unacceptable risk are established. It therefore defines its appetite for risk in these areas as fairly **Balanced**.

*Environment and social responsibility risk* – The university aims to make a significant, sustainable, and socially responsible contribution to all the communities within which it operates. It recognizes that this may at times involve accepting some degree of risk and is comfortable with this, subject to always ensuring that potential benefits and risks are fully understood before developments are authorized and that sensible measures to mitigate risk are established. The university considers its risk appetite in this area to be fairly **Balanced**.

*Student Experience risk* – The university wishes to stimulate students to develop a lifelong thirst for knowledge and learning, and encourage a pioneering innovative and independent attitude and an aspiration to achieve success. It recognizes that this should involve an increased degree of risk in developing education and the student experience, and is comfortable in accepting this risk subject always to ensuring that potential benefits and risks are fully understood before developments are authorized and that sensible measures to mitigate risk are established. It therefore defines its appetite for risk in this area as fairly **Entrepreneurial**.

*Reputational risk* – A positive reputation positions the university to receive greater support from policymakers, corporate partners, and major donors. It also allows the university to attract higher-calibre faculty and staff and more and better-qualified students to its programs. The university continues to strive to improve its reputation; therefore, the university has a relatively **Conservative** appetite for risk in the conduct of any of its activities that puts its reputation and brand in jeopardy; could lead to adverse publicity; or could lead to loss of confidence by its governing bodies.

## 2. Implementation of the University's Risk Appetite

### a) Responsibility

All Executive Staff are responsible for the implementation of, and compliance with, this Statement.

### b) Communication

The university's Risk Appetite Statement is to be distributed to all managers through the Executive Staff and published on the university's intranet (when it is available).

### c) Risk Assessments

All Executive Staff develop and maintain a Risk Register of the business risks faced by each department or faculty in its day-to-day operations and the control framework which is in place to mitigate these risks. These registers take into account risks from within the university and external sources and are reviewed regularly throughout the year internally and externally by the UNC System Office and the Board of Governors. Risk Registers are also updated when there are key changes in policies, structures or functions.

All risks which are judged as unacceptable at a departmental level are reported to the university's ERM Steering Committee for the development of action plans to reduce these risks to acceptable levels, where appropriate.

All Executive Staff are delegated responsibility to manage their specific operational risks in a manner which is consistent with this statement and appropriately escalating any risks outside appetite. Department or faculty risk appetite settings for each risk in their Risk Registers must also be consistent with this statement.

### d) Confirmation and Review:

This statement has been considered by the university's Chancellor and Audit, Risk, and Compliance Committee and formally adopted by the university's Board of Trustees at its meeting on December 14, 2018

This Risk Appetite Statement is reviewed annually, or whenever there is a significant change to the university's operating environment. This review is coordinated by the ERM Steering Committee.

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William U. Harris  
Chairman, Board of Trustees  
Winston-Salem State University

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Scott F. Wierman  
Secretary, Board of Trustees  
Winston-Salem State University

Adopted: December 14, 2018





**AGENDA ITEM**

Information Security Program Update..... Derrick Murray, CIO & Raisha Cobb, CISO

**Summary:**

- WSSU Information Security Program Updates
  - UNC ISO 27002 Security Framework Gap Assessment

**Action:** For informational purposes only.



**AGENDA ITEM**

Environmental Health and Safety Update.....Jason Stogner, Emergency Management Director

**Summary:** Environmental Health and Safety has recently merged with Emergency Management, under the Department of Police and Public Safety. In light of this restructuring, the department is assessing current EH&S program capabilities and is working to prioritize operational and compliance needs. Recently a national search for an EH&S Manager was conducted and an interview panel comprised of members from key areas across campus selected a final candidate. The candidate’s anticipated start date is January 8<sup>th</sup>.

The Annual State Fire Marshal Report issued December 12, 2017 is 75-80% complete. The remaining deficiencies are being addressed and EH&S has maintained frequent communication with the State Fire Marshal. All findings from fire inspections conducted by the Winston-Salem Fire Department have been addressed.

**Action:** For informational purposes only.



**AGENDA ITEM**

NCAA Compliance Review/Audit.....James Bullock, Compliance Officer for Athletics

**Summary:** The Department of Athletics will be conducting a complete NCAA compliance review starting in January 2019. Policies and procedures will be reviewed for alignment with NCAA compliance requirements. Records from the past five years will be reviewed to ensure the certification process has been completed correctly. The Department will take a look at how other departments are engaged in the certification process, such as the Registrar’s office and the Financial Aid Department.

**Action:** For informational purposes only.

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC.  
AND SUBSIDIARY**

**Consolidated Financial Statements**

**June 30, 2018 and 2017**

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To the Board of Directors  
Winston-Salem State University Foundation, Inc.  
Winston-Salem, North Carolina

## INDEPENDENT AUDITORS' REPORT

We have audited the accompanying consolidated financial statements of Winston-Salem State University Foundation, Inc. (a nonprofit organization) and subsidiary, which comprise the consolidated statements of financial position as of June 30, 2018 and 2017, and the related consolidated statements of activities and cash flows for the years then ended, and the related notes to the consolidated financial statements.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with U.S. generally accepted auditing standards. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Winston-Salem State University Foundation, Inc. and subsidiary as of June 30, 2018 and 2017, and the changes in their net assets and their cash flows for the years then ended in accordance with U.S. generally accepted accounting principles.

*Butler & Burke LLP*

Winston-Salem, North Carolina  
September 28, 2018

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY**  
**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION**  
June 30, 2018 and 2017

	<u>2018</u>	<u>2017</u>
<b>ASSETS</b>		
Cash and cash equivalents	\$ 2,739,991	\$ 3,304,095
Restricted cash	4,922,148	4,591,792
Certificates of deposit	503,578	253,578
Receivables	108,698	101,129
Prepaid expenses	8,526	8,526
Lease obligation receivable, net (Note D)	34,188,751	35,418,645
Pledges receivable, net (Note E)	1,733,339	860,742
Investment securities (Note F)	16,520,823	14,799,739
Property and equipment, net (Note G)	<u>1,233,958</u>	<u>1,235,187</u>
<b><u>TOTAL ASSETS</u></b>	<b><u>\$ 61,959,812</u></b>	<b><u>\$ 60,573,433</u></b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts payable and other accruals	\$ 692,763	\$ 772,615
Bonds payable, net (Note I)	<u>39,503,253</u>	<u>41,043,473</u>
<b><u>Total Liabilities</u></b>	<b><u>40,196,016</u></b>	<b><u>41,816,088</u></b>
<b>Net Assets</b>		
<b>Unrestricted</b>		
Undesignated	210,432	(223,384)
Board designated for endowment (Note K)	<u>814,080</u>	<u>732,611</u>
	1,024,512	509,227
Temporarily restricted (Note J)	11,973,237	10,118,981
Permanently restricted (Notes J and K)	<u>8,766,047</u>	<u>8,129,137</u>
<b><u>Total Net Assets</u></b>	<b><u>21,763,796</u></b>	<b><u>18,757,345</u></b>
<b><u>TOTAL LIABILITIES AND NET ASSETS</u></b>	<b><u>\$ 61,959,812</u></b>	<b><u>\$ 60,573,433</u></b>

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY**  
**CONSOLIDATED STATEMENT OF ACTIVITIES**  
For the Year Ended June 30, 2018

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b>Support and Revenue</b>				
Gifts and grants	\$ 361,004	\$ 2,104,651	\$ 636,910	\$ 3,102,565
Investment income	144,934	-	-	144,934
Realized and unrealized gains on investments	53,706	1,381,746	-	1,435,452
Administrative fees	210,818	-	-	210,818
Program income	2,358	307,167	-	309,525
Lease income	2,218,389	-	-	2,218,389
Amortization of bond premium, net	202,910	-	-	202,910
Other	7,482	-	-	7,482
	<u>3,201,601</u>	<u>3,793,564</u>	<u>636,910</u>	<u>7,632,075</u>
 Net assets released from restrictions	 <u>1,939,308</u>	 <u>(1,939,308)</u>	 <u>-</u>	 <u>-</u>
 <b>Total Support and Revenue</b>	 <u><b>5,140,909</b></u>	 <u><b>1,854,256</b></u>	 <u><b>636,910</b></u>	 <u><b>7,632,075</b></u>
 <b>Expenses and Losses</b>				
Scholarships	947,348	-	-	947,348
Special programs	1,309,794	-	-	1,309,794
Management and general	529,351	-	-	529,351
Depreciation	1,229	-	-	1,229
Amortization of debt issuance costs	32,690	-	-	32,690
Interest	1,785,992	-	-	1,785,992
Fundraising expense	19,220	-	-	19,220
	<u>4,625,624</u>	<u>-</u>	<u>-</u>	<u>4,625,624</u>
 Change in Net Assets	 515,285	 1,854,256	 636,910	 3,006,451
 Net Assets, Beginning	 <u>509,227</u>	 <u>10,118,981</u>	 <u>8,129,137</u>	 <u>18,757,345</u>
 Net Assets, Ending	 <u><b>\$ 1,024,512</b></u>	 <u><b>\$ 11,973,237</b></u>	 <u><b>\$ 8,766,047</b></u>	 <u><b>\$ 21,763,796</b></u>



**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY**  
**CONSOLIDATED STATEMENT OF ACTIVITIES**  
For the Year Ended June 30, 2017

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b>Support and Revenue</b>				
Gifts and grants	\$ 307,518	\$ 1,940,000	\$ 446,692	\$ 2,694,210
Investment income	56,858	-	-	56,858
Realized and unrealized gains on investments	54,771	1,237,690	-	1,292,461
Administrative fees	176,930	-	-	176,930
Program income	1,931	304,169	-	306,100
Lease income	2,079,825	-	-	2,079,825
Amortization of bond premium, net	194,435	-	-	194,435
Other	3,453	-	-	3,453
	<u>2,875,721</u>	<u>3,481,859</u>	<u>446,692</u>	<u>6,804,272</u>
 Net assets released from restrictions	 <u>2,556,605</u>	 <u>(2,556,605)</u>	 <u>-</u>	 <u>-</u>
 <b>Total Support and Revenue</b>	 <u>5,432,326</u>	 <u>925,254</u>	 <u>446,692</u>	 <u>6,804,272</u>
 <b>Expenses and Losses</b>				
Scholarships	1,230,257	-	-	1,230,257
Special programs	1,323,847	-	-	1,323,847
Management and general	555,738	-	-	555,738
Depreciation	932	-	-	932
Amortization of debt issuance costs	39,321	-	-	39,321
Interest	1,839,288	-	-	1,839,288
Fundraising expense	19,875	-	-	19,875
Uncollectible University receivable	428,081	-	-	428,081
Loss on extinguishment of debt	697,644	-	-	697,644
	<u>6,134,983</u>	<u>-</u>	<u>-</u>	<u>6,134,983</u>
 <b>Total Expenses and Losses</b>	 <u>6,134,983</u>	 <u>-</u>	 <u>-</u>	 <u>6,134,983</u>
 Change in Net Assets	 (702,657)	 925,254	 446,692	 669,289
 Net Assets, Beginning	 <u>1,211,884</u>	 <u>9,193,727</u>	 <u>7,682,445</u>	 <u>18,088,056</u>
 Net Assets, Ending	 <u>\$ 509,227</u>	 <u>\$ 10,118,981</u>	 <u>\$ 8,129,137</u>	 <u>\$ 18,757,345</u>

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
For the Years Ended June 30, 2018 and 2017

	<u>2018</u>	<u>2017</u>
<b>OPERATING ACTIVITIES</b>		
Change in net assets	\$ 3,006,451	\$ 669,289
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	1,229	932
Amortization of interest income on lease obligation receivable	(140,106)	(140,108)
Amortization of discount on pledges receivable	(2,000)	-
Amortization of debt issuance costs	32,690	39,321
Amortization of bond premium, net	(202,910)	(194,435)
Loss on extinguishment of bonds	-	697,644
Realized and unrealized gains on investments	(1,435,452)	(1,292,461)
Provision for uncollectible pledges	168,084	188,035
Uncollectible University receivable	-	428,081
Changes in operating assets and liabilities:		
(Increase) decrease in:		
Receivables	(7,569)	1,421,209
Prepaid expenses	-	(6,622)
Lease obligation receivable	1,370,000	1,525,000
Pledges receivable	(1,038,681)	245,761
Increase (decrease) in:		
Accounts payable and other accruals	(79,852)	205,065
Contributions restricted for long-term purposes	(636,910)	(446,692)
<u>Net Cash Provided by Operating Activities</u>	<u>1,034,974</u>	<u>3,340,019</u>
<b>INVESTING ACTIVITIES</b>		
Change in restricted cash	(330,356)	(135,178)
Sales of investment securities	3,491,946	796,478
Purchases of investment securities	(3,777,578)	(1,042,870)
Purchase of certificate of deposit	(250,000)	-
<u>Net Cash Used in Investing Activities</u>	<u>(865,988)</u>	<u>(381,570)</u>
<b>FINANCING ACTIVITIES</b>		
Principal payments on debt	(1,370,000)	(1,525,000)
Change in line of credit	-	(1,429,947)
Contributions restricted for long-term purposes	636,910	446,692
<u>Net Cash Used in Financing Activities</u>	<u>(733,090)</u>	<u>(2,508,255)</u>
Increase (Decrease) in Cash and Cash Equivalents	(564,104)	450,194
Cash and Cash Equivalents, Beginning	<u>3,304,095</u>	<u>2,853,901</u>
Cash and Cash Equivalents, Ending	<u>\$ 2,739,991</u>	<u>\$ 3,304,095</u>

# WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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### NOTE A: ORGANIZATION AND NATURE OF ACTIVITIES

The Winston-Salem State University Foundation, Incorporated, (the "Foundation") a non-profit corporation, solicits and collects contributions to provide scholarships and aid to the students and faculty of Winston-Salem State University (the "University") and financial support for the educational programs of the University. The University is considered to be a related party.

The Foundation, through a wholly owned subsidiary, Winston-Salem State University Housing Foundation, LLC (the "LLC"), operates three student housing facilities. The first, RAMS Commons, is a 446 bed facility situated on approximately 7.7 acres adjacent to the University campus. It includes four residential buildings, one community center, and off-site parking. The second student housing facility is Gleason-Hairston Terrace, situated on approximately 8.3 acres. The 405 bed facility is located on the southwest side of the University campus. Gleason-Hairston opened for student occupancy in August 2005. Foundation Heights, the third privatized student housing project sponsored by the Foundation was funded through an additional bond issue. This four story apartment community, situated on approximately six acres on the southwest side of the campus, includes one residential building containing 72 units and a total of 316 beds. Foundation Heights opened for student occupancy in 2007. RAMS Commons, Gleason-Hairston Terrace and Foundation Heights are leased to Winston-Salem State University by the LLC.

### NOTE B: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Basis of Accounting and Consolidation

The consolidated financial statements of the Foundation have been prepared on the accrual basis in accordance with U.S. generally accepted accounting principles (GAAP). The consolidated financial statements include the accounts of the Winston-Salem State University Housing Foundation, LLC. The Foundation is the sole member of the limited liability company. All significant intercompany transactions have been eliminated.

#### Basis of Presentation

The Foundation presents its net assets and its support and revenue based upon the absence or existence of donor-imposed restrictions as follows:

Unrestricted net assets – net assets that are not restricted by donors or for which donor-imposed restrictions have expired.

Temporarily restricted net assets – net assets that contain donor-imposed time or purpose restrictions that have not currently been met.

Permanently restricted net assets – net assets that contain donor-imposed restrictions stipulating that amounts be maintained in perpetuity. Part or all of the income earned may be expended according to donor stipulations.

Expenses are reported as decreases in unrestricted net assets. Expiration of temporary restrictions on net assets (i.e., the stipulated time period has elapsed or purpose was satisfied) are reported as net assets released from restrictions.

# WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

---

### NOTE B: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### Contributions

Contributions, which include unconditional promises to give (pledges), are recognized as revenues in the period committed. Contributions of assets other than cash are recorded at their estimated fair value. The Foundation determines an allowance for uncollectible pledges based upon management's judgment about such factors as prior collections history, type of contribution, and nature of fundraising activity. The allowance for uncollectible pledges was \$168,084 and \$151,035 at June 30, 2018 and 2017, respectively.

#### Cash and Cash Equivalents

For purposes of the statements of cash flows, the Foundation considers deposits with initial maturities of three months or less to be cash equivalents. Cash consists solely of cash on deposit with banks.

#### Restricted Cash

Restricted cash consists of amounts reserved for construction costs, a debt service reserve fund, required operating and maintenance fund, and other restricted funds as required by the loan agreement executed in connection with financing for the student housing facilities. Restricted cash is held in separate accounts at a financial institution.

#### Certificates of Deposit

The Foundation has certificates of deposit totaling \$503,578 and \$253,578 at June 30, 2018 and 2017, respectively. These certificates bear interest rates ranging from .05% to 1.75% and have maturities ranging from 6 months to 12 months, with penalties for early withdrawal. Any penalties for early withdrawal would not have a material effect on the financial statements.

#### Investments

The Foundation carries investments in marketable securities with readily determinable fair values and all investments in debt securities at their fair market values in the consolidated statements of financial position. Realized and unrealized gains and losses are included in the change in net assets in the accompanying statements of activities. Net unrealized gains and losses on investments, whose income is unrestricted or temporarily restricted as to use, is reported as unrestricted or temporarily restricted net assets unless such net unrealized activity is permanently restricted by donor or by law. Expenses relating to investment income, including custodial fees and investment advisory fees, have been netted against investment income in the consolidated financial statements.

#### Fair Value Measurements

Financial assets and liabilities required to be measured on a recurring basis (at least annually) are classified under a three-tier hierarchy. Fair value is the amount that would be received to sell an asset, or paid to settle a liability, in an orderly transaction between market participants at the measurement date.

The classification of assets and liabilities within the hierarchy is based on whether inputs to the valuation methodology used for measurement are observable or unobservable. Observable inputs reflect market-derived or market-based information obtained from independent sources while unobservable inputs reflect estimates about market data. See Note L for assets of the Foundation measured at fair value on a recurring basis.

# WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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### NOTE B: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### Property and Equipment

Property and equipment are stated at historical cost. Repairs and maintenance of fixed assets are charged to operations. Major improvements that extend the life of assets are capitalized and depreciated over the remaining useful life of the assets. Furniture, fixtures, and equipment are being depreciated over 5 to 10 years, using the straight-line method.

#### Endowment

The Foundation's endowment consists of donor-restricted and board designated funds which are invested in one fund. As required by GAAP, net assets associated with donor-restricted endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

The Executive Committee of the Foundation has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Foundation classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund.

The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the Foundation in a manner consistent with the standard of prudence prescribed by UPMIFA. In accordance with UPMIFA, the Foundation considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of the Foundation, and (7) the Foundation's investment policies.

*Funds with Deficiencies:* From time to time, the fair value of the assets associated with the donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the Foundation to retain as funds of perpetual duration. In accordance with GAAP, deficiencies of this nature are first offset by any accumulated temporarily restricted net assets from the funds, with any remaining deficiency offsetting unrestricted net assets. There were no endowment deficiencies at June 30, 2018 or 2017.

*Investment Return Objectives, Risk Parameters and Strategies:* The Foundation has adopted investment and spending policies, approved by the Executive Committee, for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment funds while also maintaining the purchasing power of those endowment assets over the long-term. Accordingly, the investment process seeks to achieve a rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution with acceptable levels of risk. Endowment assets are invested in a well diversified asset mix that is intended to result in a consistent rate of return that has sufficient liquidity to make an annual distribution of 5%, while growing the funds if possible. Investment risk is measured in terms of the total endowment fund; investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk.

# WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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### NOTE B: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### Endowment (Continued)

*Spending Policy:* The Foundation has a policy of appropriating for distribution each year between 4.5% and 5.0% of its endowment fund's average fair value of the prior three years through the calendar year-end preceding the fiscal year in which the distribution is planned. In establishing this policy, the Foundation considered the long-term expected return on its investment assets, the nature and duration of the individual endowment funds, many of which must be maintained in perpetuity because of donor-restrictions, and the possible effects of inflation. The Foundation expects the current spending policy to allow its endowment funds to grow at a rate consistent with the Foundation's objective to maintain the purchasing power of the endowment assets as well as to provide additional growth through investment return.

#### Income Tax Status

The Foundation is a not-for-profit organization and is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. Accordingly, income tax expense is limited to activities that are deemed by the Internal Revenue Service to be unrelated to their exempt purpose. The LLC is considered to be a disregarded entity directly controlled by the Foundation.

The Foundation's primary tax positions relate to its status as a not-for-profit entity exempt from income taxes and classification of activities related to its exempt purpose. It is the opinion of management that the Foundation has no uncertain tax positions that would be subject to change upon examination.

The Foundation, inclusive of the LLC, is required to file a federal exempt organization tax return (Form 990) annually to retain its exempt status. The Foundation is also required to file an exempt organization business income tax return (Form 990-T) for any year gross unrelated business income exceeds \$1,000. The Foundation's Form 990 filings are generally subject to examination by the Internal Revenue Service for three years after they are filed.

#### Use of Estimates

The preparation of consolidated financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

#### Subsequent Events

The Foundation has evaluated its subsequent events (events occurring after June 30, 2018) through the date of this report, which represents the date the financial statements were available to be issued and determined that all significant events and disclosures are included in the consolidated financial statements.

#### Reclassifications

Certain amounts in the prior year financial statements have been reclassified for comparative purposes to conform with the presentation in the current year financial statements.

# WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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### NOTE B: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### New Accounting Pronouncement

In August 2016, the Financial Accounting Standards Board (“FASB”) issued ASU 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*, which significantly amends the standards for the presentation and accompanying disclosures of the financial statements of nonprofit organizations.

The following are the most significant changes to the standards:

- Only two classes of net assets are reported in the statement of financial position—net assets with donor restrictions and net assets without donor restrictions.
- All nonprofit organizations, not just voluntary health and welfare organizations, are required to present an analysis of expenses by both nature and function in one location.
- Nonprofit organizations are required to describe the methods used to allocate costs among the program and support functions.
- Nonprofit organizations are still permitted to report cash flows from operating activities using either the direct or the indirect methods. However, a reconciliation to the indirect method is no longer required when the direct method is used.
- Investment return is reported net of external and direct internal investment expenses on the statement of activities in the net asset category in which the net investment return is reported.
- The release of restrictions on donor-restricted gifts of cash or assets to be used to acquire or construct capital assets is recognized when the assets are placed in service, unless the donor places a time restriction on the use of the asset.
- Nonprofit organizations are required to provide more information about liquidity of its financial assets and how the availability of the financial assets is limited by donor-imposed restrictions, legal restrictions, and governing board designations.
- Disclosures about designations of net assets made by the governing board are required.
- ASU 2016-14 defines the term *underwater endowment* and changes the net asset classification of the deficit when the fair value of the assets of an endowment is less than the original gift (or other amount that the organization must maintain in perpetuity).

The amendments in ASU 2016-14 are effective for annual financial statements issued for fiscal years beginning after December 15, 2017.

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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**NOTE C: CONCENTRATION OF CREDIT AND MARKET RISK**

Financial instruments that potentially expose the Foundation to concentrations of credit and market risk consist primarily of cash, cash equivalents, and investments. The Foundation maintains most of its deposited cash balances in various financial institutions located in Winston-Salem, North Carolina. Cash equivalents are maintained at local financial institutions and brokerage firms. Cash balances may at times exceed federally insured limits. The Foundation has not experienced any losses on its cash and cash equivalents. The Foundation's investments are primarily held by a local bank trust department and UNC Investment Fund, LLC. It is reasonably possible that changes in values of investments will occur in the near term and that such changes could materially affect the amounts reported.

**NOTE D: LEASE OBLIGATION RECEIVABLE**

The WSSU Housing Foundation LLC constructed three student housing facilities, RAMS Commons, Gleason-Hairston Terrace and Foundation Heights. The LLC has leased these facilities to the University. The lease agreements provide for lease payments to be made to the LLC equal to the debt service requirements on the bonds issued to finance the construction of the facilities. The leases have been accounted for as direct financing leases. Accordingly, the accompanying financial statements reflect a lease obligation receivable from the University at June 30, 2018 and 2017, as follows:

	<u>2018</u>	<u>2017</u>
Gross lease obligation receivable	\$ 36,605,000	\$ 37,975,000
Less unamortized interest income	<u>(2,416,249)</u>	<u>(2,556,355)</u>
	<u>\$ 34,188,751</u>	<u>\$ 35,418,645</u>

Unearned interest income is amortized over the lives of the related bond issues. Amortization of income amounted to \$140,106 and \$140,108 for the years ended June 30, 2018 and 2017, respectively.



**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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**NOTE E: PLEDGES RECEIVABLE**

The Foundation, on behalf of the University, is conducting a campaign to raise funds for endowed scholarships, endowed professorships, facility improvements, and other strategic initiatives. Pledges to the campaign are recorded in the period in which the pledge is received. Pledges receivable as of June 30, 2018 are presented in the accompanying consolidated financial statements at their net realizable value, as follows:

Due within one year	\$ 1,792,423
Due within two to five years	<u>110,000</u>
	1,902,423
Less allowance for uncollectible pledges	(168,084)
Less discount to present value at 1.05%	<u>(1,000)</u>
	<u>\$ 1,733,339</u>

During the year ended June 30, 2013, the Foundation received a \$75,000 conditional promise to give as part of their Student Success Center Campaign. This promise is conditioned on the Foundation meeting campaign goals in subsequent years. The balance of the conditional promise to give was \$50,118 and \$55,149 at June 30, 2018 and 2017, respectively.

**NOTE F: INVESTMENT SECURITIES**

Investment securities at June 30, 2018 and 2017 are summarized as follows:

	<u>2018</u>	<u>2017</u>
UNC Investment Fund, LLC	\$ 13,601,815	\$ 11,944,602
Stocks, including exchange-traded funds	77,626	83,154
Mutual funds	2,720,561	2,481,574
Money market funds	<u>120,821</u>	<u>290,409</u>
	<u>\$ 16,520,823</u>	<u>\$ 14,799,739</u>

**NOTE G: PROPERTY AND EQUIPMENT**

Property and equipment at June 30, 2018 and 2017 is summarized as follows:

	<u>2018</u>	<u>2017</u>
Land acquired for University expansion	\$ 1,233,234	\$ 1,233,234
Furniture and equipment	<u>83,112</u>	<u>83,112</u>
	1,316,346	1,316,346
Less accumulated depreciation	<u>(82,388)</u>	<u>(81,159)</u>
	<u>\$ 1,233,958</u>	<u>\$ 1,235,187</u>

Depreciation expense for the years ended June 30, 2018 and 2017 was \$1,229 and \$932, respectively.

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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**NOTE H: LINE OF CREDIT**

The Foundation had an available \$2,000,000 line of credit with a bank bearing interest at the bank's prime rate (4.25% at June 30, 2017) paid monthly and matured on July 31, 2017. The line of credit was secured by the Foundation's investments held by the bank. There was no outstanding balance at June 30, 2017. This line of credit was obtained to finance soft costs for another student housing project for the University. The line of credit was paid in full during the year ended June 30, 2017.

During 2018, the Foundation obtained a new available \$100,000 line of credit with a bank bearing interest at the bank's prime rate (5.00% at June 30, 2018) paid monthly and maturing on July 31, 2019. The line of credit is secured by the Foundation's investments held by the bank. There was no outstanding balance at June 30, 2018.

**NOTE I: BONDS PAYABLE**

Three student housing facilities have been financed through the issuance of bonds.

In August 2014, \$27,990,000 of Series 2014 bonds were issued. The proceeds of this issuance were used to retire the Series 2004 bonds, and to reduce total debt service payments by \$2,787,745 over the next 22 years and resulted in an economic gain of \$1,579,809. The original purpose of this debt was to construct two student residence halls for which the University leases (capital) from the Foundation. These bonds mature at various intervals through 2036, and bear interest at fixed rates ranging from 2% to 5%.

In September 2016, the Foundation issued \$13,235,000 in Series 2016 Refunding Limited Obligation (Winston-Salem State University Student Housing Project) refunding bonds. The bonds were issued for a current refunding of \$15,345,000 of outstanding Series 2006 Winston-Salem State University Housing Project Certificates of Participation. The refunding was undertaken to reduce total debt service payments. The original purpose of this debt was to construct Foundation Heights, a student residence hall, for which the University leases (capital) from the Foundation. These bonds mature at various intervals through 2036, and bear interest at fixed rates ranging from 2% to 5%.

As a result of the Series 2016 refunding, the Foundation incurred a loss on extinguishment of debt of \$697,644 for the year ended June 30, 2017. The loss was incurred due to the write off of the remaining bond issuance costs associated with the Series 2006 bonds.

Bonds payable are as follows at June 30, 2018 and 2017:

	<u>2018</u>	<u>2017</u>
Series 2014 bonds	\$ 24,415,000	\$ 25,355,000
Series 2016 bonds	<u>12,190,000</u>	<u>12,620,000</u>
Gross bonds payable	36,605,000	37,975,000
Unamortized bond premium	3,485,288	3,688,198
Unamortized debt issuance costs	<u>(587,035)</u>	<u>(619,725)</u>
	<u>\$ 39,503,253</u>	<u>\$ 41,043,473</u>

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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**NOTE I: BONDS PAYABLE (CONTINUED)**

Scheduled maturities of the bonds are as follows:

2019	\$ 1,415,000	
2020	1,475,000	
2021	1,545,000	
2022	1,625,000	
2023	1,700,000	
Thereafter (2024 – 2036)		<u>28,845,000</u>
	<u>\$ 36,605,000</u>	

Unamortized bond premium is amortized over the lives of the related bond issues using the interest method. Amortization of the bond premium amounted to \$202,910 and \$194,435 for the years ended June 30, 2018 and 2017, respectively.

In connection with the financing arrangements for the construction of the student housing facilities, the LLC paid certain fees and expenses. These debt issuance costs, including insurance premiums and other issuance costs, are being amortized over the terms of the bonds using the interest method. Any unamortized cost would be charged to earnings upon repayment of or in connection with a material change in the terms of the underlying debt agreement. Amortization of debt issuance costs was \$32,690 and \$39,321 for the years ended June 30, 2018 and 2017, respectively. Accumulated amortization amounted to \$75,209 and \$42,519 at June 30, 2018 and 2017, respectively.

**NOTE J: RESTRICTIONS ON NET ASSETS**

Temporarily restricted net assets were available for the following purposes at June 30, 2018 and 2017:

	<u>2018</u>	<u>2017</u>
Scholarships	\$ 8,716,464	\$ 7,080,409
Special projects and student activities	<u>3,256,773</u>	<u>3,038,572</u>
	<u>\$ 11,973,237</u>	<u>\$ 10,118,981</u>

Permanently restricted net assets are restricted to investment in perpetuity, the income from which is expendable for student scholarships and other donor designations.

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE K: ENDOWMENT**

Endowment net asset composition by type as of June 30, 2018 and 2017 is as follows:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b><u>2018</u></b>				
<b>Board designated endowment funds</b>				
Cash and cash equivalents	\$ 54,034	\$ -	\$ -	\$ 54,034
UNC Investment Fund, LLC	760,046	-	-	760,046
<b>Donor-restricted endowment funds</b>				
Cash and cash equivalents	-	265,000	63,728	328,728
Pledges receivable, net	-	-	252,125	252,125
UNC Investment Fund, LLC	-	4,391,575	8,450,194	12,841,769
	<u>\$ 814,080</u>	<u>\$ 4,656,575</u>	<u>\$ 8,766,047</u>	<u>\$ 14,236,702</u>
<b><u>2017</u></b>				
<b>Board designated endowment funds</b>				
Cash and cash equivalents	\$ 73,273	\$ -	\$ -	\$ 73,273
UNC Investment Fund, LLC	659,338	-	-	659,338
<b>Donor-restricted endowment funds</b>				
Cash and cash equivalents	-	112,752	365,458	478,210
Pledges receivable, net	-	-	53,389	53,389
UNC Investment Fund, LLC	-	3,574,974	7,710,290	11,285,264
	<u>\$ 732,611</u>	<u>\$ 3,687,726</u>	<u>\$ 8,129,137</u>	<u>\$ 12,549,474</u>

Changes in endowment net assets during the years ended June 30, 2018 and 2017 are as follows:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b><u>2018</u></b>				
Endowment net assets, beginning of year	\$ 732,611	\$ 3,687,726	\$ 8,129,137	\$ 12,549,474
Contributions	-	-	636,910	636,910
Realized and unrealized gains, net	95,318	1,381,746	-	1,477,064
Amounts appropriated for expenditure	(13,849)	(412,897)	-	(426,746)
Endowment net assets, end of year	<u>\$ 814,080</u>	<u>\$ 4,656,575</u>	<u>\$ 8,766,047</u>	<u>\$ 14,236,702</u>
<b><u>2017</u></b>				
Endowment net assets, beginning of year	\$ 648,782	\$ 2,625,580	\$ 7,682,445	\$ 10,956,807
Contributions	-	-	446,692	446,692
Realized and unrealized gains, net	87,987	1,237,690	-	1,325,677
Amounts appropriated for expenditure	(4,158)	(175,544)	-	(179,702)
Endowment net assets, end of year	<u>\$ 732,611</u>	<u>\$ 3,687,726</u>	<u>\$ 8,129,137</u>	<u>\$ 12,549,474</u>

# WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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### NOTE L: FAIR VALUE MEASUREMENTS

Valuation techniques used to measure fair value are prioritized into the following hierarchy.

**Level 1** Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Foundation has the ability to access.

**Level 2** Inputs to the valuation methodology include:

- Quoted prices for similar assets or liabilities in active markets;
- Quoted prices for identical or similar assets or liabilities in inactive markets;
- Inputs other than quoted prices that are observable for the asset or liability;
- Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

**Level 3** Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs. The following is a description of the valuation methodologies used for assets measured at fair value:

- *UNC Investment Fund, LLC*: Recorded at the amount that represents the Foundation's equity position in the UNC Investment Fund, LLC. This pooled investment fund determines ownership on a market unit valuation basis each month. The fund is a broadly diversified portfolio of assets including domestic and international equities, private equities, real estate, commodities and fixed income securities. Due to the significance of alternative investments in the fund which have limited or no observable market data necessary to determine fair value, the entire fund is considered to fall within level 3 measurements in the fair value hierarchy under GAAP.
- *Stocks, Mutual Funds, and Money Market Funds*: Valued at the closing price reported on the active markets on which individual securities are traded.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Foundation believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**NOTE L: FAIR VALUE MEASUREMENTS (CONTINUED)**

The following table sets forth by level, within the fair value hierarchy, the Foundation's assets measured at fair value on a recurring basis as of June 30, 2018 and 2017:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
<b><u>2018</u></b>				
<b>Investments</b>				
UNC Investment Fund, LLC	\$ -	\$ -	\$ 13,601,815	\$ 13,601,815
<b>Stocks</b>				
Exchange-traded funds	36,170	-	-	36,170
Other	41,456	-	-	41,456
<b>Mutual funds</b>				
Foreign Large Blend	296,878	-	-	296,878
Foreign Small/Mid Growth	94,466	-	-	94,466
Intermediate Term Bond	1,357,338	-	-	1,357,338
Large Growth	638,526	-	-	638,526
Mid-Cap Growth	140,368	-	-	140,368
Small Growth	87,654	-	-	87,654
World Allocation	105,331	-	-	105,331
Money market funds	120,821	-	-	120,821
<b>Total assets at fair value</b>	<b><u>\$ 2,919,008</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 13,601,815</u></b>	<b><u>\$ 16,520,823</u></b>
<b><u>2017</u></b>				
<b>Investments</b>				
UNC Investment Fund, LLC	\$ -	\$ -	\$ 11,944,602	\$ 11,944,602
<b>Stocks</b>				
Exchange-traded funds	52,628	-	-	52,628
Other	30,526	-	-	30,526
<b>Mutual funds</b>				
Short-term bond	2,233,719	-	-	2,233,719
Bank loan	247,856	-	-	247,856
Money market funds	290,408	-	-	290,408
<b>Total assets at fair value</b>	<b><u>\$ 2,855,137</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 11,944,602</u></b>	<b><u>\$ 14,799,739</u></b>

The table below sets forth a summary of changes in the fair value of the Foundation's level 3 assets for the years ended June 30, 2018 and 2017:

	<u>2018</u>	<u>2017</u>
Balance, beginning of year	\$ 11,944,602	\$ 10,183,110
Purchases	689,386	838,663
Redemptions	(430,627)	(316,645)
Unrealized and realized gains	1,462,733	1,296,384
Investment advisory fees	(64,279)	(56,910)
	<b><u>\$ 13,601,815</u></b>	<b><u>\$ 11,944,602</u></b>

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARY**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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**NOTE M: STUDENT HOUSING PROJECT UNCOLLECTIBLE UNIVERSITY RECEIVABLE**

In 2011, the University asked the Foundation to incur debt to build a new student housing project on the campus. In July 2012, under a contract agreement between the Foundation and the University, the Foundation began construction of the project named the Martin-Schexnider Residence Hall. Under the terms of the agreement, the Foundation assumed the responsibility, and associated risks, for financing and constructing the building.

As part of the agreement, the University agreed to pay the Foundation a project management fee based on a predetermined formula. The project management fee amounted to \$428,081. This fee was included in receivables at June 30, 2016 in the consolidated statement of financial position.

During the year ended June 30, 2017, the Foundation attempted to collect the management fee, including several meetings with University leadership, conducting a comprehensive review of the project legal documents, securing outside legal counsel to facilitate negotiations with the University and consulting with UNC General Administration audit staff. During that extensive process, the Foundation was advised that the University was not authorized to enter into this type of arrangement as it relates to the fee. Therefore, the receivable balance of \$428,081 was determined to be uncollectible and was written off.

**NOTE N: SUPPLEMENTAL DISCLOSURES FOR CASH FLOW INFORMATION**

	<u>2018</u>	<u>2017</u>
<b>Cash Paid During the Year:</b>		
Interest, including \$44,613 capitalized during the year ended June 30, 2017	\$ <u>1,785,992</u>	\$ <u>1,883,901</u>
<b>Non-Cash Investing and Financing Activities:</b>		
<b>Bond Refunding</b>		
Extinguishment of Series 2006 bonds	\$ -	\$ (15,345,000)
Issuance of Series 2016 bonds	-	13,235,000
Change in restricted cash	-	(176,281)
New bond premium	-	2,624,156
New debt issuance costs	-	(337,875)

September 28, 2018

Audit Committee  
Winston-Salem State University Foundation  
Winston-Salem, North Carolina

We have audited the financial statements of Winston-Salem State University Foundation (“the Foundation”) for the year ended June 30, 2018, and have issued our report thereon dated September 28, 2018. Professional standards require that we provide you with information about our responsibilities under U.S. generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated May 3, 2018. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

*Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Foundation are described in Note B to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year ended June 30, 2018. We noted no transactions entered into during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management’s knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

- Management’s estimate of amortization expense is based upon the costs of financing bonds issued for the construction of student housing facilities, and amortizing the costs over the life of those bonds.
- Management’s estimate of present value of promises to give is based on a risk free rate of interest commensurate with the risks associated with the collectability of the outstanding promises to give.
- Management’s estimate of an allowance for uncollectible pledges is based on the age of the outstanding pledge receivable and the history on the collection of these pledges.
- Management’s estimate of the fair market value of the investment securities is based on independent valuations from financial advisors outside of the Foundation. The valuations are based on professional experience and fair market values of the underlying investments at year end.

We evaluated the key factors and assumptions used to develop these estimates in determining that they are reasonable in relation to the financial statements taken as a whole.



*Difficulties Encountered in Performing the Audit*

We encountered no significant difficulties in dealing with management in performing and completing our audit.

*Corrected and Uncorrected Misstatements*

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. An attached schedule summarizes uncorrected misstatements to the financial statements. Management has determined that their effects are immaterial, both individually and in the aggregate, to the financial statements taken as a whole. Audit adjustments are summarized in a report attached to this letter as well.

*Disagreements with Management*

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

*Management Representations*

We have requested certain representations from management that are included in the management representation letter dated September 28, 2018.

*Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Foundation's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

*Other Audit Findings or Issues*

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Foundation's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

This information is intended solely for the use of the Audit Committee, Finance Committee, the Board of Directors, and management of Winston-Salem State University Foundation and is not intended to be and should not be used by anyone other than these specified parties.

Sincerely,



BUTLER + BURKE, LLP

Client: 21965 - Winston-Salem State University Foundation  
 Engagement: 2018 Audit - Winston-Salem State University Foundation  
 Period Ending: 6/30/2018  
 Trial Balance: .DB - DATABASE  
 Workpaper: AJE - Adjusting Journal Entries Report

Account	Description	W/P Ref	Debit	Credit
<b>Adjusting Journal Entries JE # 1</b>		F3		
To record CY depreciation expense.				
67401	Depreciation expense		1,229.87	
18999	Accumulated Depreciation			1,229.87
<b>Total</b>			<u>1,229.87</u>	<u>1,229.87</u>
<b>Adjusting Journal Entries JE # 2</b>		C2		
To adjust credit for transfers from the university originally booked to other A/P to the proper account.				
20001	Other Account Payable		430,627.06	
66000	Inter-programs transfers out			430,627.06
<b>Total</b>			<u>430,627.06</u>	<u>430,627.06</u>
<b>Adjusting Journal Entries JE # 4</b>		BB3.1		
To adjust accrued bond interest to actual at 6/30/18.				
20001	Other Account Payable		4,208.33	
67150	Bond Interest 2004			3,133.33
67300	Bond Interest 2006			1,075.00
<b>Total</b>			<u>4,208.33</u>	<u>4,208.33</u>
<b>Adjusting Journal Entries JE # 5</b>		H3		
To record CY amortization of deferred financing costs.				
25301	REPORT ONLY BOND PREMIUM		202,911.00	
17800	Deferred Financing Cost			15,796.79
17900	Deferred Fin. Cost Bonds 2006			16,893.75
67400	Amortization			170,220.46
<b>Total</b>			<u>202,911.00</u>	<u>202,911.00</u>
<b>Adjusting Journal Entries JE # 6</b>		C3		
To adjust lease obligation receivable and lease income for the CY.				
47000	Lease Income		1,229,893.15	
17000	Lease obligation receivable, net			1,229,893.15
<b>Total</b>			<u>1,229,893.15</u>	<u>1,229,893.15</u>
<b>Adjusting Journal Entries JE # 7</b>		B3.1		
To adjust CY provision, bad debt, discount and pledge receivable to actual.				
16750	Pledges receivable, net		887,646.67	
16751	Present value		2,000.00	
61900	Bad debt expense		168,084.45	
16752	Allowance for uncollectible pledges			17,049.49
40100	Donor Cash/Check Gifts			1,040,681.63
<b>Total</b>			<u>1,057,731.12</u>	<u>1,057,731.12</u>

Client: 21965 - Winston-Salem State University Foundation  
 Engagement: 2018 Audit - Winston-Salem State University Foundation  
 Period Ending: 6/30/2018  
 Trial Balance: .DB - DATABASE  
 Workpaper: AJE - Adjusting Journal Entries Report

Account	Description	W/P Ref	Debit	Credit
<b>Adjusting Journal Entries JE # 8</b>		<b>CC4</b>		
To adjust 403b expense to actual for 2018.				
60003	403B Expense		8,178.80	
24000	403B Withheld			8,178.80
<b>Total</b>			<u>8,178.80</u>	<u>8,178.80</u>
<b>Adjusting Journal Entries JE # 9</b>		<b>B4.2</b>		
To reverse Thurgood Marshall College Fund grant opayment that should have gone directly to the university.				
40100	Donor Cash/Check Gifts		236,000.00	
63850	Transfers University			236,000.00
<b>Total</b>			<u>236,000.00</u>	<u>236,000.00</u>
<b>Adjusting Journal Entries JE # 10</b>		<b>AC11</b>		
To record fees revenue in the proper period erroneously written of in the PY.				
48010	Administrative Fees - Endowment		26,732.00	
30010	Operating Net Assets			26,732.00
<b>Total</b>			<u>26,732.00</u>	<u>26,732.00</u>

Client: 21965 - Winston-Salem State University Foundation  
 Engagement: 2018 Audit - Winston-Salem State University Foundation  
 Period Ending: 6/30/2018  
 Trial Balance: .DB - DATABASE  
 Workpaper: RJE - Reclassifying Journal Entries Report

Account	Description	W/P Ref	Debit	Credit
<b>Reclassifying Journal Entries JE # 3</b>		E4.1		
To reclassify investment activity to the proper account.				
46200	Unrealized Gains/(Losses)		29,092.53	
46300	Realized Gains/(Losses)		3,306.25	
67150	Bond interest 2004		586,075.00	
46150	BB&T investment income			24,339.83
46175	Investment earnings / Loss			8,058.95
67300	Bond interest 2006			586,075.00
<b>Total</b>			<b>618,473.78</b>	<b>618,473.78</b>

Client: 21965 - Winston-Salem State University Foundation  
 Engagement: 2018 Audit - Winston-Salem State University Foundation  
 Period Ending: 6/30/2018  
 Trial Balance: .DB - DATABASE  
 Workpaper: PJE - Proposed JE Report

Account	Description	W/P Ref	Debit	Credit
<b>Proposed JE # 10</b>		AC11		
To record fees revenue in the proper period erroneously written of in the PY.				
48010	Administrative Fees - Endowment		26,732.00	
30010	Operating Net Assets			26,732.00
<b>Total</b>			<u>26,732.00</u>	<u>26,732.00</u>



## **AGENDA ITEM**

**Internal Audit Activity Update**.....presented by Shannon Henry,  
Chief Audit, Risk, and Compliance Officer & Rod Isom, Internal Audit Manager

### **Summary:**

1. Summary of New Reports:\*
- Management Letter – Community Service Leave (CSL)
  - The North Carolina Office of the State Auditor (OSA) forwarded an anonymous complaint to Internal Audit related to concerns about the use of CSL at WSSU.
  - Internal Audit reviewed the matter and reported its findings and recommendations for corrective measures to management to mitigate adverse impacts on the university's ability to meet its operational and compliance objectives.
2. Summary of Observations and Recommendations for FY2019 - YTD:\*
- Internal Audit completed audits and advisory services resulting in reports with observations that produced **17** written recommendations and **3** verbal recommendations for the following university Departments: Enrollment Management, Registrar, Student Health Center, Admissions, Information Technology, Office of Sponsored Programs, Legal Affairs, CDI, and Human Resources.
3. Status of Projects:\*
- **7** Projects have been completed this year.
- **1** Planned project and **5** unplanned reviews/investigations are in various stages
4. Results of Internal Audit Activity for FY2018\*

\* *Internal Audit Reports released prior to the meeting will be provided at the meeting. Additional information related to in-progress work may be shared in closed session to protect the confidentiality of Internal Audit's work papers.*

**Action:** These items are for informational purposes only.



# WINSTON-SALEM STATE UNIVERSITY

**Office of Audit, Risk, and Compliance**

*Shannon B. Henry, Chief Audit, Risk, and Compliance Officer*  
1600 Lowery Street, Winston-Salem, North Carolina 27110  
(336) 750-2065 | [www.wssu.edu](http://www.wssu.edu)

**To:** Lester L. Arnold, Associate Vice Chancellor and Chief Human Resources Officer

**From:** Shannon B. Henry, Chief Audit, Risk, and Compliance Officer *SBH*

**Date:** November 28, 2018

**Subject:** Management Letter concerning the use of Community Service Leave Hours at Winston-Salem State University

The Office of the State Auditor's (OSA) investigative unit received an anonymous complaint that Winston-Salem State University ("WSSU" or "the university") was awarding its employees 45 hours of community service leave (CSL). OSA commenced an investigation and determined the university was, in fact, crediting 45 hours of CSL to all full-time employees whether or not they qualified to receive hours in excess of the standard 24 awarded by the State of North Carolina. OSA was not able to substantiate fraud and, on August 30, 2018, forwarded the allegation to the Internal Audit Unit (IA) of WSSU's Office of Audit, Risk, and Compliance for further investigation and completion, specifically requesting that IA seek to obtain documentation from the supervisors of employees who recorded hours above 24 during the 2017 calendar year. OSA requested further that we verify individual's compliance with the State's policy and report back to them with any findings, recommendations, and the university's corrective action plan.

Pursuant to North Carolina General Statute § 116-40.7, we have completed our review of this matter to the extent allowed by the quality of the information received and the available evidence. This communication includes the results of our review.

*Additional Information:*

As a result of the OSA review, in April of 2018, the university reduced the number of leave hours credited to all full-time employees to the annual 24-hour maximum leave benefit allotted for regular CSL activities. Further, the Associate Vice Chancellor and Chief Human Resources Officer updated the university community with guidance about the appropriate use of CSL hours by way of an email, sent campus-wide.

The corrective actions taken thus far, specifically the adjustment made to CSL hours in the leave reporting system, prevented a widespread reoccurrence of this issue during the 2018 calendar year and should prove sufficient for the same in future periods. As a result, we have not requested a written response related to the observation noted in the 'Results' section of this letter. However, the noted observation

warrants management's attention with follow-up by the Audit, Risk, and Compliance Committee of the Board of Trustees as it addresses the university's noncompliance with State policy and could lead to liability or other loss if not addressed.

## **OBJECTIVES:**

The objectives of the review were to assess compliance, identify the root cause of any noncompliance, and assist the institution with rectification, where necessary.

To conduct the review, IA performed the following procedures:

- Interviewed university employees;
- Requested and examined relevant documents and records; and
- Reviewed applicable governing regulations and university policies.

## **SCOPE:**

The scope of the review was limited to employees who reported CSL hours in excess of 24 hours for the 2017 calendar year.

## **RESULTS:**

Finding: *Mismanagement of Community Service Leave Hours*

University employees misinterpreted, misapplied, and misused community service leave (CSL). The misinterpretation and misapplication of hours resulted in instances of noncompliance with the State's CSL policies.

### *Details:*

Based on the addition of special provisions to the State's CSL Policy, allowing eligible employees to elect to participate in alternate programs for additional hours of CSL, the Human Resources Department (HR) prematurely credited the additional hours for these programs to all full-time employees. Specifically, employees were credited 45 hours for CSL prior to making an election to enroll in the special programs recognized by the State's new policy. In order to qualify for additional hours of CSL (45 or 36 hours), employees have to opt to participate in either a literacy program and use leave exclusively for assisting students in reading and/or writing, or a tutoring and mentoring program for "at-risk" students, in accordance with established standards, rules and guidelines. Otherwise, employees are awarded an annual 24-hour maximum leave benefit for regular CSL activities, as defined by the State.



During the 2017 calendar year, there were 45 university employees who used more than the standard 24 hours of CSL. We examined 32<sup>1</sup> of the 45 employees for compliance and found that all 32 employees used CSL inappropriately. Specifically, each of the 32 employees recorded hours for regular CSL activities in excess of the 24-hour maximum leave benefit for such activities in a year. None of the 32 employees or their supervisors were able to provide evidence that the time was used in accordance with policy or that the employees made the election to change options from regular CSL to the special provisions for volunteering for the literacy program or tutoring/mentoring. In most cases, the employees and their supervisors claimed to have relied on the balance of hours shown as available in the leave reporting system when making decisions about using and approving CSL hours.

*Cause:*

The university did not carefully consider the State's CSL Policy or the control measures necessary to ensure compliance and mitigate risk when it added an additional 21 hours of CSL to all full-time employees across the board upon the State's expansion of the policy to include time for special programs.

*Criteria:*

The "Policy" section of North Carolina Office of State Human Resources' (OSHR) CSL Policy states:

In recognition of the State's interest in supporting its employees who wish to volunteer in schools, communities, institutions of higher education, State agencies, and not-for-profit organizations, and recognizing the commitment of State employees to engage in volunteer services, Community Service Leave, within the parameters outlined below may be granted to:

- parents for involvement with their child in the schools (as defined...);
- any employee for volunteer activity in the schools (as defined...); or
- any employee for volunteer activity in a not-for-profit Community Service Organization (as defined...); or
- any employee for volunteering in a State of North Carolina Public University, Community College System or State agency provided that the service is outside of the employee's normal scope of duties and responsibilities and that the employee is not receiving any form of compensation for the services rendered.

In addition, there are special provisions (Section 5, Page 18.3) for granting Community Service Leave to:

- any employee for tutoring and mentoring in public or private schools; or
- any employee to volunteer in a literacy program in any public school.

The "Covered Employees and Credits" section of OSHR's CSL Policy states, "The twenty-four hours (24) of paid leave shall be credited to each employee on January 1 of each year, unless the employee chooses one of the special provision options for volunteering in a literacy program or tutoring/mentoring."

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<sup>1</sup> This represents a judgmental sample selection of all active employees who exceeded 24 hours of Community Service Leave by November 30, 2017.

The “Employee Option for Tutoring and Mentoring” section of OSHR’s CSL – Literacy, Tutoring and Mentoring policy, states:

In lieu of the twenty-four (24) hour leave award for regular Community Service and in lieu of volunteering for a Literacy Program, an employee may choose to volunteer to tutor/mentor in a public school or non-public school. Leave under this option shall be used exclusively for tutoring or mentoring an “at-risk” student in accordance with established standards rules and guidelines for such arrangements as determined and documented by joint agreement with the employee’s agency and the public/non-public school. The amount of community service leave for tutoring/mentoring is one (1) hour of leave for each week, up to a maximum of 36 hours, that schools are in session as documented by the elected board of the local education agency or the governing authority of any charter school or non-public school.

The one hour of leave each week shall be used for tutoring/mentoring an “at-risk” student determined eligible for the tutoring/mentoring program. Time spent in commuting to and from the school and time spent in orientation or volunteer training must be accounted for using other leave policies such as compensatory time or vacation leave.

The “Employee Option for Volunteering for the Literacy Program” section of OSHR’s CSL – Literacy, Tutoring and Mentoring policy, states:

In lieu of the twenty-four (24) hour leave award for Community Service and in lieu of volunteering for the tutoring/mentoring program, an employee may choose to volunteer in a literacy program in a public school for up to 5 hours each month not to exceed 45 hours in a calendar year. Leave under this option shall be used exclusively for assisting students in reading and/or writing skills in accordance with established standards rules and guidelines for such arrangements as determined and documented by joint agreement with the employee’s agency and the public school.

The amount of community service leave for the literacy program is up to five hours of leave each month while schools are in session (not to exceed 45 hours a calendar year) as documented by the elected board of the local education agency.

The five hours of leave each month shall be used for assisting a student in reading and/or writing. Time spent in commuting to and from the school and time spent in orientation or volunteer training must be accounted for using other leave policies such as compensatory time or vacation leave.

The “Components and Principles” section of the Committee of Sponsoring Organizations of the Treadway Commission’s (COSO) Internal Control – Integrated Framework Executive Summary states:

The organization:

- Identifies risks to the achievement of its objectives across the entity and analyzes risks as a basis for determining how the risks should be managed;
- Identifies and assesses changes that could significantly affect the system of internal control;

- Selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels;
- Selects and develops general control activities over technology to support the achievement of objectives; and
- Deploys control activities through policies that establish what is expected and procedures that put policies into action.

*Recommendations:*

- 1) HR should develop and implement a personnel action form requiring supervisor approval for employee participation in the special programs allowed by the State's CSL Policy (literacy and tutoring programs). The authorized action form should be required and used by HR for increases to the employee's CSL hours from the annual 24-hour maximum leave benefit.  
*\*NOTE - A personnel action form has been drafted by HR for this purpose.*
- 2) HR should consider the inherent risks associated with change initiatives and develop procedures to ensure it's prepared and equipped, and outcomes are successful and supportive of the university's compliance and reporting objectives when changes are made to information systems or business operations.
- 3) HR should work with active employees identified as having recorded hours in excess of the standard 24 for purposes outside of what the State's policy allows and, where appropriate, make adjustments for those hours from other leave categories (i.e., compensatory, vacation, bonus, etc.).

We thank you for your attention to this matter. Please contact us if you have any questions.

Engagements completed by Internal Audit at Winston-Salem State University are conducted in conformance with the International Standards for the Professional Practice of Internal Auditing, published by the Institute of Internal Auditors.

cc: Mr. Elwood L. Robinson, Ph.D., Chancellor  
Ms. Camille Kluttz-Leach, Vice Chancellor and Chief of Staff  
Mr. Ivey Brown, General Counsel  
Audit, Risk, and Compliance Committee, WSSU Board of Trustees

Project Name	Finding(s)/Observation(s)	Recommendation(s)	Number of Recommendations	Report Type	Subject to Disclosure	Office or Department	New/Previous	Date	Follow-up Required (Y/N)
1 Investigation of Community Service Leave Hours	Mismanagement of Community Service Leave Hours	1) HR should develop and implement a personnel action form requiring supervisor approval for employee participation in the special programs allowed by the State's CSL Policy (literacy and tutoring programs). The authorized action form should be required and used by HR for increases to the employee's CSL hours from the annual 24-hour maximum leave benefit. *NOTE* - A personnel action form has been drafted by HR for this purpose. 2) HR should consider the inherent risks associated with change initiatives and develop procedures to ensure it's prepared and equipped, and outcomes are successful and supportive of the university's compliance and reporting objectives when changes are made to information systems or business operations. 3) HR should work with active employees identified as having recorded hours in excess of the standard 24 for purposes outside of what the State's policy allows and, where appropriate, make adjustments for those hours from other leave categories (i.e., compensatory, vacation, bonus, etc.).	3	Management Letter	Yes	Human Resources	New	11/28/2018	N
2 Investigation of Community Service Leave Hours	Leave Reporting	1) Until a solution for updating the leave accrual balances for separated employees that accurately reflects the circumstances is identified, refer to the comment field and/or take the steps necessary to ensure this type of information is considered when providing reports so they are accurate and useful. 2) Ensure web focus report parameters are understood and capture the appropriate data needed so that generated reports produce accurate and complete information.	2	Verbal	Yes	Human Resources	New	11/7/2018	N
3 Investigation of CDI - Controls Review	Failure to Comply with Contract Guidelines	Management should consult with UNCSCA's General Counsel and consider if its appropriate to contact Microsoft and ensure the equipment was returned appropriately.	1	Verbal	Yes	* UNCSCA * CDI	Previous	8/16/2018	N
4 Investigation of CDI - Controls Review	Inadequate Control Measures	1) CDI should work with the UNCSCA and WSSU to create its own inventory policies to ensure all items are recorded. The policies should be approved and procedures monitored by the UNCSCA and WSSU in accordance with the oversight responsibilities specified in the Agreement. (WSSU, UNCSCA, & CDI) 2) The UNCSCA should implement gift procedures at CDI and ensure the staff is educated about the protocols to follow when gifts are received. 3) In accordance with the Administrative Services Agreement between CDI, the UNCSCA, and WSSU, CDI should work closely with both universities to resolve remaining problems with its security cameras. (WSSU, UNCSCA, & CDI) 4) The UNCSCA IT department should ensure its intake and outtake procedures are followed to help mitigate the risk of items going missing.	4	Audit Report	Yes	* Information Technology * UNCSCA * CDI	Previous	9/17/2018	Y
5 Investigation of CDI - Controls Review	Deficient Exit Process	The UNCSCA should develop exit interview procedures that are applied to CDI to help reduce the risk of departing employees removing university property. Controls should also be implemented to ensure the exit procedures are carried out effectively.	1	Audit Report	Yes	* UNCSCA * CDI	Previous	9/17/2018	Y
6 Investigation of CDI - Controls Review	Inadequate Contract Management	1) The university administration should become familiar with contract guidelines and agreements with outside entities going forward. CDI should consider reporting on a biannual basis, contracts and research agreements the center has executed to applicable departments, including the Legal Affairs departments at both UNCSCA and WSSU. (WSSU, UNCSCA, & CDI) 2) CDI, the UNCSCA, and WSSU departments identified in the Administrative Service Agreements between CDI and both institutions, should familiarize themselves with administrative responsibilities as it pertains to CDI and the respective institution. Controls should be implemented to ensure matters of compliance are addressed appropriately. (WSSU, UNCSCA, & CDI)	2	Audit Report	Yes	* Legal Affairs * Office of Sponsored Programs * UNCSCA * CDI	Previous	9/17/2018	Y
7 Investigation of CDI - Controls Review	Failure to Comply with Employment Disclosure Policies	The UNCSCA should enforce the control procedures it has in place for avoiding conflicts of interest. Submission of annual COI disclosure forms, annual Secondary Employment Forms, and External Professional Activities for Pay disclosures should be closely monitored and disciplinary action should be taken when necessary actions are not followed, according to policy.	1	Audit Report	Yes	* UNCSCA * CDI	Previous	9/17/2018	Y
8 Fiscal Year 2018 Audit Plan - Risk Monitoring	Risk Monitoring for Information Technology – Strategy, Operations & Performance	Ensure that the university adheres to the guidelines, internal controls, and procedures in place to mitigate risks and achieve its objectives	1	Risk Monitoring Memo	Yes	Information Technology	Previous	8/6/2018	N
9 Fiscal Year 2018 Audit Plan - Risk Monitoring	Risk Monitoring for Title IX Compliance	Ensure that your employees adhere to the guidelines, internal controls, and procedures in place to mitigate risks.	1	Risk Monitoring Memo	Yes	EEO/Title IX	Previous	8/1/2018	N

10	Investigation of the University's Processes for Immunization Compliance	<i>Noncompliance with Immunization Guidelines</i>	<p>1) The Registrar should work with the Student Health Center and perform a self-audit of the entire student population to determine enrolled students that are immunization noncompliant and implement corrective measures.</p> <p>2) The university should update its understanding of mandatory student immunization laws, policies, and standards and ensure its practices are efficient, effective and designed to facilitate and ensure compliance.</p>	2	Audit Report	Yes	* Enrollment Management * Registrar * Student Health	Previous	7/25/2018	Y
11	Investigation of Protocols within Admissions	<i>Deficient Evaluation &amp; Monitoring Processes</i>	<p>1) Ensure employees are evaluated in accordance with university policies.</p> <p>2) Ensure major processes are monitored to assess the quality of performance over time.</p>	2	Risk Monitoring Memo	Yes	Admissions	Previous	7/3/2018	N



**CLOSED SESSION MINUTES**

Winston-Salem State University Chancellor's Conference Room  
200 Blair Hall  
Winston-Salem, NC 27110

**TRUSTEES PRESENT**

Robert C. Clark (Chair), Kelvin Farmer, Jerry M. Shortt, William Harris (ex-officio)

**TRUSTEES ABSENT**

Kathleen Kelly

**COMMITTEE STAFF PRESENT**

Shannon B. Henry (Chief Audit, Risk, and Compliance Officer), Ivey Brown (Chief Legal Counsel), Austin Grier (Risk and Compliance Program Specialist), Staff

**OTHERS PRESENT**

Elwood Robinson (Chancellor), Rod Isom (Audit Manager), Sarah Pinion (Internal Auditor)

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**CONVENE CLOSED SESSION AND CONFIRM QUORUM**

Robert Clark convened the Closed Session of the Winston-Salem State University Audit, Risk, and Compliance Committee meeting at 11:04a.m. A quorum of board members was confirmed.

**APPROVAL OF MINUTES**

Kelvin Farmer made the motion to approve the minutes from the June 7, 2018 meeting. This motion was seconded by Jerry M. Shortt and unanimously approved.

**REVIEW OF HOTLINE ISSUES AND SPECIAL PROJECTS AND REVIEWS**

Ivey Brown discussed a legal trends report that included updates on public records requests, pending litigation, Equal Employment Opportunity Commission charges, and investigations being managed by the Office of Legal Affairs so that these risks can be assessed. Mr. Brown also updated the committee on litigation that is ongoing as well as cases that have come to a close.

**RETURN TO OPEN SESSION**

Robert Clark made the motion to come out of closed session. The motion was seconded by Kelvin Farmer and unanimously approved.

Submitted by: Austin Grier, Risk and Compliance Program Specialist



**AGENDA ITEM**

Litigation Report.....presented by Ivey Brown, General Counsel

**Summary:** Legal trends report including updates on pending litigation, Equal Employment Opportunity Commission charges and investigations being managed by the Office of Legal Affairs so that these risks can be assessed in light of other university risks coming before the Committee.

**Action:** For informational purposes only.



# Endowment Committee

Dec 13, 2018 8:00 AM - 10:00 AM EST

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**Board of Trustees, Endowment Committee  
Thursday, December 13, 2018  
Chancellor's Conference Room  
8:00 am**

**AGENDA**

**\*Action Item**

1. Call to Order – Chairman Dr. William Harris
2. Roll Call – Leslie Gaynor
3. \*Adoption of the Agenda – Chairman Dr. Harris
4. Presentation from UNC Management Company, Inc. – Mr. Jonathon King
5. \*Approval of September 20, 2018 minutes – Chairman Dr. Harris
6. Enhanced Revenue/Integrated Planning and Budgeting:
  - University Endowment Financial Statements – Frank Lord
  - Foundation Endowment Financial Statements – Gordon Slade
7. Other Discussion Items
8. Adjournment – Chairman Dr. Harris

Winston-Salem State University Board of Trustees Endowment Committee  
Chancellor's Conference Room, Thursday, September 20, 2018  
Minutes

Committee Chairman Dr. William Harris called the Board of Trustees (BOT) Endowment Committee meeting to order at 8:00 a.m.

Roll Call: Ms. Constance Mallette

Members Present: Chair Dr. William Harris Chancellor Elwood Robinson  
Ms. Peggy Carter Ms. Constant Mallette, ex-officio  
Mr. Harvey McIntyre  
Mr. Scott Wierman

A quorum was established.

Staff Present: Ms. Camille Klutz-Leach Mr. Gordon Slade  
Mr. Frank Lord

Guest: Mr. Jonathan King, President – UNC Management Company, Inc. (via tele-conference)

### **Adoption of Agenda**

The agenda was adopted.

### **UNC Management Company, Inc. Presentation (Endowment Fund Update)**

The June 7, 2018 UNC Investment Fund was presented by Mr. Jonathon King via tele-conference.  
(abbreviated minutes)

- **UNCIF's FY 2018 return is strong on an absolute and relative basis**

#### **The Fund returned +12.0% for FY 2018 (12 months)**

- All asset classes generated positive performance and exceeded their benchmark for the period
- The Fund's 3- and 5-year returns are strong relative to peers and a "traditional" Global 70/30 Portfolio
- Over the long term, the Fund has achieved its primary return objective
- Global equity markets will likely continue to move higher in the coming months, but we believe that market volatility will persist

**UNCIF's return has averaged > 1%/month for almost two years, but we are concerned about future returns given valuation levels and increased volatility**

### **Approval of Minutes**

The minutes from March and September were approved.

### **Enhanced Revenue/Integrated Planning and Budgeting**

- **University Endowment**
  - 4th Quarter return 2018: +2.1%, June 2018
  - Fiscal Year to Date performance +12.0%
  - WSSU Endowment Invested Funds combined as of June 30 2018 \$46,173,103
  - WSSU Endowment Funds invested as of June 30, 2018 (fair market value) \$32,576,678
  - Net Realized and Unrealized Gains \$2,274,747
  - Cash Gifts received -0-
  - Permanently Restricted Cash to be invested -0-
  - Restricted Cash for Spending \$3,387,413
  - WSSU Endowment principal invested with UNC Management Trust account \$18,449,312

Total Amount Spent:

Scholarships	74,667
Chairs/Professorships	179,469
Program Dev/Inst Support	25,195

Library	— 120
Total Amount Spent	279,451

- No reinvestments were made during this period.
- There were no gifts during this period.

- **Foundation Endowment**

- WSSU Endowment funds invested as of June 30 2018 (fair market value) \$13,596,425
- Net Realized and Unrealized Gains \$1,462,733
- Cash Gifts received \$427,944
- Restricted Cash for Spending \$3,625
- WSSU Endowment principal invested with UNC Management Trust account \$9,133,839
- Amount spent on scholarships \$143,271
- Permanently restricted cash to be invested \$64,928

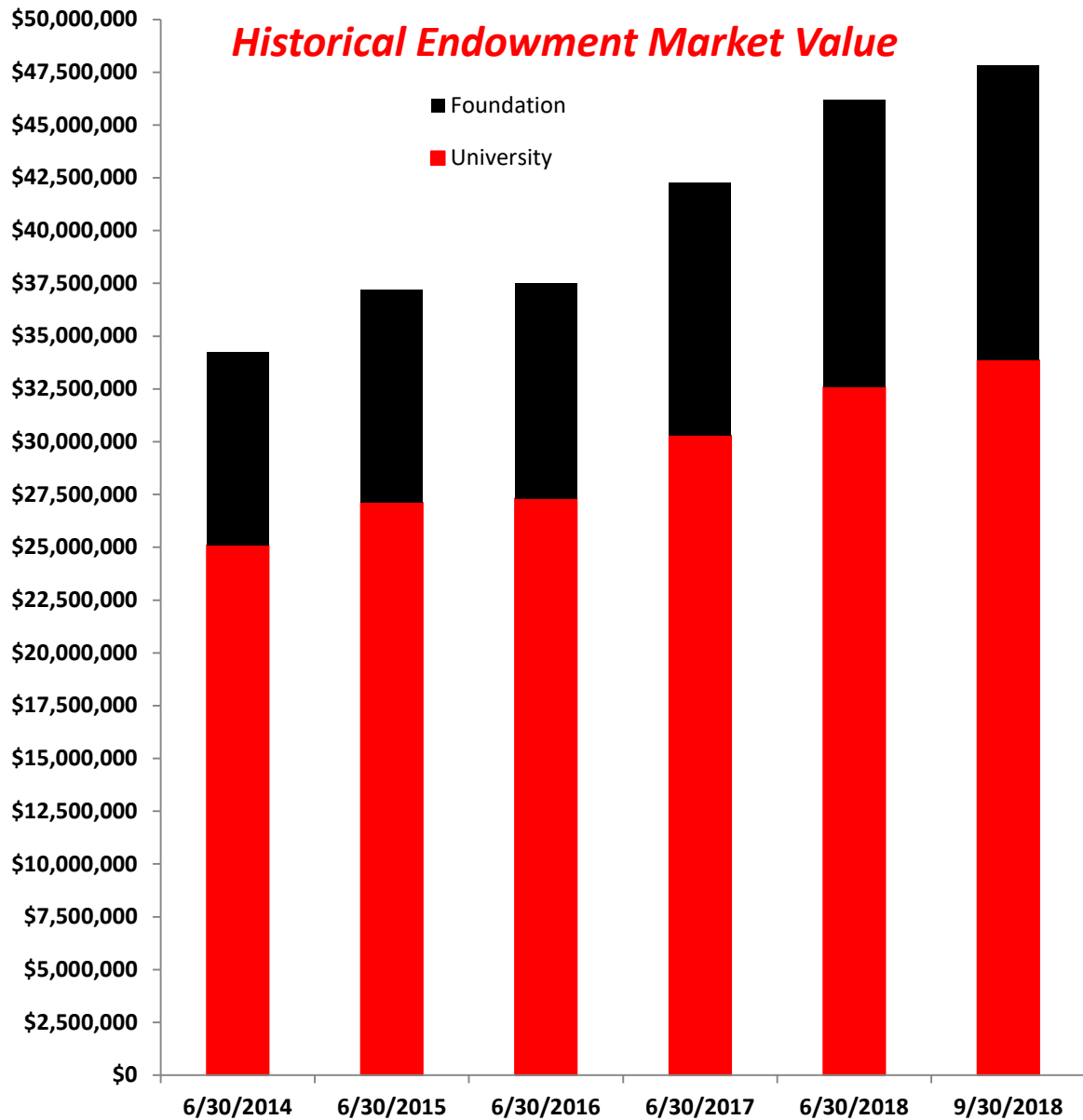
**Approval of Endowment Fund Spend Rate for Next Year**

The fund spend rate was approved (from last meeting).

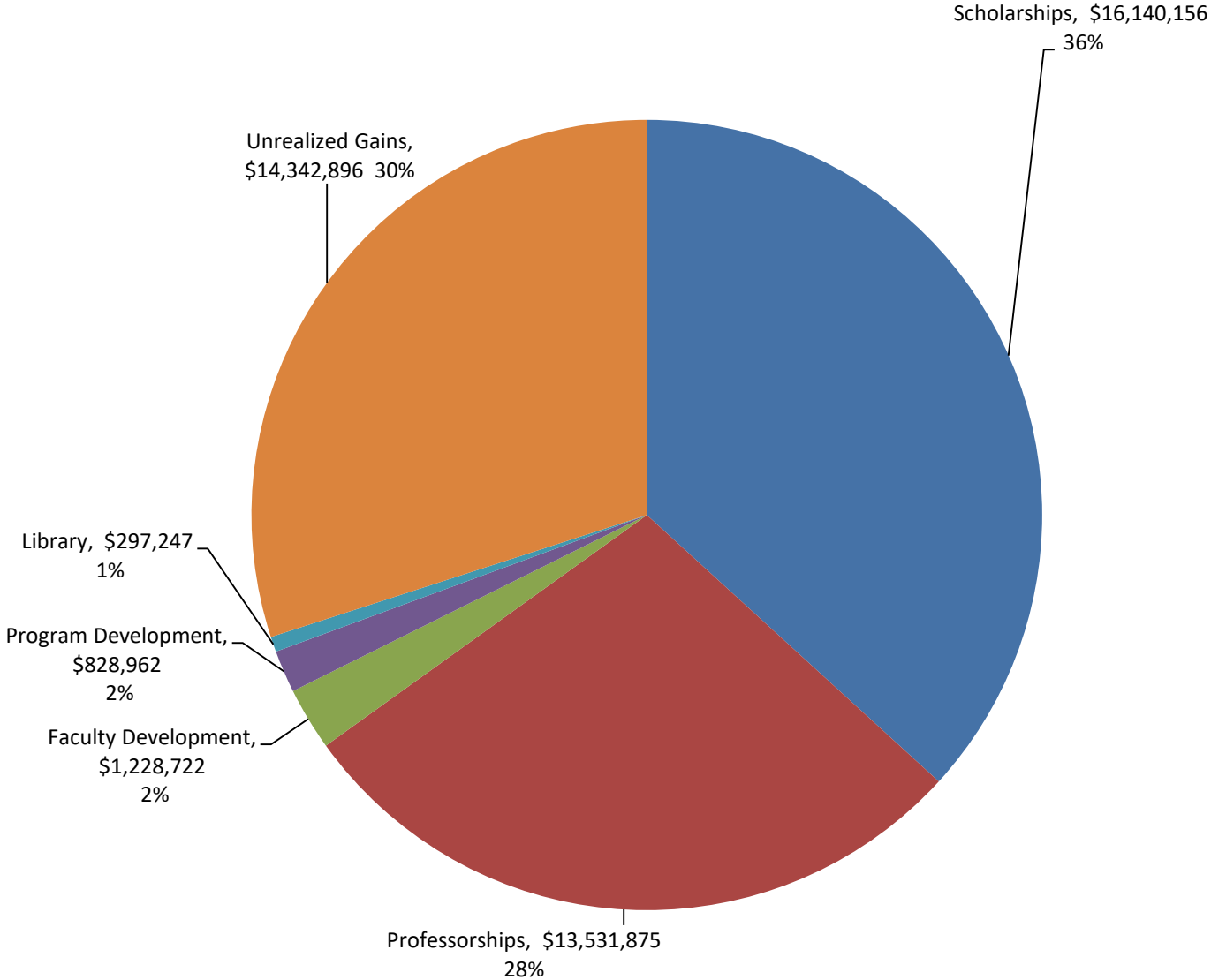
**Discussion**

Next meeting, Thursday, December 20, 2018

Respectively Submitted by: Leslie Gaynor, Finance and Administration, Office Director

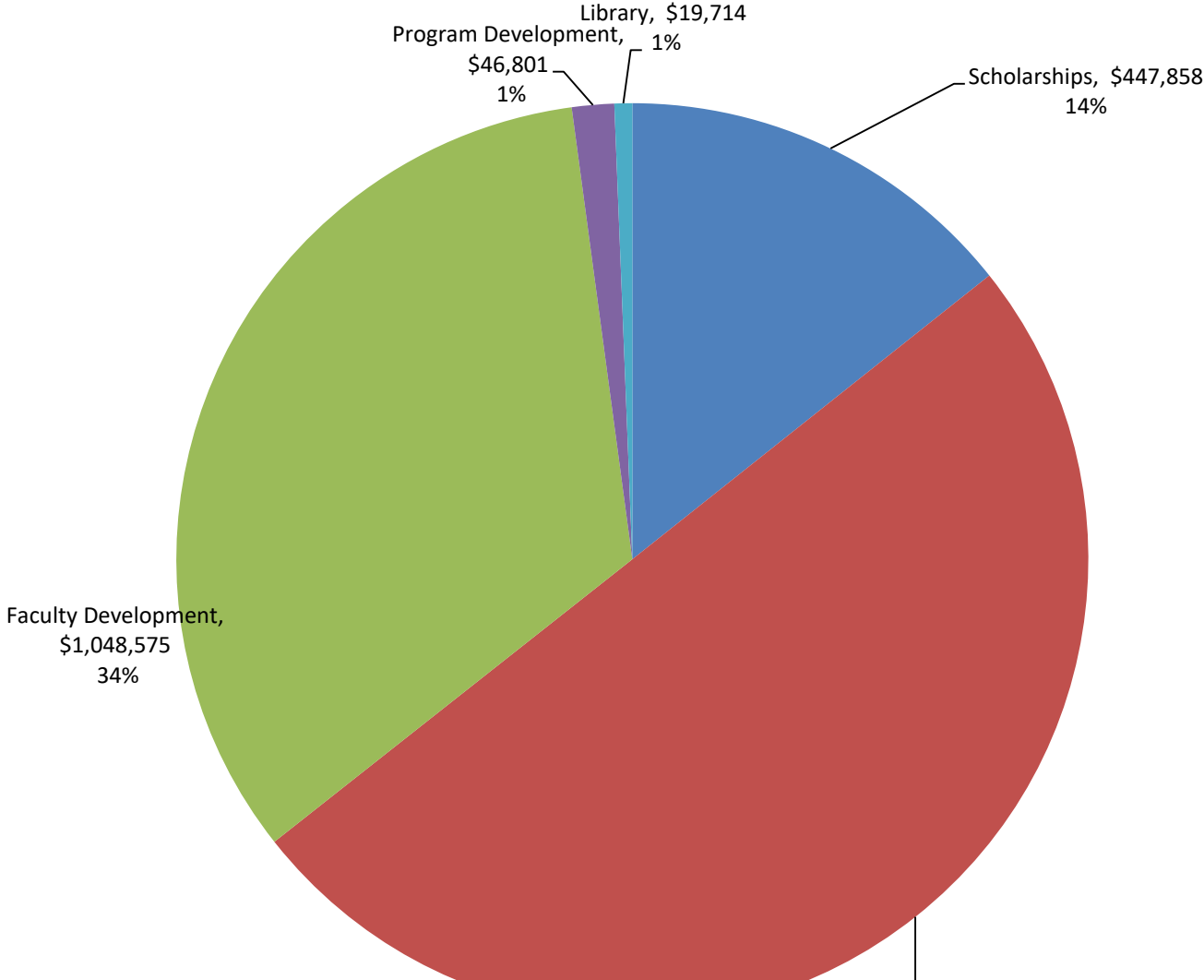


**Endowed Invested Funds at  
September 30, 2018  
\$47,815,466**



**Endowed Restricted Funds Available for Spending at  
September 30, 2018**

**\$3,129,334**



**Winston-Salem State University**  
**Board of Trustees Endowment Committee Report**  
**Thursday December 13, 2018**

**Fiscal Year to Date as of September 30, 2018**

• Endowment Principle Balance		
Invested with UNC Management trust account	\$18,449,312	
• Fair Market Value	33,868,988	
• Cash gifts received	0	
• Net Realized and Unrealized Gains(losses)	446,696	
• Permanently Restricted Cash to be invested		0
• Restricted Cash for spending	2,845,085	
• Transfer to Foundation/Other	0	
• Income Distributed	329,509	
• Reinvested Endowment	845,614	
• Amount spent:		
Scholarships		800
Chair/Professorships		22,066
Program Development/Inst Support		3,357
Library		0
Total amount spent	26,224	



**Winston-Salem State University Foundation**  
**Board of Trustees Endowment Committee Report**  
**Thursday December 13, 2018**

**Fiscal Year to Date as of September 30, 2018**

• Endowment Principle Balance	
Invested with UNC Management trust account	\$9,139,200
• Fair Market Value	13,946,478
• Cash gifts received	343,903
• Net Realized and Unrealized Gains(losses)	362,125
• Permanently Restricted Cash to be invested	409,366
• Restricted Cash for spending	284,249
• Income Distributed	510,418
• Amount spent on scholarships	-

Current Date: 11/01/2018

Current Time: 17.10.01

**Winston-Salem State University  
Banner Finance**

**Board of Trustees Endowment Fund Account Balances  
As Of  
Month: September Fiscal Year: 2019**

FUND NAME	PRINCIPAL	QUASI-ENDOWMENT	RESTRICTED	RESTRICTED EARNINGS TO-DATE	RESTRICTED DISBURSEMENTS TO-DATE
<b>Scholarships</b>					
Alumni Scholarships	10,980.00	11,499.64	751.06	396.52	.00
Anne Hanes Willis Schol	85,000.00	-3,560.50	2,553.80	1,271.02	.00
Athletic Endowment Sch	85,431.52	-1,805.05	8,254.39	1,405.52	800.00
Bank of America Schol	250,000.00	-7,971.81	7,823.62	4,009.03	.00
Bernice James Davenport Sch	18,764.69	-396.47	5,043.95	308.72	.00
Bryan Family Schol	150,000.00	-6,232.84	4,647.32	2,381.41	.00
C C Ross BB&T Schol	122,500.00	-5,409.21	3,784.99	1,939.53	.00
C E Gaines Athletic Sch	410,202.56	-16,173.37	12,737.10	6,526.83	.00
Chancellor s Scholarship	63,455.88	-2,281.04	1,977.49	1,013.32	.00
Class of 1938 Schol	4,200.00	10,608.97	494.78	261.22	.00
Cleon Edwina Thompson Sch	54,940.32	-2,288.05	1,702.00	872.15	.00
Coca Cola Dist Schol	50,000.00	-2,090.55	1,548.69	793.59	.00
Corn Products Schol	.00	.00	.00	.00	.00
George Virginia Newell Sch	.00	.00	.00	.00	.00
Glenn Family Schol	110,000.00	-4,550.76	3,408.67	1,746.69	.00
HBCU Masters Scholarship	175,500.00	-3,708.06	7,650.24	2,887.33	.00
Hanes Scholarship	100,000.00	5,368.57	3,520.46	1,858.61	.00
Haywood L Wilson Jr Schol	170,950.00	-4,932.83	5,366.55	2,749.96	.00
James G Hanes Schol	400,000.00	-16,607.64	12,393.23	6,350.63	.00

John Lillian Lewis Schol	7,500.00	68.47	7,468.52	133.50	.00
Kenneth R Williams Schol	20,130.07	-824.14	624.07	319.79	.00
Laura Sawyer Schol	27,394.43	-578.81	873.40	450.69	.00
Lillie Middleton Schol	10,000.00	-211.29	7,202.93	164.52	.00
Merit Scholarships	396,070.72	-17,553.73	12,235.67	6,269.88	.00
Nettie Frank Setzer Sch	11,372.42	-180.29	360.73	185.39	.00
North Car Assoc Insur Agt Sch	70,000.00	-2,935.50	2,167.88	1,110.88	.00
Omega Psi Phi Schol	21,451.17	-340.57	680.40	349.68	.00
Paul Fulton Sara Lee Emer Fund	150,000.00	15,817.88	29,615.70	2,924.89	.00
Peter Kim Schol	20,000.00	-422.57	1,184.00	329.04	.00
R H Barringer Schol	.00	.00	.00	.00	.00
Robert Emken Schol	180,000.00	-3,803.14	5,738.83	2,961.37	.00
Sam Walton Memo Schol	102,000.00	-4,603.10	3,148.38	1,613.31	.00
So Area Links Inc Scholarship	10,513.43	-222.14	585.21	172.97	.00
Student Gen Scholarships	58,418.97	-2,434.04	1,809.73	927.35	.00
Wells Fargo Scholarship	65,000.00	-2,400.96	2,023.53	1,036.91	.00
Winston Salem Beauticians Sch	5,000.00	3.50	1,144.65	88.33	.00
Z Smith Reynolds Schol	300,000.00	-6,338.57	3,087.15	4,935.61	.00
<b>Total Scholarships</b>	<b>3,716,776.18</b>	<b>-77,490.00</b>	<b>163,609.12</b>	<b>60,746.19</b>	<b>800.00</b>

#### Chairs/Professorships

ARF Dist Prof in Biopharm	500,000.00	44,323.71	117,595.41	9,016.35	.00
Anne Reynolds Forsyth Chr SOE	500,000.00	25,913.21	117,000.28	8,711.39	.00
BB&T End Prof Fin Ethics	250,000.00	-5,162.26	13,030.03	3,913.79	.00
CD Spangler Dist Prof Phy Ther	500,000.00	-10,556.06	22,323.39	8,213.29	.00
Dist Prof African Amer History	500,000.00	-10,564.28	34,459.54	8,226.02	.00
Dist Prof African Amer Lit	500,000.00	-10,564.28	31,012.62	8,226.02	.00
Dist Prof Nur/Allied Health L4	500,000.00	-14,954.25	15,679.23	8,034.45	.00
Dist Prof Political Science	500,000.00	-10,564.28	36,784.01	8,226.02	.00
Gray Chair of Religion	458,681.27	27,005.86	116,146.89	8,311.33	.00
Hanes Dist Prof Coll Arts Sci	1,000,000.00	-21,128.56	60,254.63	16,452.05	.00
Novant Health FMC Chair Recrui	500,000.00	-10,564.28	47,210.72	8,226.02	5,305.92
Paul Fulton 2nd Chair CS	800,000.00	-16,902.85	40,088.83	13,161.64	.00
Paul Fulton Chair CS	500,000.00	-10,564.28	42,371.61	8,226.02	.00
RJR Computer Science Prof	1,000,000.00	332,127.17	164,412.19	23,497.59	.00
Sara Lee Chr Accounting	1,000,000.00	289,376.08	170,326.12	22,743.50	9,744.31
Sara Lee Foreign Language Chr	500,000.00	25,913.21	117,000.28	8,711.39	.00
Shelton Foundation Chr Nurs	583,500.00	2,059.03	104,198.24	10,328.76	7,015.98
Vivian Chambers Prof-Math/Elem	500,000.00	-10,564.28	25,055.44	8,226.02	.00

Wells Fargo Chair-Education	500,000.00	-10,564.28	25,055.44	8,226.02	.00
Willie Bradsher Prof Educ	150,000.00	592,630.13	124,005.71	12,301.16	.00
Wilveria B Atkinson Chr Lif Sc	500,000.00	103,561.37	119,510.28	9,997.58	.00
Z Smith Reynolds-Justice	500,000.00	-10,561.71	22,865.49	8,222.04	.00
<b>Total Chairs/Professorships</b>	<b>12,242,181.27</b>	<b>1,289,694.12</b>	<b>1,566,386.38</b>	<b>229,198.45</b>	<b>22,066.21</b>
<b>Faculty Development</b>					
Faculty Enrichment	16,011.15	-338.29	9,292.69	263.42	.00
Wells Fargo Teach Excellence	1,231,618.16	-18,568.70	1,039,282.46	20,262.64	.00
<b>Total Faculty Development</b>	<b>1,247,629.31</b>	<b>-18,906.99</b>	<b>1,048,575.15</b>	<b>20,526.06</b>	<b>.00</b>
<b>Program Development</b>					
Academic Development	.00	.00	.00	.00	.00
Athletics Program Development	10,335.13	-218.37	7,990.41	170.03	.00
James G Hanes Curr Dev	.00	.00	.00	.00	.00
Nursing Program	900,000.00	-108,158.95	17,731.28	13,400.05	3,357.42
Program Development	27,587.00	-582.93	21,078.92	453.86	.00
<b>Total Program Development</b>	<b>937,922.13</b>	<b>-108,960.25</b>	<b>46,800.61</b>	<b>14,023.94</b>	<b>3,357.42</b>
<b>Library</b>					
Friends of the Library	244,803.50	-5,172.35	17,817.77	4,027.52	.00
JG Hanes Diggs Gallery	60,000.00	-2,384.95	1,895.73	987.33	.00
<b>Total Library</b>	<b>304,803.50</b>	<b>-7,557.30</b>	<b>19,713.50</b>	<b>5,014.85</b>	<b>.00</b>
<b>Other</b>					
Realized Gains Losses	.00	-64,983.41	.00	.00	.00
Unrealized Gains Losses	.00	14,407,879.63	.00	.00	.00
<b>Total Other</b>	<b>.00</b>	<b>14,342,896.22</b>	<b>.00</b>	<b>.00</b>	<b>.00</b>
<b>TOTAL ALL</b>	<b>18,449,312.39</b>	<b>15,419,675.80</b>	<b>2,845,084.76</b>	<b>329,509.49</b>	<b>26,223.63</b>

WINSTON SALEM STATE UNIVERSITY  
 BOARD OF TRUSTEES ENDOWMENT FUND  
 STATEMENT OF CHANGES IN FUND EQUITY  
 FOR JULY 1, 2018 THROUGH SEPTEMBER 30, 2018  
 WITH COMPARISON TO PRIOR QUARTER

	RESTRICTED FUNDS			ENDOWED FUNDS			TOTAL ALL FUNDS		
	Sep 30 2018	Jun 30 2018	VARIANCE	Sep 30 2018	Jun 30 2018	VARIANCE	Sep 30 2018	Jun 30 2018	VARIANCE
<b>REVENUES:</b>									
Private Gifts, Grants and Contracts	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Interest and Investment Income	\$329,509.49	\$1,230,766.36	(\$901,256.87)	\$0.00	\$0.00	\$0.00	\$329,509.49	\$1,230,766.36	(\$901,256.87)
Realized Gain(Loss) From Sale on Securities	\$0.00	\$0.00	\$0.00	(\$284,128.92)	(\$641,609.71)	\$357,480.79	(\$284,128.92)	(\$641,609.71)	\$357,480.79
Unrealized Gain(Loss) on Securities Held by Fiscal Agent	\$0.00	\$0.00	\$0.00	\$730,824.70	\$2,566,837.98	(\$1,836,013.28)	\$730,824.70	\$2,566,837.98	(\$1,836,013.28)
Transfers to/from Restricted	\$0.00	\$0.00	\$0.00	\$845,614.37	\$0.00	\$845,614.37	\$845,614.37	\$0.00	\$845,614.37
<b>TOTAL REVENUE</b>	<b>\$329,509.49</b>	<b>\$1,230,766.36</b>	<b>(\$901,256.87)</b>	<b>\$1,292,310.15</b>	<b>\$1,925,228.27</b>	<b>(\$632,918.12)</b>	<b>\$1,621,819.64</b>	<b>\$3,155,994.63</b>	<b>(\$1,534,174.99)</b>
<b>EXPENDITURES:</b>									
Academic Support	\$800.00	\$179,469.30	(\$178,669.30)	\$0.00	\$0.00	\$0.00	\$800.00	\$179,469.30	(\$178,669.30)
Student Financial Aid	\$22,066.21	\$74,666.69	(\$52,600.48)	\$0.00	\$0.00	\$0.00	\$22,066.21	\$74,666.69	(\$52,600.48)
Institutional Support	\$3,357.42	\$25,315.68	(\$21,958.26)	\$0.00	\$0.00	\$0.00	\$3,357.42	\$25,315.68	(\$21,958.26)
Transfers to Endowment/Other	\$845,614.37	\$0.00	\$845,614.37	\$0.00	\$0.00	\$0.00	\$845,614.37	\$0.00	\$845,614.37
<b>TOTAL EXPENDITURES</b>	<b>\$871,838.00</b>	<b>\$279,451.67</b>	<b>\$592,386.33</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$871,838.00</b>	<b>\$279,451.67</b>	<b>\$592,386.33</b>
<b>NET INCREASE (DECREASE)</b>	<b>(\$542,328.51)</b>	<b>\$951,314.69</b>	<b>(\$1,493,643.20)</b>	<b>\$1,292,310.15</b>	<b>\$1,925,228.27</b>	<b>(\$632,918.12)</b>	<b>\$749,981.64</b>	<b>\$2,876,542.96</b>	<b>(\$2,126,561.32)</b>
<b>FUND EQUITY JULY 1, 2017</b>	<b>\$3,387,413.27</b>	<b>\$2,436,098.58</b>	<b>\$951,314.69</b>	<b>\$32,576,678.04</b>	<b>\$30,301,931.35</b>	<b>\$2,274,746.69</b>	<b>\$35,964,091.31</b>	<b>\$32,738,029.93</b>	<b>\$3,226,061.38</b>
<b>FUND EQUITY March 31, 2018</b>	<b>\$2,845,084.76</b>	<b>\$3,387,413.27</b>	<b>(\$542,328.51)</b>	<b>\$33,868,988.19</b>	<b>\$32,227,159.62</b>	<b>\$1,641,828.57</b>	<b>\$36,714,072.95</b>	<b>\$35,614,572.89</b>	<b>\$1,099,500.06</b>

**EXPLANATION OF VARIANCES:**

Restricted Funds:

Variance is due to difference in quarters' income and expenditures

Endowed Funds:

Variance is due to realized and unrealized gains and losses for the quarter

WINSTON SALEM STATE UNIVERSITY  
 BOARD OF TRUSTEES ENDOWMENT FUND  
 BALANCE SHEET  
 September 30, 2018  
 WITH COMPARISON TO PRIOR QUARTER

	RESTRICTED FUNDS			ENDOWED FUNDS			TOTAL ALL FUNDS		
	Sep 30 2018	Jun 30 2018	VARIANCE	Sep 30 2018	Jun 30 2018	VARIANCE	Sep 30 2018	Jun 30 2018	VARIANCE
<b>ASSETS</b>									
Cash in Institutional Trust	\$ 2,845,084.76	\$ 3,387,413.27	\$(542,328.51)	\$ -	\$ -	\$ -	\$ 2,845,084.76	\$ 3,387,413.27	\$(542,328.51)
Cash with Fiscal Agent	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Investments	0.00	0.00	0.00	33,868,988.19	32,576,678.04	1,292,310.15	33,868,988.19	32,576,678.04	1,292,310.15
Due from WSSU Foundation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL ASSETS</b>	<b>\$ 2,845,084.76</b>	<b>\$ 3,387,413.27</b>	<b>\$(542,328.51)</b>	<b>\$ 33,868,988.19</b>	<b>\$ 32,576,678.04</b>	<b>\$ 1,292,310.15</b>	<b>\$ 36,714,072.95</b>	<b>\$ 35,964,091.31</b>	<b>\$ 749,981.64</b>
<b>LIABILITIES AND FUND EQUITY</b>									
<b>LIABILITIES</b>									
Due to Institutional Trust	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL LIABILITIES</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND EQUITY</b>									
Fund Balances:									
Endowment	0.00	0.00	0.00	18,449,312.39	18,449,312.39	0.00	18,449,312.39	18,449,312.39	0.00
Quasi-Endowment - Restricted	0.00	0.00	0.00	15,419,675.80	14,127,365.65	1,292,310.15	15,419,675.80	14,127,365.65	1,292,310.15
Other Restricted Funds	2,845,084.76	3,387,413.27	(542,328.51)	0.00	0.00	0.00	2,845,084.76	3,387,413.27	(542,328.51)
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,845,084.76</b>	<b>\$ 3,387,413.27</b>	<b>\$(542,328.51)</b>	<b>\$ 33,868,988.19</b>	<b>\$ 32,576,678.04</b>	<b>\$ 1,292,310.15</b>	<b>\$ 36,714,072.95</b>	<b>\$ 35,964,091.31</b>	<b>\$ 749,981.64</b>
<b>TOTAL LIABILITIES AND FUND EQUITY</b>	<b>\$ 2,845,084.76</b>	<b>\$ 3,387,413.27</b>	<b>\$(542,328.51)</b>	<b>\$ 33,868,988.19</b>	<b>\$ 32,576,678.04</b>	<b>\$ 1,292,310.15</b>	<b>\$ 36,714,072.95</b>	<b>\$ 35,964,091.31</b>	<b>\$ 749,981.64</b>

Restricted Funds - Funds which are available for current operating purposes subject to limitations placed by a donor or grantor.

Endowment Funds - Funds for which the donor has stipulated, as a condition of the gift, that the principal is to be maintained inviolate and in perpetuity.

The principal is to be invested for the purpose of producing income for expenditures as provided by the terms of the gift.

Term Endowment - Same definition as above except for that the conditions provide that the gift can be released from inviolability upon the happening of a particular event or the passage of a stated period of time.

Quasi-Endowment - Income generated by realized gains on the endowment principal that is reinvested in the endowment pool. These amounts can be spent at the discretion of the Board of Trustees.

Principal - Original gift awarded by the donor for an established endowment account.

**EXPLANATION OF VARIANCES:**

Restricted Funds:

Variance is due to difference in quarters' income and expenditures

Endowed Funds:

Variance is due to realized and unrealized gains and losses for the quarter

Schedule of Endowments 9/30/2018													
Account Number	Account Name	Principle	Balance Invested 9/30/2018	Cash not met min. requirement	Unrealized Gains/(Losses)	Restricted Cash for Spending 9/30/2018	Restricted Cash Not invested 9/30/2018	Total Value Cash & Mkt	Revenues	Scholarship	Endowment	Unrealize gains (losses)	Fair Market Value
4001	Peyton Thomas & Jannie Marie Hairston Endowed Scholarship Fu	56,940.94	57,290.94	-	20,649.73	(1,547.53)	150.00	76,543.14	(500.00)	-	71.94	2331.36	77,940.67
4002	College Endowment Christopher Endowed	350,000.00	350,000.00	-	195,521.98	25,083.73	-	570,605.71	-	-	713.58	13866.47	545,521.98
4003	Scholarship Mary Williams	44,000.00	44,000.00	-	22,687.90	808.01	-	67,495.91	-	-	82.26	1742.91	66,687.90
4004	Endow	15,736.56	15,736.56	-	8,285.77	3,735.03	-	27,757.36	-	-	30.09	623.22	24,022.33
4005	Leslie M & Suzanne Baker Endow Sch	246,488.47	246,488.47	-	134,171.80	13,837.52	-	394,497.79	-	-	488.69	9765.41	380,660.27
4006	Doris Lee Hairston Dye endow	11,825.00	11,825.00	-	6,396.67	728.91	-	18,950.58	-	-	23.28	468.23	18,221.67
4007	Mary & Rufus Hairston Endow. Sch	1,040,000.00	1,040,000.00	-	613,723.07	129,696.56	-	1,783,419.63	-	-	2,249.87	41224.27	1,653,723.07
4008	Chelyn Cheryl Conner Endowed Scholarship	11,304.00	11,304.00	-	5,805.69	5,896.85	-	23,006.54	-	-	21.04	447.59	17,109.69
4009	East Area Council Sch.	30,000.00	30,000.00	-	16,680.84	6,659.98	-	53,340.82	-	-	60.85	1188.13	46,680.84
4010	EL Davis Goler AME Zion Endow.	1,680.00	-	1,680.00	-	227.12	-	1,907.12	-	-	-	0	-
4011	Class of 81 Manderline Scales	8,925.70	7,680.70	-	303.82	(47.84)	1,070.00	9,006.68	1,035.00	-	-	303.82	7,984.52
4012	Endowed Scholar	20,000.00	20,000.00	-	12,587.96	2,817.47	-	35,405.43	-	-	46.33	791.97	32,587.96
4013	BIG FOUR W & P Blackwell	75,250.00	75,250.00	-	41,508.98	6,632.13	-	123,391.11	-	-	151.34	2981.01	116,758.98
4014	Endow. Sch.	103,305.27	103,305.27	-	60,555.71	1,636.73	-	165,497.71	-	-	221.80	4092.37	163,860.98
4015	Class of 1958	23,123.61	23,123.61	-	13,816.58	3,755.88	-	40,696.07	-	-	50.67	915.81	36,940.19
4016	Endowed Schexnider/Pleasant s Endowed	25,000.00	25,000.00	-	13,126.05	4,640.54	-	42,766.59	-	-	47.67	990.05	38,126.05
4017	Scholarship Kennedy & Diggs	-	-	-	-	-	-	-	-	-	-	0	-
4018	Family Endow Graduating Class	9,909.59	9,909.59	-	3,064.76	229.97	-	13,204.32	-	-	10.49	392.18	12,974.35
4019	Endow Logan T. & Vivian H. Burke Endow	150,021.52	150,021.52	-	79,255.68	11,496.06	-	240,773.26	-	-	287.98	5943.19	229,277.20
4020	Scholarships Ellen & Andrew Schindler Endow	200,000.00	200,000.00	-	105,601.38	(5,198.67)	-	300,402.71	-	-	383.71	7923.28	305,601.38
4021	Sch. WSSU Alumni	9,100.00	9,100.00	-	2,815.66	(222.16)	-	11,693.50	-	-	9.64	359.95	11,915.66
4022	Queens Endowed Harold & Davida Martin Endowed	16,700.49	16,700.49	-	9,649.35	1,826.55	-	28,176.39	-	-	35.31	661.24	26,349.84
4023	Sch Elva Jones Endow.	68,209.73	66,578.73	-	32,805.47	8,053.53	636.00	108,073.73	1,019.00	-	118.50	2637.35	99,384.20
4024	Scholarship Class of 1953 End.	25,275.79	25,275.79	-	14,126.77	761.12	-	40,163.68	-	-	51.55	1000.91	39,402.56
4025	Sch. Class of 1954 End.	50,105.00	50,105.00	-	26,775.35	(1,551.81)	-	75,328.54	-	-	97.37	1984.8	76,880.35
4026	Sch. 1000 Rams 1000 Donors Endowed	14,250.33	14,250.33	-	4,257.16	6,841.93	-	25,349.42	-	-	14.49	564.19	18,507.49
4027	Atkins Gleason Carew Endowment	464,797.40	464,797.40	-	260,106.02	(32,512.68)	-	692,390.74	-	-	949.42	18414.39	724,903.42
4028	Anne Reynolds Forsyth Endow. Sch	200,000.00	200,000.00	-	104,662.76	(4,532.82)	-	300,129.94	-	-	380.01	7923.28	304,662.76
4029	BB&T Merit	180,000.00	180,000.00	-	93,324.23	12,450.62	-	285,774.85	-	-	338.59	7130.96	273,324.23
4030	Barney and Catherine Pettie Hart WSSU Choir	16,655.00	16,655.00	-	7,610.96	1,749.15	-	26,015.11	-	-	27.29	659.43	24,265.96
4031	Endowed Scholars Class of 1955 End.	56,990.00	51,990.00	-	31,689.84	(4,011.51)	5,000.00	84,668.33	5,000.00	-	116.38	2059.4	83,679.84
4032	Sch. Henry Jones, Jr.	24,931.80	23,901.80	-	12,919.07	4,444.67	1,000.00	42,265.54	1,030.00	-	47.03	946.59	36,820.87
4033	Endow												

Schedule of  
Endowments  
9/30/2018

Account Number	Account Name	Principle	Balance Invested 9/30/2018	Cash not met min. requirement	Unrealized Gains/(Losses)	Restricted Cash for Spending 9/30/2018	Restricted Cash Not invested 9/30/2018	Total Value Cash & Mkt	Revenues	Scholarship	Endowment	Unrealize gains (losses)	Fair Market Value
4034	John & Peggy Taylor Endow. Student Tech. Fund	220,000.00	220,000.00	-	101,985.90	34,291.79	-	356,277.69	-	-	366.39	8715.98	321,985.90
4035	John G. Medlin Endow. Scholarship Class of 1973 Endowed	247,226.44	247,226.44	-	137,239.97	(28,449.92)	-	356,016.49	-	-	500.63	9794.38	384,466.41
4036	Scholarship Fund Larry and Carrie	38,343.58	32,893.58	-	11,860.54	615.77	4,950.00	50,319.89	5,450.00	-	41.47	1302.92	44,754.12
4037	Poole Lucille Mauge	10,000.00	10,000.00	-	4,524.52	2,645.83	-	17,170.35	-	-	16.20	395.8	14,524.52
4038	Endowed Rebecca O. Bailey	20,214.86	20,214.86	-	12,116.02	(11,507.77)	-	20,823.11	-	-	44.44	800.66	32,330.88
4039	Endowed Scholarship	50,250.00	50,250.00	-	28,503.06	(4,091.54)	-	74,661.52	-	-	104.14	1990.6	78,753.06
4040	Reynolds American Endow. Sch. Ruth W. Payne	740,066.50	750,000.00	-	449,096.74	13,966.05	-	1,213,062.79	-	-	1,647.46	29714.13	1,199,096.74
4041	Endow Sara Lee Int'l	27,996.32	27,996.32	-	15,153.65	46.43	-	43,196.40	-	-	55.16	1108.83	43,149.97
4042	Endowed Fund	100,000.00	100,000.00	-	54,228.10	1,185.43	-	155,413.53	-	-	197.46	3961.64	154,228.10
4043	Sophia Pierce	110,050.00	110,050.00	-	46,838.05	(9,585.34)	-	147,302.71	-	-	166.87	4359.62	156,888.05
4044	Joseph H. Daniels Endowment J.M. & B.H.	32,166.00	31,666.00	-	11,669.81	2,109.84	500.00	45,945.65	400.00	-	40.91	1254.04	43,335.81
4046	DAVENPORT MUSIC ENDOW	1,245.00	-	1,245.00	-	-	-	1,245.00	-	-	-	0	-
4047	John Henry Martin Endowment The Cedric S. and Mae L. Rodney Endowed Undergraduate	26,815.34	26,815.34	-	17,859.09	(595.39)	-	44,079.04	-	-	65.97	1062.11	44,674.43
4048	Resear John and Peggy Taylor	21,065.00	21,065.00	-	11,418.58	2,206.91	-	34,690.49	-	-	41.58	834.33	32,483.58
4051	Taylor	-	-	-	-	-	-	-	-	-	-	0	-
4065	J Alston Atkins Lecture Endowment WSSU Class of 1962 Endowed	86,496.21	86,496.21	-	49,617.21	4,292.04	-	140,405.46	-	-	181.45	3426.42	136,113.42
4066	Scholarship John and Clarice Scarritt Scholarship for Education	43,545.00	43,545.00	-	17,990.43	(8,434.01)	-	53,101.42	-	-	63.89	1724.8	61,535.43
4068	Abroad Aurelia and Samuel McFadden Endowed	14,290.00	14,290.00	-	5,270.48	(922.10)	-	18,638.38	-	-	18.47	565.64	19,560.48
4069	Scholarship Donald J. & Deborah R. Reaves Endowed	10,000.00	10,000.00	-	6,120.98	(1,373.11)	-	14,747.87	-	-	22.47	395.8	16,120.98
4070	Scholarship Fannie M. Williams Endowed	337,896.27	312,896.27	-	156,068.70	8,640.43	25,000.00	502,605.40	-	-	564.39	12396.25	468,964.97
4071	Scholarship Herrell-Bell Endowed	11,281.73	11,281.73	-	7,396.49	1,764.24	-	20,442.46	-	-	27.29	446.5	18,678.22
4072	Scholarship Fund	6,695.00	-	6,445.00	-	(14.22)	-	6,430.78	150.00	-	-	0	-
4073	Rachel E. Diggs Wilkinson Endowed Scholarship	110,000.00	110,000.00	-	71,374.42	3,525.17	-	184,899.59	-	-	263.26	4357.81	181,374.42
4074	Diggs Art Gallery Endowment	110,050.00	110,050.00	-	77,185.13	6,626.40	-	193,861.53	-	-	286.08	4359.62	187,235.13
4075	Warren C. & Gladys D. Oldham Endowed	28,375.00	28,125.00	-	18,622.50	3,812.64	250.00	50,810.14	-	-	68.75	1113.9	46,747.50
4076	Lelia, John & Ruth Vickers Endowed Scholarship	100.00	-	100.00	-	-	-	100.00	-	-	-	0	-
4077	R. H. Barringer Endowed	20,000.00	20,000.00	-	11,987.03	3,965.38	-	35,952.41	-	-	43.97	791.97	31,987.03
4078	William U. & C. Estell Harris Endowed Scholarship	101,060.77	93,088.61	-	31,344.52	(8,894.12)	472.16	116,011.17	125.00	-	108.63	3687.51	124,433.13



Schedule of  
Endowments  
9/30/2018

Account Number	Account Name	Principle	Balance Invested 9/30/2018	Cash not met min. requirement	Unrealized Gains/(Losses)	Restricted Cash for Spending 9/30/2018	Restricted Cash Not invested 9/30/2018	Total Value Cash & Mkt	Revenues	Scholarship	Endowment	Unrealize gains (losses)	Fair Market Value
4079	Harden '74 & Janet Wheeler Endowed Scholarship Fund	-	-	-	(0.02)	-	-	(0.02)	-	-	-	0	(0.02)
4080	William, Patricia and Valeria Price Endowed Scholarship Class of 1965	55,000.00	55,000.00	-	19,551.82	(728.25)	-	73,823.57	-	-	68.24	2178.54	74,551.82
4081	Endowed Scholarship Class of 1964	59,169.50	58,744.50	-	15,462.67	(1,732.45)	300.00	72,774.72	125.00	-	51.60	2327.01	74,207.17
4082	Terry and Yvette Griffin Endowed	103,571.66	91,946.66	-	28,021.82	(3,672.83)	10,025.00	126,320.65	8,375.00	-	95.76	3642.61	119,968.48
4083	Henry & Viola Gwyn, Dorothy Gwyn Womble & Owen Luchion	58,440.00	54,400.00	-	14,026.91	(1,468.42)	4,040.00	70,998.49	40.00	-	46.62	2155	68,426.91
4084	Wombl Carl J. Miller Endowed	25,512.60	25,312.60	-	8,136.90	(981.49)	200.00	32,668.01	200.00	-	28.03	1002.36	33,449.50
4085	Scholarship Carl J. Miller Non-Scholarship	23,020.90	23,020.90	-	8,343.94	834.82	-	32,199.66	-	-	29.18	911.83	31,364.84
4086	Endowed Carolyn Anderson Torch of Wisdom	6,030.00	6,000.00	-	2,206.46	231.06	-	8,437.52	30.00	-	7.74	237.19	8,206.46
4087	Endowment Class of 1966	20,055.00	19,025.00	-	846.71	(1.63)	1,000.00	20,870.08	530.00	-	0.37	753.22	19,871.71
4088	Scholarship Class of 1974	32,216.69	32,116.69	-	7,825.77	583.47	100.00	40,625.93	100.00	-	25.74	1272.14	39,942.46
4091	Scholarship Class of 1968	45,414.81	37,649.81	-	10,504.12	(1,472.42)	3,545.00	50,226.51	3,420.00	-	35.40	1491.23	48,153.93
4092	Conley Rice Endowment Louise Smith	52,641.24	52,641.24	-	16,306.14	(1,387.83)	-	67,559.55	-	-	55.86	2085.11	68,947.38
4093	Endowment Eleanor Dalton and Michael Williams	13,957.00	13,957.00	-	4,116.95	(273.70)	-	17,800.25	-	-	13.99	552.6	18,073.95
4094	Scholarship Fund Kennedy & Diggs	5,125.00	-	5,000.00	-	(147.60)	125.00	4,977.40	-	-	-	0	-
4100	Family Endow The Class of 1985	44,010.00	44,010.00	-	20,998.04	(2,341.35)	-	62,666.69	-	-	75.63	1743.27	65,008.04
4102	Endowed Scholarship Emma Duren	-	-	-	-	(23.43)	-	(23.43)	547.00	-	-	0	-
4112	Endowed Graduate School	3,140.00	-	3,140.00	-	-	-	3,140.00	-	-	-	0	-
4113	Endowed Class of 1975	1,000.00	-	1,000.00	-	-	-	1,000.00	-	-	-	0	-
4114	Endowed Evelyn E. Botley-	8,475.00	-	7,775.00	-	(55.59)	300.00	8,019.41	50.00	-	-	0	-
4115	Ervin Endowed Class of 1996	120.00	-	120.00	-	-	-	120.00	-	-	-	0	-
4144	Endowed Scholarship James G. Hanes Memorial Trust	976.54	-	972.54	-	(0.12)	-	972.42	-	-	-	0	-
4145	Scholarship Wayland Cato, Jr.	250,000.00	250,000.00	-	137,218.09	6,456.22	-	393,674.31	-	-	500.13	9904.47	387,218.09
4146	Endowed Scholarship WSSU Class of 1957	10,000.00	10,000.00	-	5,041.88	2,001.33	-	17,043.21	-	-	18.25	395.8	15,041.88
4147	Endowed Sch Cunningham & Winston Family	36,819.43	36,819.43	-	19,212.54	(2,484.28)	-	53,547.69	-	-	69.74	1458.28	56,031.97
4148	Endowed Scholarship Class of 1949	11,025.00	11,025.00	-	6,668.95	1,279.91	-	18,973.86	-	-	24.48	436.36	17,693.95
4149	Endowed Sch. GSK Women In Science	14,300.00	14,300.00	-	9,136.73	2,537.07	-	25,973.80	-	-	33.67	566	23,436.73
4150	Endowed Sch. Nigel & Sarah Alston	50,000.00	50,000.00	-	30,154.37	(7,429.71)	-	72,724.66	-	-	110.67	1980.46	80,154.37
4158	Scholarship	26,000.00	26,000.00	-	13,404.68	922.82	-	40,327.50	-	-	48.60	1029.52	39,404.68

Schedule of Endowments 9/30/2018													
Account Number	Account Name	Principle	Balance Invested 9/30/2018	Cash not met min. requirement	Unrealized Gains/(Losses)	Restricted Cash for Spending 9/30/2018	Restricted Cash Not invested 9/30/2018	Total Value Cash & Mkt	Revenues	Scholarship	Endowment	Unrealize gains (losses)	Fair Market Value
	St. Peter's World Outreach												
4159	Ctr.Endowment Steve & Allison Williams Endowed	10,000.00	10,000.00	-	5,210.52	1,976.25	-	17,186.77	-	-	18.91	395.8	15,210.52
4167	Scholarship The Tommy L. and Patricia B Hickman Endowed	25,000.00	25,000.00	-	15,708.11	(811.31)	-	39,896.80	-	-	57.82	990.05	40,708.11
4168	Scholarship Fund The Michelle M. Cook Endowed	17,000.00	-	9,000.00	-	-	8,000.00	17,000.00	-	-	-	0	-
4170	Scholarship Fund Class of 1978 Endowed	-	-	-	-	(29.75)	10,000.00	9,970.25	-	-	-	0	-
4171	Scholarship Helen Powers Stevens Endowed	46,673.50	28,570.50	-	13,910.69	4,612.08	16,102.00	63,195.27	11,603.00	-	50.19	1131.64	42,481.19
4172	Scholarship Eryca Burch Endowed	41,649.22	41,649.22	-	30,298.92	8,334.48	-	80,282.62	-	-	112.54	1649.84	71,948.14
4173	Scholarship Class of 1960 Endowed	15,455.11	-	12,206.11	-	(6.52)	1,000.00	13,199.59	140.00	-	-	0	-
4174	Scholarship CLASS OF 1956	83,140.00	82,640.00	-	45,705.02	(1,352.92)	500.00	127,492.10	200.00	-	166.67	3273.61	128,345.02
4175	Endowment Ethical Values of Capitalism -	17,611.28	17,611.28	-	11,276.18	3,573.99	-	32,461.45	-	-	41.54	697.45	28,887.46
4176	endowed	-	-	-	(0.02)	-	-	(0.02)	-	-	-	0	(0.02)
	George and Virginia Newell Endowed												
4177	Scholarship Class of 1959 Endowed	26,970.42	26,966.42	-	10,138.52	2,799.01	-	39,903.95	-	-	35.62	1067.91	37,104.94
4178	Scholarship Black Men For Change Walter Harley Endowed	57,010.57	56,910.57	1,712.20	16,300.53	1,459.57	100.00	76,482.87	-	-	55.16	2254.23	73,211.10
4179	Scholarship Bettie Harvey Little Endowed	10,138.73	10,138.73	-	5,220.84	1,154.42	-	16,513.99	-	-	18.93	401.23	15,359.57
4180	Scholarship Cleveland and Marlene Ellison Endowed	6,760.00	-	6,594.00	-	(4.53)	-	6,589.47	-	-	-	0	-
4181	Scholarship Kelvin and Tammy Farmer Endowed	50,195.03	50,165.03	-	21,336.72	1,326.99	-	72,828.74	30.00	-	75.99	1986.98	71,501.75
4182	Scholarship Shirley Faison	60,000.00	60,000.00	-	29,988.80	982.99	-	90,971.79	-	-	108.46	2376.62	89,988.80
4183	Endowed Isabell Samuel Tate	15,945.00	15,945.00	-	8,192.41	2,535.37	-	26,672.78	-	-	29.70	631.18	24,137.41
4184	Endowed Eva W. Bovender	14,000.00	14,000.00	-	8,214.14	2,890.99	-	25,105.13	-	-	30.09	554.41	22,214.14
4185	Endowed Doretha Mcknight	11,805.00	11,805.00	-	7,321.57	2,242.54	-	21,369.11	-	-	26.91	467.14	19,126.57
4186	Stone Endowment	10,000.00	10,000.00	-	6,192.54	2,425.00	-	18,617.54	-	-	22.77	395.8	16,192.54
	Reynolda Rotary/Clarence Bighouse Gaines												
4187	Memorial Endowed L'Tanya Bailey Endowed	72,949.75	72,949.75	-	40,583.28	3,936.61	-	117,469.64	-	-	148.06	2889.39	113,533.03
4188	Scholarship Lorraine H. Morton Endowed	20,750.00	20,750.00	-	821.66	-	-	21,571.66	-	-	-	821.66	21,571.66
4189	Scholarship WSSU Natl Alumni Assn Endowed	25,000.00	25,000.00	-	13,802.24	1,933.68	-	40,735.92	-	-	50.33	990.05	38,802.24
4190	Scholarship Dr. Sylvia A. Flack Health Disparity Endowed	187,936.11	184,352.98	-	42,368.03	(7,475.95)	3,308.13	222,553.19	2,840.00	-	137.72	7303.69	226,721.01
4191	Scholarship	29,708.77	29,348.77	-	8,954.50	(409.73)	-	37,893.54	180.00	-	30.59	1162.42	38,303.27

Schedule of Endowments 9/30/2018		Balance Invested 9/30/2018	Cash not met min. requirement	Unrealized Gains/(Losses)	Restricted Cash for Spending 9/30/2018	Restricted Cash Not invested 9/30/2018	Total Value Cash & Mkt	Revenues	Scholarship	Endowment	Unrealize gains (losses)	Fair Market Value	
Account Number	Account Name	Principle											
4192	Belinda S. Womack Memorial Music Appreciation Endowed Schol Class of 1961	9,779.25	9,030.25	-	357.42	(3.05)	749.00	10,133.62	350.00	-	-	357.42	9,387.67
4193	Scholarship Paul and Marcia Meis Endowed	57,098.00	57,098.00	-	21,753.66	(3,379.58)	-	75,472.08	-	-	76.55	2261.83	78,851.66
4194	Scholarship Fund	279,987.93	279,987.93	-	71,290.29	(3,314.15)	-	347,964.07	-	-	236.47	11092.6	351,278.22
4196	Elwood L. & Denise Robinson Endowed Scholarship	59,450.00	59,300.00	-	18,057.23	(691.14)	150.00	76,816.09	60.00	-	61.69	2349.1	77,357.23
4198	The Maggie Knight Knox Endowed Scholarship Fund	1,630.00	-	1,630.00	(0.06)	(14.85)	-	1,615.09	-	-	-	0	(0.06)
4199	The United Christian Campus Ministry Endowed Scholarship	40,000.00	40,000.00	-	12,798.36	(395.13)	-	52,403.23	-	-	44.04	1584.29	52,798.36
4200	The Cynthia A. Williams Endowed Scholarship	100,000.00	50,000.00	-	3,794.85	33.24	50,000.00	103,828.09	50,000.00	-	7.12	1980.46	53,794.85
4201	The Sue and Doug Hederson Endowed Scholarship in Honor of Dr	19,763.47	19,763.47	-	782.55	(10.14)	-	20,535.88	-	-	-	782.55	20,546.02
4203	The Ingredion Undergraduate Research Fellowship Endowed Fund	41,101.43	41,101.43	-	1,628.09	(6,500.00)	-	36,229.52	-	-	-	1628.11	42,729.52
4204	Rose Marie Matthews Endowed Scholarship Class of 2012	10,544.00	10,544.00	-	417.17	(1.58)	-	10,959.59	-	-	-	417.17	10,961.17
4205	Scholarship John & Peggy Taylor Endowed	1,053.58	-	1,001.88	-	(16.65)	-	985.23	16.68	-	-	0	-
4206	Scholarship Fund The Dennis-Stroud Endowed	200,000.00	200,000.00	-	22,299.19	266.40	-	222,565.59	-	-	56.47	7923.28	222,299.19
4207	Scholarship	15,000.00	5,000.00	-	197.72	-	10,000.00	15,197.72	-	-	-	197.72	5,197.72
4208	Roland and Barbara Hayes Education Endowed Scholarship The Family Fare Endowed	30,001.00	30,001.00	-	1,209.04	(1.13)	-	31,208.91	-	-	0.07	1188.13	31,210.04
4209	Entrepreneurship Program Fund	10,000.00	5,000.00	-	201.08	-	5,000.00	10,201.08	-	-	-	197.72	5,201.08
4210	Mu Epsilon Chapter (OPPF) Endowed Scholarship Fund The Price David & Nancy Patterson Jerrigan Endowed	-	-	-	-	(8.81)	-	(8.81)	385.00	-	-	0	-
4211	Sch. Gamma Phi of Delta Sigma Theta Sorrority Endowed	-	-	-	-	-	722.00	722.00	722.00	-	-	0	-
4474	Scholarship	4,352.00	-	3,222.00	-	(119.95)	-	3,102.05	250.00	-	-	0	-
4475	Allston And Jean Olive Stubbs Endow Scholarship in Nursing	10,000.00	5,361.57	-	215.48	-	4,638.43	10,215.48	-	-	-	211.84	5,577.05
4476	BlueCross NC Endowed Fund for Nursing Education Holding Temp.	-	-	-	-	-	250,000.00	250,000.00	250,000.00	-	-	0	-
4998	account Board designated	10,000.00	10,000.00	3,244.31	421,535.39	(3,969.58)	(75,654.72)	355,155.40	-	-	1,654.36	395.8	431,535.39
4999	endowment	575,000.00	575,000.00	-	201,733.72	59,424.02	-	836,157.74	-	-	702.96	22780.89	776,733.72

Schedule of  
Endowments  
9/30/2018

Account Number	Account Name	Principle	Balance Invested 9/30/2018	Cash not met min. requirement	Unrealized Gains/(Losses)	Restricted Cash for Spending 9/30/2018	Restricted Cash Not invested 9/30/2018	Total Value Cash & Mkt	Revenues	Scholarship	Endowment	Unrealize gains (losses)	Fair Market Value
Total	Total	9,370,234.74	9,139,200.29		4,807,277.28	284,248.65		14,640,092.26	343,902.68		17,461.93	362,124.53	

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION  
BOARD OF TRUSTEES ENDOWMENT FUND  
BALANCE SHEET as of  
September 30, 2018  
WITH COMPARISON TO PRIOR QUARTERS**

	RESTRICTED FUNDS			ENDOWED FUNDS			TOTAL ALL FUNDS		
	30-Sep-18	30-Jun-18	VARIANCE	30-Sep-18	30-Jun-18	VARIANCE	30-Sep-18	30-Jun-18	VARIANCE
<b>ASSETS</b>									
Cash	284,249	3,625	280,624	409,366	64,928	344,438	693,614	68,553	625,061
Cash with Fiscal Agent	-	-	-	-	-	-	-	-	-
Investments	-	-	-	13,946,478	13,596,425	350,053	13,946,478	13,596,425	350,053
Other	-	-	-	-	-	-	-	-	-
<b>TOTAL ASSETS</b>	<b>284,249</b>	<b>3,625</b>	<b>280,624</b>	<b>14,355,844</b>	<b>13,661,353</b>	<b>694,491</b>	<b>14,640,092</b>	<b>13,664,978</b>	<b>975,114</b>
<b>LIABILITIES AND FUND EQUITY</b>									
<b>LIABILITIES</b>									
Due to Restricted Funds	-	-	-	-	-	-	-	-	-
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND EQUITY</b>									
Fund Balances:									
Endowment Invested	-	-	-	13,946,478	12,316,716	1,629,761	13,946,478	12,316,716	(1,629,761)
Quasi-Endowment - Restricted	-	-	-	-	-	-	-	-	-
Other Restricted Funds	284,249	146,807	137,442	409,366	414,166	(4,800)	693,615	560,972	(132,643)
<b>TOTAL FUND EQUITY</b>	<b>284,249</b>	<b>146,807</b>	<b>137,442</b>	<b>14,355,844</b>	<b>12,730,882</b>	<b>1,624,962</b>	<b>14,640,092</b>	<b>12,877,688</b>	<b>1,762,404</b>
<b>TOTAL LIABILITIES AND FUND EQUITY</b>	<b>284,249</b>	<b>146,807</b>	<b>137,442</b>	<b>14,355,844</b>	<b>12,730,882</b>	<b>1,624,962</b>	<b>14,640,092</b>	<b>12,877,688</b>	<b>1,762,404</b>

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION  
BOARD OF TRUSTEES ENDOWMENT FUND  
STATEMENT OF CHANGES IN FUND EQUITY  
For Period July 1, 2018 to September 30, 2018  
WITH COMPARISON TO PRIOR QUARTERS**

	RESTRICTED FUNDS			ENDOWED FUNDS			TOTAL ALL FUNDS		
	<u>30-Sep-18</u>	<u>30-Jun-18</u>	<u>VARIANCE</u>	<u>30-Sep-18</u>	<u>30-Jun-18</u>	<u>VARIANCE</u>	<u>30-Sep-18</u>	<u>30-Jun-18</u>	<u>VARIANCE</u>
<b>REVENUES:</b>									
Private Gifts, Grants and Contracts	-	-	-	343,903	427,944	(84,041)	343,903	427,944	(84,041)
Interest and Investment Income	-	-	-	-	-	-	-	-	-
Unrealized Gain(Loss) on Securities Held by Fiscal Age	-	-	-	362,125	1,462,733	(1,100,608)	362,125	1,462,733	(1,100,608)
Realized Gain(Loss) From Sale on Securities	-	-	-	-	-	-	-	-	-
Transfers from Restricted	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	-	-	-	706,027	1,890,677	(1,184,650)	706,027	1,890,677	(1,184,650)
<b>EXPENDITURES:</b>									
Academic Support	-	-	-	-	-	-	-	-	-
Scholarships	-	133,685	(133,685)	-	-	-	-	133,685	(133,685)
Admin. Fees/Trust Fees	17,462	136,856	(119,394)	-	-	-	17,462	136,856	(119,394)
Transfers to Endowment	-	-	-	-	838,663	(838,663)	-	838,663	(838,663)
<b>TOTAL EXPENDITURES</b>	17,462	270,541	(253,079)	-	838,663	(838,663)	17,462	1,109,204	(1,091,742)
<b>NET INCREASE (DECREASE)</b>	(17,462)	(270,541)	253,079	706,027	1,052,014	(345,987)	688,565	781,473	(92,908)
<b>FUND EQUITY BEGINNING</b>	301,711	417,348	(115,637)	13,649,816	11,678,868	1,970,948	13,951,527	12,096,216	1,855,310
<b>FUND EQUITY December 31, 2017</b>	284,249	146,807	137,442	14,355,843	12,730,882	1,624,961	14,640,092	12,877,689	1,762,403

**Winston-Salem State University Endowment Summary**  
**As of September 30, 2018**

Statement of Changes of Fund Equity

This report reflects the changes to fund equity between quarters from income and expense transactions. The quarterly income was distributed. The change in the Endowed Funds (investments) was due to an increase in the net realized loss and unrealized gains.

Balance Sheet

This report reflects our cash and investment position between quarters for our Restricted and Endowed Funds.

Endowment Fund Account Balances

This report provides detailed information on our individual endowment funds. The report covers the following categories:

Scholarships  
Chairs/Professorships  
Faculty Development  
Program Development  
Library  
Undistributed Gains

For Endowed Funds, the Principal (gifts) and Quasi-endowment (realized gains) investment balances are provided. For Restricted Funds, the cash balance along with income distributed and expenditures are provided.

## MOTIONS TO GO INTO CLOSED SESSION

I move that we go into closed session to:

*(Specify one or more of the following permitted reasons for closed sessions)*

**Prevent the disclosure of privileged information under N.C.G.S. 143-318.11(a)(1):**

**State employee personnel records**, under The Privacy of State Employee Personnel Records Act, Article 7 of chapter 126 of the North Carolina General Statutes.

**Internal Auditor's work papers**, under Section 116-40.7 of the North Carolina General Statutes.

**A student's education records**, under The Family Educational Rights and Privacy Act of 1974, Public Law 93-380, as amended by Public Law 93-568.

**Social Security account numbers**, under The Privacy Act of 1974, Public Law 93-579, as amended by Public Law 94-455.

**Prevent the premature disclosure of an honorary degree, scholarship, prize or similar award under N.C.G.S. 143-318.11(a)(2)**

**Consult with our attorney under N.C.G.S. 143-318.11(a)(3):**

to protect the attorney-client privilege.

to consider and give instructions concerning a potential or actual claim, administrative procedure, or judicial action; if known, title of action is:

\_\_\_\_\_ v. \_\_\_\_\_

**Discuss matters relating to the location or expansion of business in the area served by this body under N.C.G.S. 143-318.11(a)(4).**

**Establish or instruct the staff or agent concerning the negotiation of the price and terms of a contract concerning the acquisition of real property under N.C.G.S. 143-318.11(a)(5).**

**Establish or instruct the staff or agents concerning the negotiations of the amount of compensation or other terms of an employment contract under N.C.G.S. 143-318.11(a)(5).**

**Consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee under N.C.G.S. 143-318.11(a)(6).**

**Hear or investigate a complaint, charge, or grievance by or against a public officer or employee under N.C.G.S. 143-318.11(a)(6).**

**Plan, conduct, or hear reports concerning investigations of alleged criminal conduct N.C.G.S. 143-318.11(a)(7).**