

Board of Trustees Meeting

Jun 14, 2019 9:00 AM - 12:00 PM EDT

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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

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

Meeting Name: Board of Trustees Meeting
Meeting Start Time: 9:00 AM Eastern Daylight Time
Meeting Start Date: 3/15/2019
Meeting Location: DJR 100

Agenda

CALL TO ORDER

Dr. Harris called the meeting to order at 9:00am

CONFLICT OF INTEREST STATEMENT

Chairman Harris read the following 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.

There were no conflicts noted.

ROLL CALL

Mrs. Kluttz-Leach called the roll. A copy of the attendance roster is attached.

ADOPTION OF AGENDA

Trustee Henderson moved adoption of the agenda. Trustee Wierman seconded the motion. The motion passed.

Motion: Resolved, that the Winston-Salem State University Board of Trustees adopts the current agenda as distributed: Adoption of Agenda* (Henderson/Wierman)

APPROVAL OF DECEMBER 15, 2018 BOARD OF TRUSTEES MEETING MINUTES

Trustee Henderson moved the approval of the December 15, 2018 Board of Trustees meeting minutes. Trustee Farmer seconded the motion. The motion passed.

Motion: Resolved, that the Winston-Salem State University Board of Trustees approves the December 15, 2018 minutes.

APPROVAL OF JANUARY 22, 2019 BOARD OF TRUSTEES CALLED MEETING MINUTES

Trustee Farmer moved approval of January 22, 2019 Board of Trustees called meeting minutes. Trustee Sides seconded the motion. The motion passed

Motion: Resolved, that the Winston-Salem State University Board of Trustees approves the January 22, 2019 called meeting minutes.

CONSENT AGENDA

- A. Faculty Credentialing Policy*
- B. Post Tenure Review Policy (Faculty Handbook Section V Revised)*
- C. Modular West to Police and Public Safety Annex- Resolution*
- D. Old Maintenance Building to Police and Public Safety Resolution*
- E. Substantive Change Policy*
- F. HR Compliance and Non-Salary Compensation Report*

Mrs. Henderson moved to approve the consent agenda. Ms. Kelly seconded the motion. The motion passed.

Motion: Resolved, that the Winston-Salem State University Board of Trustees approves the consent agenda.

REPORT OF CHANCELLOR

Dr. Harris introduced Chancellor Robinson to present his report. Prior to the Chancellor's report, Dr. Harris read a letter from the National Black College Hall of Fame's nomination of Chancellor Robinson into its Hall of Fame. The event will be held September 27, 2019, in Atlanta, Georgia. The Chancellor introduced Dr. Mel Norwood, Associate Provost for Student Engagement, and Mr. Charles Parrott, Executive Assistant to the Chancellor.

Chancellor's Update: Chancellor highlighted the CIAA 2019 Basketball Tournament, held February 25-March 2. The tournament provided an opportunity to position our students for success by engaging alumni and corporations. The tournament will move to Baltimore, MD in 2021. The Chancellor highlighted The Social Mobility Summit will be held at WSSU on April 2-3, 2019. This conference will highlight faculty research into social and economic mobility and the best practices that WSSU has in place to support student success. Lastly, the Chancellor presented the Strategic Plan Report Highlights and Media Highlights. A copy of the presentation can be found in the archived March 15, 2019 board materials.

Provost's Admissions Report: Dr. Graham presented current Fall 2019 New Undergraduate Enrollment data. He spoke briefly about his engagement with the state community colleges within a 2 hour radius. A copy of the Fall 2019 New Undergraduate Enrollment Report presentation can be found in the archived March 15, 2019 board materials.

REPORT OF BOARD CHAIR

Dr. Harris welcomed Dr. Norwood and thanked Trustee Nostitz for hosting the luncheon for Restore the Core II. He also thanked Trustee Kelly for agreeing to chair the newly formed GATE Committee. Dr. Harris noted that this committee will work hard to create strategies around board involvement. Lastly, Dr. Harris reminded the board that it is time to select and charge the Nominating Committee so be thinking about new officers.

Dr. Harris called on Dr. LaTanya Afolayan to introduce our guest, Ms. Kinna Clark, Director of Gift Planning Services for the University of North Carolina System Office. She briefly introduced the types of shared services available to WSSU from the UNC System Office. Next, she gave a presentation on tools and opportunities for planned gifts. A copy of the presentation can be found in the archived March 15, 2019 board materials.

REPORT OF THE COMMITTEE

- A. Academic Affairs (Trustee Harris)
- B. Student Affairs (Trustee Bigelow)
- C. University Advancement (Trustee Farmer)
- D. Finance and Administration (Trustee Bigelow)
- E. Governance, Advocacy, Trusteeship, and Ethics (Trustee Kelly)
- F. Audit, Risk, and Compliance (Trustee Farmer)
- G. Board of Trustees of the Endowment (Chairman Harris)

ADOPTION OF COMMITTEE MEETING REPORTS

Trustee Wierman moved the adoption of the committee meeting reports. Trustee Farmer seconded the motion.

Motion: Resolved, that the Winston-Salem State University Board of Trustees adopts the committee reports.

MOTION TO GO INTO CLOSED SESSION

Trustee Henderson moved that the board go into 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; (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), and (4) to 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).

RESUME BOARD MEETING IN OPEN SESSION

The meeting resumed in Open Session.

REPORT FROM THE CHAIR REGARDING CLOSED SESSION

Dr. Harris report that while in closed session, the Board approved the following actions:

- December 15, 2018 Executive Session minutes,
- January 22, 2019 Called Meeting Executive Session minutes,
- Supplemental Housing Resolution,

- Recommendations for tenure and/or promotion, and
- Reviewed pending legal matters.

ADOPTION OF ACTIONS TAKEN IN CLOSED SESSION

Trustee Kelly moved that the Board adopt the actions taken in closed session. Trustee Wierman seconded the motion. The motion passed.

Motion: Resolved, that the Winston-Salem State University Board of Trustees adopt the actions taken in closed session.

NEW BUSINESS

No new business was announced.

NEXT MEETING DATE

The next Board of Trustees meeting will be held June 13-14, 2019.

UPCOMING EVENTS

Dr. Harris announced the following upcoming events:

- Social Mobility Summit, April 2-3, 2019
- Scholarship Day April 11, 2019
- Commencement May 10, 2019, LJVM Coliseum

ADJOURNMENT

Trustee Sides moved that the meeting adjourn. Trustee Barr seconded the motion. The motion passed.

Motion: Resolved, that the Winston-Salem State University Board of Trustees meeting is adjourned. The meeting adjourned at 12:53pm

302.1 - Course Loads

University Group Policy #302.1

I. Policy Statement

A normal course load for a regular **baccalaureate degree-seeking** student is 15 semester hours ("SH"). ~~A special student may take up to 12 SH. Students who are on probation are required to carry a reduced load of no more than 13 SH.~~

Full-time students are those who register for a minimum of 12 SH of credit in a given semester ~~fall or spring term; 6 SH for summer terms. The maximum course load is 18SH. Students may register for up to 18 SH in a fall or spring term or 6 SH in a summer term. No student is permitted to take more than 18SH unless he/she has a cumulative grade point average of 3.0 or better. Students with a cumulative grade point average of 3.0 or higher and/or the written permission of the dean may register for 19 – 21 SH in a fall or spring term or 7-12 SH for summer term. The maximum course load is 21 SH for fall or spring term and 12 SH for summer term.~~

Students may not register at any other institution when in regular attendance here **at Winston-Salem State University** unless proper approval has been secured, in which case the hours taken will be considered a part of the normal load. This includes correspondence and/or extension work.

II. Applicability

This policy is applicable to undergraduate students at Winston-Salem State University.

Responsible Division: Provost & Vice Chancellor for Academic & Student Affairs

Authority: Board of Trustees

History:

- Amended December 6, 2013
- **Revised (proposed) June 14, 2019**

302.1 - Course Loads

University Group Policy #302.1

I. Policy Statement

A normal course load for a regular baccalaureate degree-seeking student is 15 semester hours ("SH"). Full-time students are those who register for a minimum of 12 SH of credit in a given fall or spring term; 6 SH for summer terms. Students may register for up to 18 SH in a fall or spring term or 6 SH in a summer term. Students with a cumulative grade point average of 3.0 or higher and/or the written permission of the dean may register for 19 - 21 SH in a fall or spring term or 7-12 SH for summer term. The maximum course load is 21 SH for fall or spring term and 12 SH for summer term.

Students may not register at any other institution when in regular attendance at Winston-Salem State University unless proper approval has been secured, in which case the hours taken will be considered a part of the normal load. This includes correspondence and/or extension work.

II. Applicability

This policy is applicable to undergraduate students at Winston-Salem State University.

Responsible Division: Provost & Vice Chancellor for Academic & Student Affairs

Authority: Board of Trustees

History:

- Amended December 6, 2013
- Amended June 14, 2019

Winston-Salem State University
UNC Campus Scholarship Program
Effective: 2019-20

The purpose of the UNC-Campus Scholarship Program (UNC-CSP) is to encourage students to attend Winston-Salem State University and to persist through graduation. Funds may be used as a recruitment incentive for undergraduate students seeking their first baccalaureate degree.

In developing the guidelines for use of the UNC-CSP, the University reviewed Section 9.4 (e) of the 2002 legislation that consolidated the Scholarship funds – conversion from the previous Minority Presence Grant and Incentive Scholarship programs. This section includes the statement:

“Unless a campus has determined that it has sufficient diversity in its undergraduate population to provide the educational benefits of diversity, the campus shall use at least the portion of the funds previously provided as Minority Presence Grants for undergraduates to promote diversity within the undergraduate student body of the campus to the extent permitted by the constitution and laws of the State of North Carolina and of the United States.”

The University, when necessary to comply with the requirements, may also consider other factors that contributes to achieving its goals and objectives, including, but not limited to its strategic plan.

The University recognizes the value of diversity in the education of its undergraduate students. As such, the University will use at least a portion of the funds available under the UNC-CSP to promote diversity within the eligible undergraduate student body to the extent allowed by the aforementioned guidelines. Diversity, as used within these guidelines, shall be viewed broadly and consider various factors including, but not limited to: geographic origin, age, socioeconomic status, race, ethnicity, disability, gender, and military and veteran status.

The UNC-CSP awards up to \$7,500 per academic year for a maximum of four years to students who enter the University as new first-time freshmen, transfer students, or other students who meet the criteria. “Other” is defined as students who may be identified as eligible for the UNC-CSP who are reentering or continuing at the University, and who were not awarded as new-first-time freshmen or transfer students. The University will also consider assisting students with the opportunity of bridge component enrollment – over the course of summer terms. Awards under the UNC- CSP is restricted to students who are North Carolina residents and meet other eligibility requirements as set forth in the eligibility criteria.

There are some funds for the UNC-CSP that are allocated for undergraduate Native American students who can demonstrate affiliation with a Native American tribe recognized by the State of North Carolina or by the federal government via a tribal identification card or another approved document. These funds will be awarded accordingly.

Goals:

In keeping with the Goal Four, Objective 4.3 of the Winston-Salem State Strategic plan, the UNC-CSP will assist in:

1. Aligning types and amounts of scholarships with the strategic enrollment goals of the university;
2. Increase student retention and graduation rates through targeted use of funding;
3. Redefining the University Scholarship Goals in the contexts of need, merit and liberal education.

Additionally, the UNC-CSP will:

- Help ensure the access to higher education for qualified student pursuing a baccalaureate degree
- Assist in attracting students who are likely to persist a Winston-Salem State University
- Provide for all students the educational benefits from studying, working, and collaborative learning from a diverse body of students

Guidelines

Eligibility for the UNC-CPS requires:

- a. The student must be a North Carolina resident for tuition purposes,
- b. The Student requirements for admissions to Winston-Salem State University,
- c. The student must be enrolled as an undergraduate student pursuing their first baccalaureate degree (new, continuing students, and other)
- d. Students must have a high school, transfer, or university GPA of 2.75 or higher for the initial award and a 2.75 or higher GPA to renew the scholarship. The requirement can be more restrictive with respect to GPA.
- e. The student must complete the Free Application for Federal Student Aid (FAFSA), priority consideration will be given to students who complete the FAFSA by March 1,
- f. The student must exhibit financial need as determined by Office of Scholarships and Financial Aid. (For the purpose of determining financial need of students to be assisted by this program, Winston-Salem State University may consider all qualifying students recruited or enrolled. Thus, the determination of and subsequent designation of financial need of students may be determined by the University for the purpose of enhancing a diverse enrollment.),
- g. The total scholarship award shall carry a value not to exceed \$7,500 per-year/annually,
- h. The award is renewable based on the students meeting required guidelines and the availability of funds.
- i. The award is renewable up to four-years (fall/spring) and four years (summer) as determined by the university.

UNC Campus Scholarship

Amount of Scholarship:

Award up to \$7,500 per year/annually. The total amount of the scholarship awarded, combined with other grants and awards, will not exceed the cost of attendance. Like other financial aid, the scholarship can be reduced or cancelled to ensure that the student does not exceed the cost of attendance.

Eligibility Criteria (New First-Time Freshman):

1. Have a high school GPA of 2.75 or higher for the initial award (see “d” above); and
2. Meet all admission requirements.

Eligibility Criteria (Transfer):

1. Have a cumulative GPA of 2.75 or higher for the initial award (see “d” above); and
2. Possess an Associate's Degree; or
3. Completed 60 hours of transferable credit; and
4. Meet all minimum admission requirements.

Eligibility Criteria (Other):

1. Have a high school, transfer or University GPA of 2.75 or higher for the initial (see “d” above); and
2. Meet all admission and re-admissions requirements.

Retention Criteria: To retain the UNC-CSP scholarship for a maximum of four years, students must maintain a cumulative GPA of 2.75 or higher and earn 67% of attempted hours each year.



WINSTON-SALEM STATE UNIVERSITY

Office of Audit, Risk, and Compliance
1600 Lowery Street
Winston-Salem, NC 27127
(336) 750-2065 / www.wssu.edu

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OFFICE OF AUDIT, RISK, AND COMPLIANCEINTERNAL AUDIT CHARTER

I. INTRODUCTION

The Office of Audit, Risk and Compliance (OARC) performs independent internal audits, serves as the university champion and facilitator for the university's enterprise risk management (ERM) process, and supports the university's compliance efforts. It is designed to help fulfill the fiduciary responsibilities of the Winston-Salem State University Audit, Risk, and Compliance Committee (ARCC) of the Board of Trustees.

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II. MISSION

The mission of Internal AuditOARC is to enhance and protect organizational value by providing risk-based, independent and objective assurance, advice and insight. Internal AuditOARC helps the university accomplish its strategies and objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

III. SCOPE

The scope of work of Internal AuditOARC is to determine whether the university's network of risk management, control, and governance processes, as designed and represented by management, is adequate and functioning in a manner to ensure:

- Risks are appropriately identified and managed.
- Interaction with the various governance groups occur as needed.
- Significant financial, managerial, and operating information is accurate, reliable, and timely.
- Employee's actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- Resources are acquired economically, used efficiently, and adequately protected.
- Programs, plans, strategies, and objectives are achieved.
- Quality and continuous improvement are fostered in the university's control processes.
- Significant legislative and regulatory issues impacting the university are recognized and addressed properly.

Opportunities for improving risk management, management control, efficiency, effectiveness, compliance, and the university's image identified during audits and other consulting engagements will be communicated to the appropriate level of management.

~~Internal Audit~~OARC will provide the same level of assurance services, described in this charter, to the University of North Carolina School of the Arts.

III.IV. INDEPENDENCE

~~Internal Audit~~OARC shall maintain its independence. The Chief Audit, Risk, and Compliance Officer (CARCO) reports administratively to the Chancellor and functionally to the ~~Audit, Risk and Compliance Committee (ARCC)~~ of the university's Board of Trustees in a manner outlined in the section on *Accountability*. ~~Internal Audit~~OARC staff personnel shall report to the CARCO. The CARCO shall include a report on ~~internal audit~~OARC personnel as part of the regularly scheduled ARCC meetings or upon request from the Chair of the ARCC.

IV.V. AUTHORITY

- The CARCO and staff are authorized to:
 - Have unrestricted access to all functions, records, ~~data~~, property, and personnel, in a manner consistent with North Carolina law.
 - Have full and free access to the ARCC.
 - Allocate resources, set frequencies, select subjects, determine scopes of work, and apply techniques required to accomplish audit ~~and other ERM and compliance~~ objectives.
 - Obtain the necessary assistance of personnel in units of the university where they perform audits, ~~reviews, or advisory services~~, as well as ~~contract for~~ other specialized services from within or outside the university.
- The CARCO and staff are **not** authorized to:
 - Perform any operational duties for the university or its affiliates.
 - Initiate or approve accounting transactions external to ~~Internal Audit~~OARC.
 - Direct the activities of any university employee not employed by or assigned to ~~the Office of Audit, Risk and Compliance~~OARC.

V.VI. ACCOUNTABILITY

The CARCO, in the discharge of his/her duties, shall be accountable to the Chancellor and the ARCC to:

- ~~Serve as the institutional chief audit executive (CAE) and oversee and support the university's ERM and decentralized compliance activities, as specified in section VIII below. Supervise the internal auditors, and others in OARC with ERM and compliance monitoring responsibilities.~~
- Provide an assessment on the adequacy and effectiveness of the university's processes for controlling its activities and managing its risks in the areas set forth under the mission and scope of work.

- Report significant issues related to the processes for controlling the activities of the university and its affiliates, including potential improvements to those processes, and provide information concerning such issues through resolution.
- Provide information periodically on the status and results of the annual audit plan and the sufficiency of department resources.
- Coordinate with and provide oversight of other control and monitoring functions (risk management, compliance, security, legal, ethics, environmental, external audit).

VI.VII. RESPONSIBILITY

The CARCO and staff shall have the responsibility to:

General:

- Evaluate and assess significant merging/consolidating functions and new or changing services, processes, operations, and control processes coincident with their development, implementation, and/or expansion.

Internal Audit:

- Apply and uphold the principles and rules of conduct in the Code of Ethics established by the Institute of Internal Auditors (IIA).
- Develop a flexible annual audit plan using an appropriate risk-based methodology, including any risks or control concerns identified by management, and submit that plan to the ARCC for review and approval.
- Implement the annual audit plan, as approved, including, and as appropriate, any special tasks or projects requested by management and the ARCC.
- Maintain a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this Charter.
- Establish a quality assessment program by which the CARCO assures the operation of internal auditing activities.
- Perform consulting services, beyond internal auditing's assurance services, to assist management in meeting its objectives. Examples may include facilitation, process design, training and advisory services.
- ~~Evaluate and assess significant merging/consolidating functions and new or changing services, processes, operations, and control processes coincident with their development, implementation, and/or expansion.~~
- Periodically report to the Chancellor and the ARCC summarizing the results of audit activities.
- Keep the Chancellor and the ARCC informed of emerging trends and successful practices in internal auditing.
- Provide significant goals and results to the ARCC.
- Assist in the investigation of significant suspected fraudulent activities within the university and notify the Chancellor and the ARCC of the results.

- Consider the scope of work of the external auditors and regulators, as appropriate, for the purpose of providing optimal audit coverage to the university.
- Provide audit and/or activity reports to the University of North Carolina Board of Governors and the General Administration System Office, the North Carolina (NC) Office of State Budget Management, and the NC Office of the State Auditor.

VII. ROLES BEYOND INTERNAL AUDITING

~~To help ensure key business risks are being managed appropriately and that the system of internal control is operating effectively, the CARCO's role has been expanded to include oversight of the university's enterprise risk management (ERM) and compliance monitoring functions.~~

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Enterprise Risk Management:

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- The CARCO's roles related to ERM include the following:
 - Championing the establishment of ERM.
 - Facilitation of the processes to identify, evaluate, manage and monitor risks.
 - Advising, challenging, coaching and supporting management's decisions on risk, as opposed to making risk management decisions.
 - Coordinating ERM activities.
 - Consolidating the reporting on risks.
 - Communicating with senior management and the ARCC when management has accepted a level of risk that may be unacceptable to the university.
- The University's Risk and Compliance Program Specialist (RCPS) reports to the CARCO. The role of the RCPS related to ERM includes the following:
 - Maintaining the ERM framework.
 - Ongoing assessments of risks having the greatest impact.

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Compliance:

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- The CARCO's role related to university-wide compliance monitoring includes the following:
 - Oversee development and maintenance of the university-wide compliance calendar.
 - Serve as the connector for individual components of university compliance.
 - Facilitate reports from compliance managers to the ARCC.
 - Report auditor observations of noncompliance to the ARCC.
- The RCPS's role related to university-wide compliance includes the following:
 - Maintain the university's compliance calendar and coordinate updates.

To ensure these ~~se additional~~ roles related to ERM and compliance do not impair, or appear to impair the organizational independence and objectivity of the CARCO and the internal audit function, the following safeguards are in place:

- The CARCO reports administratively to the Chancellor and functionally to the ARCC.
- The CARCO does not own risks. University management remains responsible for risk management and compliance.
- ~~The CARCO does not manage risks or compliance on behalf of management.~~
- ~~University management sets the risk appetite, makes decisions about and implements risk responses.~~
- ~~The ARCC and Chancellor are responsible for imposing risk management practices.~~
- ~~The RCPS does not have any audit-related responsibilities and the internal auditors' responsibilities related to ERM and compliance are limited to assurance and consulting.~~
- ~~The ARCC will periodically evaluate reporting lines and responsibilities of the CARCO and the internal auditors and develop alternative processes to obtain assurance related to ERM, if deemed necessary.~~

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VIII. STANDARDS OF AUDIT PRACTICE

The ~~Office of Internal Audit and Institutional Compliance~~ Internal Audit Unit of OARC will meet or exceed the International Standards for the Professional Practice of Internal Auditing (Standards) of the IIA.

Effective Date: This charter becomes effective upon adoption by the Board of Trustees.

Modified: September 21, 2012
March 21, 2014
December 9, 2016
June 14, 2019

Chair, WSSU Board of Trustees

Secretary, WSSU Board of Trustees

302.4 - On-Campus Residency Requirement

University Group Policy #302.4

I. Policy Statement

Winston-Salem State University requires that all students admitted as first-time freshman, regardless of transfer credit standing, shall live in a university residence hall and carry a university dining meal plan for two consecutive academic-years. (Summer term(s) are not applicable toward this requirement.)

Exemptions

An exemption from the 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.

II. Guidelines

For the upcoming Fall Semester, written requests for an exemption must be made in writing no later than June 1 for all returning students. Incoming freshman must request an exemption in writing within 30 calendar days from the date of their room deposit for the upcoming Fall Semester.

Exemption requests are due by November 15 for the upcoming Spring Semester. Students should complete an Exemption Request Form, which is available from the Department of Residence Life and Housing or the "Apply for Housing" link at [student-life/housing-and-residence-life/index](#) and submit it before the applicable deadline.

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

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.

III. Applicability

This policy applies to all Winston-Salem State University Students admitted as first year freshmen, regardless of transfer credit standing.

Responsible Division(s): Provost & Vice Chancellor for Academic Affairs
 Housing and Residence Life

Authority: Board of Trustees

History:

- Adopted June 17, 2011
- Amended March 15, 2013
- Amended June 14, 2019

302.4 - On-Campus Residency Requirement

University Group Policy #302.4

I. Policy Statement

~~All students classified as 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 freshman, regardless of transfer credit standing, shall live in a university residence hall and carry a university dining meal plan for two consecutive academic-years. (Summer term(s) are not applicable toward this requirement.)

Exemptions

An exemption from the 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.

II. Guidelines

For the upcoming Fall Semester, written requests for an exemption must be made in writing no later than June 1 for all returning students. Incoming freshman must request an exemption in writing within 30 calendar days from the date of their room deposit for the upcoming Fall Semester. Exemption requests are due by November 15 for the upcoming Spring Semester. Students should complete an Exemption Request Form, which is available from the Department of Residence Life and Housing or the "Apply for Housing" link at student-life/housing-and-residence-life/index and submit it before the applicable deadline.

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

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.

III. Applicability

This policy applies to **all Winston-Salem State University Students admitted as first year freshmen, regardless of transfer credit standing ~~students classified as Freshman or Sophomore at Winston-Salem State University.~~**

Responsible Division(s): Provost & Vice Chancellor for Academic Affairs
Housing and Residence Life

Authority: Board of Trustees

History:

- Adopted June 17, 2011
- Amended March 15, 2013
- Amended June 14, 2019

301.8 - Student Code of Conduct

University Group Policy #301.8

I. Policy Statement

The university community respects certain principles that govern socially and academically acceptable standards of good conduct and behavior. All community members, including students, are expected to conduct themselves in accordance with the regulations of the university and to comply with municipal, state and federal laws. Violations of campus or University policies, rules or regulations, or federal, state, or local law may result in a violation of the student *Code of Conduct* and imposition of student discipline. The *Code of Conduct* provides the framework for identifying the standards of behavior and minimum due process requirements for addressing or adjudicating violations. The Chancellor has the authority to create or modify disciplinary measures, processes, and penalties of the *Code of Conduct* in accordance with procedural and substantive due process safeguards applicable to disciplinary actions as required by Section 502D(3) of The Code of The UNC Board of Governors, Policy 700.4.1 of the UNC Policy Manual, and applicable campus policies as they may be amended from time to time. Where there is a conflict between The Code of The UNC Board of Governors and this *Code of Conduct*, then The Code of The UNC Board of Governors will control.

See *Related Resources* for complete Student Code of Conduct.

II. Applicability

This policy applies to Winston-Salem State University students.

Responsible Division: Provost & Vice Chancellor for Academic & Student Affairs

Authority: Board of Trustees

History:

- Amended: March 20, 2015
- Amended: June 14, 2019

Related Resources:

- [Student Code of Conduct](#)

Academic Affairs Committee

Jun 13, 2019 11:45 AM - 1:30 PM EDT

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

MEETING MINUTES

Academic Affairs Committee of the Board of Trustees
March 14, 2019

Board members present: Robert Barr, William Harris, Drewry Nostitz, Scott Wierman, Anthony Graham (ex-officio), A quorum was present.

University staff present: A. Jamar Banks,Carolynn Berry, Wanda Brown, Stephanie Dance-Barnes, Carol Davis, George Knox, Joel Lee, Shannon Mathews, Derrick Murray, Melvin Norwood, Craig Richardson, Elwood Robinson, Russell Smith, Letitia Wall, Wanda White, Melicia Whitt-Glover,

1. William Harris called the meeting to order at 12:02 p.m. He welcomed, New Associate Provost and Vice Chancellor for Student Development and Engagement, Dr. Melvin Norwood. He also thanked Trustee Nostitz for hosting a Restore the Core event at her home.
2. Letitia Wall completed the roll call. A quorum of board members was present.
3. Drewry Nostitz motioned and Scott Wierman seconded approval to accept the revised agenda. The motion was approved.
4. Ms. Nostitz motioned and Mr. Wierman seconded the motion to approve the minutes from the December 13, 2018 committee meeting. The motion was approved.
5. There were three policies on the agenda for discussion and approval recommendation. The Faculty Credentialing and Verification Policy is a new policy designed to ensure all individuals assigned instructional responsibilities for credit-bearing courses are qualified to teach at WSSU, according to SACSCOC standards. The Substantive Change Policy was revised to articulate examples of when the institution must contact SACSCOC for substantive changes as well as the roles of various administrators involved in such a change. The Post Tenure-Review Policy was revised to clean up a “loop-hole” in the previous version of the policy where faculty attempted to avoid submission of post-tenure review portfolios by submitting dossiers for promotion instead. Ms. Nostitz motioned and Mr. Robert Barr seconded the motion to approve all of the policies for the consent agenda.

6. Provost Graham shared, for informational purposes, two policy actions from the university. The UNC System office enacted a policy on Awarding Undergraduate Credit on the Basis of Advanced Placement Exam Scores. Each UNC campus is required to award undergraduate credit to students who earn a score of “3” on the Advanced Placement examination. Winston-Salem State University enacted a policy to reflect compliance with this system requirement. Additionally, the committee was informed of the University’s decision to repeal the Graduation Participation Policy. The repeal allows the academic deans management flexibility at the department level to determine which students may participate in the commencement based on their individual academic progress and circumstances.
7. Interim Director of Athletics, Mr. George Knox shared with the committee, the progress of the Team 250 campaign, which has raised \$39,000 since the launch March 1, 2019. He shared there is a lot of excitement about the fundraiser and they hope to meet the \$250,000 goal that will help all of the WSSU student athletes with immediate needs.
8. During the report of the Chair of the Faculty Senate, Dr. Lee Stackhouse updated the committee on the tremendous work of the Faculty Senate this year, including salary studies, campus civility efforts, and opportunities for faculty to more broadly engage with more offices and campus statutory committees. Since Dr. Stackhouse’s term as senate chairperson ended, he was thanked for his two years of service and leadership.
9. During the report of the Provost and Vice Chancellor for Academic Affairs, Dr. Graham invited directors of four centers to discuss the activities, research, and initiatives that they are conducting to engage our students and faculty in addressing the many social inequities our communities are facing. These centers are involved in some amazing outreach efforts addressing all aspects of social justice and we should take every opportunity to support those efforts, as many are public and in the communities around the university.

We heard from Dr. Berry who discussed the four new studios that are a part of the inter-institutional Center for Design Innovation, focusing on spatial justice, information design and the HeART studio.

Dr. Melicia Whitt-Glover updated the committee on the work of the Center for the Elimination of Health Disparities and the clinical, health education and collaborative efforts the Center is engaged in with community agencies and Wake Forest University.

Mrs. Carol Davis discussed the accomplishments of the Atkins Community Development Center, which included over \$5 million in renovations and to their facility and the activities of the small business incubator, home buying program, community garden and the East End Master Plan project between MLK and the Wake Forest Innovation Quarter.

Dr. Craig Richardson updated the committee on the activities of the Center for the Study of Economic Mobility. This center has fellows working on research and community projects as well as events to engage the East Winston neighborhoods. The center will host a free social mobility summit April 2-3 here on campus and all are encouraged to attend.

Finally, Dr. Berry provided an update on our preparation for the SASCOG reaffirmation visit next spring. Departments across the entire campus have worked toward preparing for this visit and the first standards report will go out this week. The completed report will be sent by August 15, 2019.

10. The meeting was adjourned at 1:38p.m.

Respectfully submitted,

Letitia Wall

302.1 - Course Loads

University Group Policy #302.1

I. Policy Statement

A normal course load for a regular baccalaureate degree-seeking student is 15 semester hours ("SH"). Full-time students are those who register for a minimum of 12 SH of credit in a given fall or spring term; 6 SH for summer terms. Students may register for up to 18 SH in a fall or spring term or 6 SH in a summer term. Students with a cumulative grade point average of 3.0 or higher and/or the written permission of the dean may register for 19 - 21 SH in a fall or spring term or 7-12 SH for summer term. The maximum course load is 21 SH for fall or spring term and 12 SH for summer term.

Students may not register at any other institution when in regular attendance at Winston-Salem State University unless proper approval has been secured, in which case the hours taken will be considered a part of the normal load. This includes correspondence and/or extension work.

II. Applicability

This policy is applicable to undergraduate students at Winston-Salem State University.

Responsible Division: Provost & Vice Chancellor for Academic & Student Affairs

Authority: Board of Trustees

History:

- Amended December 6, 2013
- Amended June 14, 2019

302.1 - Course Loads

University Group Policy #302.1

I. Policy Statement

A normal course load for a regular **baccalaureate degree-seeking** student is 15 semester hours ("SH"). ~~A special student may take up to 12 SH. Students who are on probation are required to carry a reduced load of no more than 13 SH.~~

Full-time students are those who register for a minimum of 12 SH of credit in a given semester ~~fall or spring term; 6 SH for summer terms. The maximum course load is 18SH. Students may register for up to 18 SH in a fall or spring term or 6 SH in a summer term. No student is permitted to take more than 18SH unless he/she has a cumulative grade point average of 3.0 or better. Students with a cumulative grade point average of 3.0 or higher and/or the written permission of the dean may register for 19 – 21 SH in a fall or spring term or 7-12 SH for summer term. The maximum course load is 21 SH for fall or spring term and 12 SH for summer term.~~

Students may not register at any other institution when in regular attendance here **at Winston-Salem State University** unless proper approval has been secured, in which case the hours taken will be considered a part of the normal load. This includes correspondence and/or extension work.

II. Applicability

This policy is applicable to undergraduate students at Winston-Salem State University.

Responsible Division: Provost & Vice Chancellor for Academic & Student Affairs

Authority: Board of Trustees

History:

- Amended December 6, 2013
- **Revised (proposed) June 14, 2019**

Winston-Salem State University
UNC Campus Scholarship Program
Effective: 2019-20

The purpose of the UNC-Campus Scholarship Program (UNC-CSP) is to encourage students to attend Winston-Salem State University and to persist through graduation. Funds may be used as a recruitment incentive for undergraduate students seeking their first baccalaureate degree.

In developing the guidelines for use of the UNC-CSP, the University reviewed Section 9.4 (e) of the 2002 legislation that consolidated the Scholarship funds – conversion from the previous Minority Presence Grant and Incentive Scholarship programs. This section includes the statement:

“Unless a campus has determined that it has sufficient diversity in its undergraduate population to provide the educational benefits of diversity, the campus shall use at least the portion of the funds previously provided as Minority Presence Grants for undergraduates to promote diversity within the undergraduate student body of the campus to the extent permitted by the constitution and laws of the State of North Carolina and of the United States.”

The University, when necessary to comply with the requirements, may also consider other factors that contributes to achieving its goals and objectives, including, but not limited to its strategic plan.

The University recognizes the value of diversity in the education of its undergraduate students. As such, the University will use at least a portion of the funds available under the UNC-CSP to promote diversity within the eligible undergraduate student body to the extent allowed by the aforementioned guidelines. Diversity, as used within these guidelines, shall be viewed broadly and consider various factors including, but not limited to: geographic origin, age, socioeconomic status, race, ethnicity, disability, gender, and military and veteran status.

The UNC-CSP awards up to \$7,500 per academic year for a maximum of four years to students who enter the University as new first-time freshmen, transfer students, or other students who meet the criteria. “Other” is defined as students who may be identified as eligible for the UNC-CSP who are reentering or continuing at the University, and who were not awarded as new-first-time freshmen or transfer students. The University will also consider assisting students with the opportunity of bridge component enrollment – over the course of summer terms. Awards under the UNC- CSP is restricted to students who are North Carolina residents and meet other eligibility requirements as set forth in the eligibility criteria.

There are some funds for the UNC-CSP that are allocated for undergraduate Native American students who can demonstrate affiliation with a Native American tribe recognized by the State of North Carolina or by the federal government via a tribal identification card or another approved document. These funds will be awarded accordingly.

Goals:

In keeping with the Goal Four, Objective 4.3 of the Winston-Salem State Strategic plan, the UNC-CSP will assist in:

1. Aligning types and amounts of scholarships with the strategic enrollment goals of the university;
2. Increase student retention and graduation rates through targeted use of funding;
3. Redefining the University Scholarship Goals in the contexts of need, merit and liberal education.

Additionally, the UNC-CSP will:

- Help ensure the access to higher education for qualified student pursuing a baccalaureate degree
- Assist in attracting students who are likely to persist a Winston-Salem State University
- Provide for all students the educational benefits from studying, working, and collaborative learning from a diverse body of students

Guidelines

Eligibility for the UNC-CPS requires:

- a. The student must be a North Carolina resident for tuition purposes,
- b. The Student requirements for admissions to Winston-Salem State University,
- c. The student must be enrolled as an undergraduate student pursuing their first baccalaureate degree (new, continuing students, and other)
- d. Students must have a high school, transfer, or university GPA of 2.75 or higher for the initial award and a 2.75 or higher GPA to renew the scholarship. The requirement can be more restrictive with respect to GPA.
- e. The student must complete the Free Application for Federal Student Aid (FAFSA), priority consideration will be given to students who complete the FAFSA by March 1,
- f. The student must exhibit financial need as determined by Office of Scholarships and Financial Aid. (For the purpose of determining financial need of students to be assisted by this program, Winston-Salem State University may consider all qualifying students recruited or enrolled. Thus, the determination of and subsequent designation of financial need of students may be determined by the University for the purpose of enhancing a diverse enrollment.),
- g. The total scholarship award shall carry a value not to exceed \$7,500 per-year/annually,
- h. The award is renewable based on the students meeting required guidelines and the availability of funds.
- i. The award is renewable up to four-years (fall/spring) and four years (summer) as determined by the university.

UNC Campus Scholarship

Amount of Scholarship:

Award up to \$7,500 per year/annually. The total amount of the scholarship awarded, combined with other grants and awards, will not exceed the cost of attendance. Like other financial aid, the scholarship can be reduced or cancelled to ensure that the student does not exceed the cost of attendance.

Eligibility Criteria (New First-Time Freshman):

1. Have a high school GPA of 2.75 or higher for the initial award (see “d” above); and
2. Meet all admission requirements.

Eligibility Criteria (Transfer):

1. Have a cumulative GPA of 2.75 or higher for the initial award (see “d” above); and
2. Possess an Associate's Degree; or
3. Completed 60 hours of transferable credit; and
4. Meet all minimum admission requirements.

Eligibility Criteria (Other):

1. Have a high school, transfer or University GPA of 2.75 or higher for the initial (see “d” above); and
2. Meet all admission and re-admissions requirements.

Retention Criteria: To retain the UNC-CSP scholarship for a maximum of four years, students must maintain a cumulative GPA of 2.75 or higher and earn 67% of attempted hours each year.

Student Affairs Committee

Jun 13, 2019 10:00 AM - 11:30 AM EDT

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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, March 14, 2019
10 a.m.

MINUTES

Members Present: Mrs. Coretta Bigelow-Chair and Dr. Ricky Sides

University Staff: Dr. Anthony Graham, Dr. Mel C Norwood, II, Mr. Jamar Banks, Dr. Cheraton Love, Mr. Orlando Mitchell, Mr. Timothy Pittman, Mr. Theodis Chunn and Ms. Angela Blue

The meeting was called to order at 10:00 a.m. and roll was called.

Approval of the Minutes-December 13, 2018

As we did not have a quorum, approval of the December 13, 2018 minutes will need to be executed at the next committee meeting in June 2019.

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

Mr. Banks welcomed the Board and opened the meeting by providing the below highlights from the Division:

- WSSU and the UNC School of the Arts collaborated to host the UNC System Vice Chancellor’s for Student Affairs Meeting on both campuses Feb. 18-19
- WSSU and Wake Forest University collaborated for the 19th annual M.L. King, Jr. Day Celebration with CNN’s Angela Rye as the keynote speaker
- WSSU hosted the Male Empowerment Summit on Feb. 21-22
- Fox 8 provided news coverage of WSSU’s restocking of the Helping Hands Food Pantry for students

- Logistical preparations are underway to install back-up generators for Thompson and Anderson Centers this summer

Vice Chancellor's Divisional Vision

Dr. Mel C Norwood, II-was introduced as our new Associate Provost and Vice Chancellor for Student Development and Engagement effective February 1, 2019. He offered thanks for the opportunity to serve and acknowledge the work of his Leadership team, then shared his divisional goals as follows:

- Enhance the Student Experience
- Assist Students in Creating Their Own Success
- Foster a Culture of Making Data Informed Decisions
- Implementing Professional Development for Staff
- Amplification of the Student Voice
- Boost Staff Morale
- Promote the Holistic Wellness of Our Students
- Promote Diversity and Inclusion in Our Daily Operations

State of Sorority and Fraternity Life

Mr. Theodis Chunn-Associate Director of Student Development and Engagement greeted the Board and spoke to the following updates on WSSU's Sorority and Fraternity Life:

- The unit name was changed from Greek Life to Fraternity & Sorority Life in keeping with academic trends
- Promotion of the following 4 Pillars-Scholarship/Leadership/Civic Engagement & Unity
- Implementation of the Standards of Excellence-a performance assessment tool for sorority and fraternity members
- Organization members are expected to maintain a 2.75 GPA-or mandatory study hall will be assigned
- Aspiring members are automatically placed on an EAB watch list to be monitored as a precautionary measure
- New members are asked to collaborate on a campus service project to promote service learning and community engagement

Report of the SGA President

Mr. Jamar Banks gave the SGA President's report on behalf of Mr. William Gibson. The President's report reflected the following objectives:

A. Strategic Plan: Organizational Focus

1. ***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
 - NASAP Conference / National Consortium of HBCU Presidents
 - CIAA Hometown Rams High school Visit
2. ***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
 - Student Senate Week of Service
3. ***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
 - Campus Activities Board received \$2,000 for Women's Networking Empowerment Luncheon from UNCASG
 - **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. This is done via the S.G. Academy Interns
 - **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 via outlets like Working Wednesday's and Meeting Advisors every 2 weeks to ensure proper progression

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.
WSSU serves on the UNCASG Strategic Planning Committee.

There being no further business before the committee, the meeting ended at 11:10 a.m.

Angela Blue
Recording Secretary



WINSTON-SALEM
STATE UNIVERSITY

WINSTON-SALEM STATE UNIVERSITY
Board of Trustees: Student Affairs Subcommittee Meeting
304 Thompson Center – Conference Room
Thursday, December 13, 2018
10 am

MINUTES

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

University Staff: Provost Anthony Graham, Mr. Jamar Banks, Mrs. LaMonica Sloan-Wilhelmi, Ms. Heather Davis, Dr. Cheraton Love, Dr. Natasha Jeter, Mr. Orlando Mitchell, Mr. Timothy Pittman, Dr. Jonathan Edwards and Angela Blue

Guests: Mr. Kambre Stephens

The meeting was called to order at 10:04 a.m. and roll was called.

Approval of the Minutes-September 20, 2018

A motion was made to approve the minutes. This motion was initiated by Dr. Sides and seconded by 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:

Mr. Banks opened with a welcome and thank you to the staff for all their professional efforts this semester. He highlighted the below:

Approximately 59% of our students stay on campus on the weekends. With this in mind, Housing and Residence Life have conducted 70 weekend programs and 24 educational programs this year to engage, educate and entertain our students.

Recent Tuition and Fee meetings allowed students to be informed of the proposed \$15 tuition increase that is geared to help fund more of our students going to future Thurgood Marshall Institutes and to help accommodate some other budgetary shortfalls.

Dr. Natasha Jeter shared that the Wellness Center just renewed its accreditation from the American Association of Ambulatory Health Credentials (AAAHC) Accrediting body for 3 more years.

Student Mental Health Report

Mr. Timothy Pittman shared the evolution of the WSSU Counseling Center and its role in preserving our students' mental health.

He also highlighted the following statistics and services:

- WSSU Counseling had 2,556 appointments between January 1, to December 12, 2018
- WSSU students had 185 alcohol and drug sanctions this year
- Six involuntary student committals

The Counseling Center offers:

- Depression, Alcohol and Marijuana Screening
- A Ram Assist Care Team (which manages threat assessment)
- "Don't Cancel Class" (offering Counseling Education in classrooms)
- Individual Counseling
- 24 Hour Emergency On-Call Services

Mr. Pittman further shared the following statistics among college students nationwide:

- Forty one percent (41%) suffer from anxiety issues
- Thirty six percent (36%) battle depression
- Thirty six percent (36 %) report having relationship issues
- Twenty five percent (25%) are on medications

Report of the SGA President

Mr. William Gibson summarized for the Board his administration's activities this semester along with 2019 planning as follows with the below 5 tenants:

1. **Improve External Relations** – SGA strives to cultivate working relationships with student organizations, campus departments, administrators, local and state officials, and other universities via:
 - Winston-Salem SGA Presidents Round Table
 - Homecoming Safety Message
 - The Attorney General, College Advisory Board Member, City of Winston-Salem
2. **Increase SGA Interaction/Awareness** – SGA aims to recreate its brand in order to make more apparent its efforts. Students with concerns or ideas will be encouraged to reach out to SGA for assistance via:
 - Town Hall Meetings
 - Monthly Class Councils meetings with class
 - Vice President and the Student Senate
3. **Increase accessibility to Campus Resources** – SGA continues to work closely with departments to ensure that students are aware of the resources available to them via:
 - Tuition and Fees Forums
 - Mental Health Matters- SGA collaboration with the Wellness Center
 - Veterans Center Opening (expected Spring 2019)

4. **Establish Internal Cohesion** – SGA ensures all members are aware of the organization’s goals and works as a team to achieve them while holding each other accountable with initiative like the:
 - S.G. Academy Recruitment to prepare for upcoming student elections this spring 2019

5. **Promote Social Activism-** By honing in on building social activists and thought provokers, the student population is encouraged to unite and embrace change via initiatives like:
 - 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

Adjournment

There being no further business before the committee, the meeting was adjourned with a motion at 11:13 a.m.

Angela Blue
Recording Secretary

301.8 - Student Code of Conduct

University Group Policy #301.8

I. Policy Statement

The university community respects certain principles that govern socially and academically acceptable standards of good conduct and behavior. All community members, including students, are expected to conduct themselves in accordance with the regulations of the university and to comply with municipal, state and federal laws. Violations of campus or University policies, rules or regulations, or federal, state, or local law may result in a violation of the student *eCode of eConduct* and imposition of student discipline. The *Code of Conduct* provides the framework for identifying the standards of behavior and minimum due process requirements for addressing or adjudicating violations. The Chancellor has the authority to create or modify ~~D~~disciplinary measures, processes, and ~~or~~ penalties shall be of the Code of Conduct in accordance with procedural and substantive due process safeguards applicable to disciplinary actions as required by Section 502D(3) of The Code of The UNC Board of Governors, Policy 700.4.1 of the UNC Policy Manual, and applicable campus policies, as they may be amended from time to time. Where there is a conflict between The Code of The UNC Board of Governors and this *Code of Conduct*, then The Code of The UNC Board of Governors will control.

See *Related Resources* for complete Student Code of Conduct.

II. Applicability

This policy applies to Winston-Salem State University students.

Responsible Division: Provost & Vice Chancellor for Academic & Student Affairs

Authority: Board of Trustees

History:

- Amended: March 20, 2015
- Amended: June 14, 2019

Related Resources:

- [Student Code of Conduct](#)

301.8 - Student Code of Conduct

University Group Policy #301.8

I. Policy Statement

The university community respects certain principles that govern socially and academically acceptable standards of good conduct and behavior. All community members, including students, are expected to conduct themselves in accordance with the regulations of the university and to comply with municipal, state and federal laws. Violations of campus or University policies, rules or regulations, or federal, state, or local law may result in a violation of the student *Code of Conduct* and imposition of student discipline. The *Code of Conduct* provides the framework for identifying the standards of behavior and minimum due process requirements for addressing or adjudicating violations. The Chancellor has the authority to create or modify disciplinary measures, processes, and penalties of the *Code of Conduct* in accordance with procedural and substantive due process safeguards applicable to disciplinary actions as required by Section 502D(3) of The Code of The UNC Board of Governors, Policy 700.4.1 of the UNC Policy Manual, and applicable campus policies as they may be amended from time to time. Where there is a conflict between The Code of The UNC Board of Governors and this *Code of Conduct*, then The Code of The UNC Board of Governors will control.

See *Related Resources* for complete Student Code of Conduct.

II. Applicability

This policy applies to Winston-Salem State University students.

Responsible Division: Provost & Vice Chancellor for Academic & Student Affairs

Authority: Board of Trustees

History:

- Amended: March 20, 2015
- Amended: June 14, 2019

Related Resources:

- [Student Code of Conduct](#)

302.4 - On-Campus Residency Requirement

University Group Policy #302.4

I. Policy Statement

Winston-Salem State University requires that all students admitted as first-time freshman, regardless of transfer credit standing, shall live in a university residence hall and carry a university dining meal plan for two consecutive academic-years. (Summer term(s) are not applicable toward this requirement.)

Exemptions

An exemption from the 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.

II. Guidelines

For the upcoming Fall Semester, written requests for an exemption must be made in writing no later than June 1 for all returning students. Incoming freshman must request an exemption in writing within 30 calendar days from the date of their room deposit for the upcoming Fall Semester.

Exemption requests are due by November 15 for the upcoming Spring Semester. Students should complete an Exemption Request Form, which is available from the Department of Residence Life and Housing or the "Apply for Housing" link at [student-life/housing-and-residence-life/index](#) and submit it before the applicable deadline.

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

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.

III. Applicability

This policy applies to all Winston-Salem State University Students admitted as first year freshmen, regardless of transfer credit standing.

Responsible Division(s): Provost & Vice Chancellor for Academic Affairs
 Housing and Residence Life

Authority: Board of Trustees

History:

- Adopted June 17, 2011
- Amended March 15, 2013
- Amended June 14, 2019

302.4 - On-Campus Residency Requirement

University Group Policy #302.4

I. Policy Statement

~~All students classified as 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 freshman, regardless of transfer credit standing, shall live in a university residence hall and carry a university dining meal plan for two consecutive academic-years. (Summer term(s) are not applicable toward this requirement.)

Exemptions

An exemption from the 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.

II. Guidelines

For the upcoming Fall Semester, written requests for an exemption must be made in writing no later than June 1 for all returning students. Incoming freshman must request an exemption in writing within 30 calendar days from the date of their room deposit for the upcoming Fall Semester. Exemption requests are due by November 15 for the upcoming Spring Semester. Students should complete an Exemption Request Form, which is available from the Department of Residence Life and Housing or the "Apply for Housing" link at student-life/housing-and-residence-life/index and submit it before the applicable deadline.

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:

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Department of Housing and Residence Life
Residency Requirement Request
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300 Thompson Center
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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.

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III. Applicability

This policy applies to **all Winston-Salem State University Students admitted as first year freshmen, regardless of transfer credit standing ~~students classified as Freshman or Sophomore at Winston-Salem State University.~~**

Responsible Division(s): Provost & Vice Chancellor for Academic Affairs
Housing and Residence Life

Authority: Board of Trustees

History:

- Adopted June 17, 2011
- Amended March 15, 2013
- Amended June 14, 2019

Advancement Committee

Jun 13, 2019 2:00 PM - 3:00 PM EDT

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V. Introduction of Ms. Suzanne Rodgers & Mr. Edward Shealy Dr. LaTanya Afolayan.....		5
VI. Advancement Divisional Highlights	Dr. LaTanya Afolayan.....	
A. Alumni Engagement	Mr. Isaac Moore.....	
B. Major and Planned Gifts	Mrs. Andrea Jenkins.....	
C. Stewardship	Mrs. Lisa Knight.....	
D. Events	Mrs. Kimberly Reese.....	
E. WSSU Foundation	Mr. Gordon Slade.....	
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WSSU

BOARD OF TRUSTEES
ADVANCEMENT COMMITTEE MEETING
THURSDAY JUNE 13, 2019 ◆ 2:00 – 3:00 P. M.
BLAIR HALL 200, CHANCELLOR'S CONFERENCE ROOM

AGENDA

* Action Item

- 1. Call to Order Mr. Kelvin Farmer, Chair
- 2. Roll Call Ms. Dionne Evans,
Recorder
- 3. Approval of Today's Meeting Agenda* Mr. Farmer
- 4. Approval of March 14, 2019 Meeting Minutes Mr. Farmer
- 5. Introduction of Ms. Suzanne Rodgers & Mr. Edward Shealy Dr. LaTanya Afolayan
- 6. Advancement Divisional Highlights Dr. LaTanya Afolayan

Please refer to the written Committee Reports

- i. Alumni Engagement* *Mr. Isaac Moore*
- ii. Major and Planned Gifts* *Mrs. Andrea Jenkins*
- iii. Stewardship* *Mrs. Lisa Knight*
- iv. Events* *Mrs. Kimberly Reese*
- v. WSSU Foundation* *Mr. Gordon Slade*

- 7. Division of Strategic Communications Updates Ms. Jaime Hunt
- 8. New Business

 - i. Naming Space Policy ()*

- 9. Adjournment Mr. Farmer

NEXT ADVANCEMENT COMMITTEE MEETING ◆ THURSDAY, SEPTEMBER 19, 2019 – 2:00 PM

ABOUT UNIVERSITY ADVANCEMENT...

The Division of University Advancement cultivates and maintains enduring relationships between its many constituencies and the university. We work with alumni, friends, students, parents, faculty, staff, community members, and foundation and corporate partners to garner financial and human capital resources that will enrich our university and the lives of our students. University Advancement shares a collective responsibility for creating partnerships and experiences across the university, the community, and beyond.

Winston-Salem State University Board of Trustees Advancement Committee
Thursday, March 14, 2019

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 and Mr. Robert Barr.

Members Absent:

Mrs. Sue Henderson, Mr. William Gibson and Mr. David Smith.

Staff Present:

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

Approval of Agenda:

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

Approval of Committee Meeting Minutes:

Mr. Farmer asked for a motion to approve the December 13, 2018 meeting minutes. Mrs. Nostitz moved approval and Dr. Harris seconded the motion to approve the minutes. The motion carried.

Divisional Highlights:

Dr. Afolayan talked about how she, Dr. Robinson and Mrs. Jenkins have been out engaging with corporate and foundations, alumni and friends. She talked about the launch of the WSSU Alumni Challenge Initiative. \$197,000 has been raised toward the one million dollar goal beginning with 73 major prospects. The initiative will be expanded to include all alumni. \$10,000 has been received from 33 donors, which was announced at CIAA. Dr. Robinson has met with a couple that will match commitments. These funds will go toward the GAP Scholarship Fund for all students regardless of their major. The execution of funds will be allocated for the fiscal years 2018-2019, 2019-2020 and the 2020-2021 contributions will be rolled into an endowment. She talked about donor records attending the CASE Conference, February 2019 and the University Advancement Symposium, May 2019 for best practices. She talked about upcoming events, Donor Reception, April 4, 2019, Scholarship Luncheon, April 11, 2019 and 40 Under 40, April 13, 2019.

Dr. Robinson talked about his visit with Citibank and Nationwide.

Mrs. Hunt reported on Strategic Communications accomplishments for 2018. She talked about improving the consistency in communications by centralizing communications by creating the Division of Strategic Technologies and provided best practices workshops. Strategically leveraged social media and web technologies by improving strategic outcomes through web analytics assessments and feedback by building audiences and improved engagement on social media, by the use of digital traffic to strategic web content. She talked about the improvement to campus. Home Depot Retool Your School assisted in placement of WSSU banners in the city; developed a lawn sign policy and began planning for a Keep Campus Clean effort. She reported the Ram Ready integrated communication plans increased final high

school transcript compliance from 88.7% to 97%. Increased immunization compliance from 49.6% to 90% and increased validation compliance from 36.3% to 90%. #of Winston-Salem Journal 1A (positive) media: 16, # of UNC System features: 18. Media events in 2018: 14 and positive media coverage increased 50% over 2016.

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

JUNE 2019

Major and Planned Gifts / Corporate

Donor Visits (38 face to face visits- not including special events)

- Alumni, Friends, Corporate and Foundation partners
- BOT and Foundation Board members

Scholarship-

- Paul and Marcia Meis adds \$75,000 for 2 male Education Majors
- Bettie Hunter Kornegay Endowed Scholarship
- Geneva Tyler Endowed Fund for Nursing (F. Borden Hanes and Family)
- NeishaStrong Non-Endowed Emergency Fund
- Jernigan Endowed Scholarship to receive funds from sale of property

Activity Report

- Restore the Core II -Planning Meeting March 13th
 - BOT, WSSU Foundation Board, Executive Staff
 - Fine Arts, KR Williams Auditorium, Hauser Hall
- Abbot Downing campus visit April 10th
- Rolling Red Tours -Fayetteville Reception May 4th and Salemtowne May 7th
- Reynolds American visit STEM Internship Opportunities April 23rd - Faculty visits – (Math, Chemistry, Biological Sciences, Information Technology Departments)
- Coordinates Development Staff Meeting (Athletics, Health Science, WSNC Radio, Alumni Engagement, Advancement)
- Updates on Alumni donated property (Edenton, NC)
 - Closing on 304 E. Church St. property June 7th - \$12,500
 - 203 and 205 N. Oakum St. properties/ structures demolished on May 4th will be vetted by Town of Edenton for purchase
- BlueCross NC - Nursing Report Submitted May 30th 2019

Alumni Engagement and Annual Giving

- 40 Under 40 Awards Gala Results
 - 826 donors. \$54,231.62 raised on goal of \$43K – individual \$11k – corporate (As of 2/11). Corporate Sponsors – RAMA Consulting, Duke Energy, Abbot Downing
 - 200 pounds of food donated by alumni to the Helping Hands Food Pantry that supports student hunger on campus.
- Sent special commencement edition of the “On The Yard” alumni e-newsletter to all new 2019 graduates with valid email addresses.
- WSSU Alumni Picnic – July 20 – Kernersville Triad Park # 6 – 1PM
- WSSU National Alumni Association Fall Meeting – September 14 – 9AM
- First home football game versus Catawba – September 14 – 6PM

Alumni Engagement and Annual Giving

- Alumni Donors - 1,173 ('19) vs 1,041 ('18). Up 12.7% (As of 2/1)
- Alumni Donors - 1,633 ('19) vs 1,264 ('18). Up 29.9% (As of 5/21)
 - \$599,040.28 ('19) vs \$469,845.31 ('18). Up 27.5% (As of 5/21)
- Spring calling program ended March 4 – April 30.
 - Pledges paid - \$59,129 on a goal of \$83,936
 - End of year appeal letters are starting to be sent to alumni who have not fulfilled pledges

Annual Giving

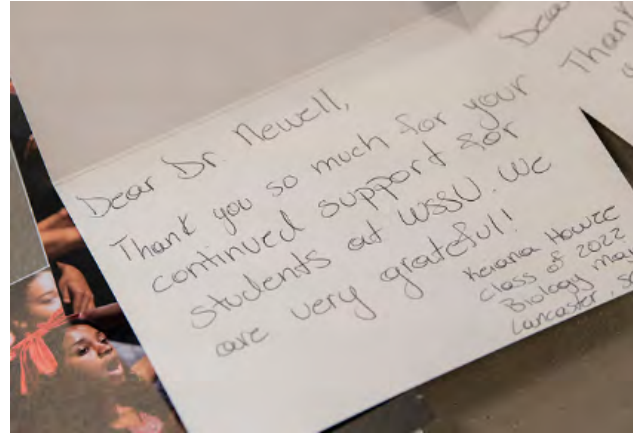
- 2019 WSSU Foundation Annual Golf Tournament was held on April 26, 2019 at the Meadowlands Golf Club
- Total dollars raised - \$37,700.00
- Number of corporate sponsors - 33
- Number of teams /number of golf participants - 108
- Expenses - \$5050.00

Leadership Visits

- Alumni Challenge Match prospect visits
- Alumni Chapter Visits
 - Kimberely Park alumni chapter (March 2019)
 - Raleigh Alumni Chapter (April 2019)
 - Eden Alumni Chapter (May 2019)
- Upcoming: Wells Fargo Fdn.(March), Z. Smith Reynolds Fdn. (April)

Stewardship Updates

- Donor Thank-A-Thon – March 26 and 28, 2019
 1. 45 students prepared handwritten thank you notes for individuals that gave a gift to the University during the 2017-2018 fiscal year.



- Fourteen scholarships have been established since January 1, 2019
 - 5 endowed, 8 non-endowed and 1 emergency fund

Stewardship Updates

- Donor Reception April 4th
- WSSU Annual Scholarship Luncheon – April 11, 2019
 1. 140 Scholarship Recipients
 2. 70 Scholarship Donors
 3. Dan Gerlach, former President of the GoldenLEAF Foundation and Miles Timmons, junior Business Administration major and a member of the WSSU football team, were the featured speakers
 4. Fox 8 interviewed Miles after the luncheon. The story will air May 2019.



Stewardship Development

- Advancement Ambassador Program
- Fund Impact Reports
 1. Template for non-endowed scholarship funds
 2. Revise layout to include student stories and university updates
- Robust Gift Acknowledgement Program
 1. Meaningful communication with donors
 2. Increase usage of social media platforms
 3. Develop a specific acknowledgements for donor categories - first-time donors, faculty and staff, first time alumni donors
- Increase interaction between scholarship donors and recipients

Office of University Donor and Events

Events	Date
Lyceum Production of <i>Crowns</i>	March 30-31, 2019
CollegeNet Social Mobility Summit (<i>13 events</i>)	April 2-3, 2019
CollegeNet Working Reception	April 2, 2019
UNC System Graduate Deans Meeting	April 5, 2019
2019 Scholarship Luncheon	April 11, 2019
Forty under 40 Awards Gala	April 13, 2019
Women of Vision Luncheon (<i>Sponsorship</i>)	April 25, 2019
WSSU Golf Classic	April 26, 2019
Rolling Red Tour – Fayetteville Region	May 2, 2019
Press Conference for Mrs. Elizabeth Barker Johnson, '49	May 9, 2019
2019 Commencement	May 10, 2019
Chancellor's Staff Appreciation and Service Awards Field Day	May 17, 2019

Office of University and Donor Events

Office Initiatives

2019-2020 Lyceum Event Planning Committee

2019 Ramdation Planning Committee

2019 Homecoming (October 27 – November 2)

On the Horizon:

National Black Theatre Festival Sponsorship (Summer 2019)

Rolling Red Tour (March – September 2019)

What Questions May We Answer for
You?

Finance & Administration Committee

Jun 13, 2019 11:45 AM - 1:30 PM EDT

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Board of Trustees, Finance and Administration Committee
Thursday, June 13, 2019
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 March 14, 2019 minutes – Chairman Shortt
5. Finance and Administration Update – Constance Mallette
6. Capital and Informal Projects Update – Tim McMullen
7. Financial Report – LaToya Wiley
8. Other Discussion Items
9. Adjournment – Chairman Shortt

Winston-Salem State University
Board of Trustees Finance and Administration Committee
304 Thompson Center
Thursday, March 14, 2019

Minutes

Mrs. Coretta Bigelow called the Board of Trustee (BOT) Finance and Administration meeting to order

Roll Call: Leslie Gaynor

Members Present: Ms. Kathleen Kelly Dr. Ricky Sides
Mrs. Coretta Bigelow (Acting Chair) Ms. Constance Mallette (ex-officio)

A quorum was established.

Staff Present: Mr. Frank Lord Mr. Jimmy Norwood
Ms. Leslie Gaynor Mr. Jonathan Smith
Mr. Tim McMullen Ms. LaToya Wiley
Mr. Wilbourne Rusere Ms. Kizzy Lea
Mr. Jay Davis (IM)

Adoption of Agenda

The agenda was adopted (Trustee Sides moved, Trustee Kelly seconded).

Approval of Minutes

The December 2018 minutes were approved. (Trustee Sides moved, Trustee Bigelow seconded).

Finance and Administration Update

Vice Chancellor Constance Mallette gave the following updates.

Staffing / Organizational Changes

- o Director Financial Reporting – Presently Recruiting
- o Assistant Vice Chancellor – Business & Auxiliary Services – Kizzy Lea

-Ms. Lea comes to us from Rowan-Cabarrus Community College leaving a very impressive career most recently serving as Interim Vice President and Chief Financial Officer. Has experience in implementing automated systems and procedures, financial statement preparation, contract negotiations, auxiliary operations and budget forecasting.

-Ms. Lea has a Bachelor and Master of Science in Accounting

Plug-n-Play. can be plugged into any area with minimal learning curve

Accomplishments – Quarter

- o Successfully transitioned copier fleet program from Xerox to Ricoh. Smooth transition and campus has been very receptive to new machines; saving over \$13,000 per month.
- o Have implemented a T-CARD for employee travel, which reduces the number of checks that are prepared thereby reduces the travel reimbursement processing time.
- o Purchasing department hosted a Minority Vendor Expo and trade show. We hosted over 80 minority vendors, provided presentations from representatives from SBT&DC, State Purchasing Office, HUB Outreach Office and Surety Specialist

- There was also a Matchmaking session where vendors were pre-matched with campus representatives and given a one-on-one opportunity to review departmental needs with vendor services
- First program in ten years, will become an annual event.
- Purchasing will follow-up with minority vendors who have presented interest in conducting business with the university.
- Key Performance Indicators from UNC System for this quarter presented WSSU in-range of compliance with the UNC Standards around Financial Aid, Student Accounts, Contracts & Grants, Capital Assets & General Accounting
- Working with our Facilities staff towards achieving certifications in their respective fields, presently working with Locksmith Team
- 20 Years of unqualified audits from State Auditors

Union Station

- In conversation with the City on some type of occupancy in Union Station
 - Floating several ideas in conversation with the City regarding options in that space
 - Depending upon how conversations go over the next few months, we may have a special call session with the BOT to discuss some opportunities
 - As you see City Council members please feel free to assist us in promoting the importance of WSSU being in that space.

Athletics

- Finance and Administration continues to work very closely with Athletics looking at ways to find opportunities for significant reductions. We are scaling back expenses to the extent possible and looking forward to coming in under the \$4M budget for this fiscal year.

Approved resolutions to change the name of the following:

Old Maintenance Building to Police and Public Safety
 Modular West to Police and Public Safety Annex
 (Trustee Sides moved, Trustee Kelly seconded)

Capital & Informal projects

Tim McMullen

• **Capital Projects**

- 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.
 - Exterior Sheathing and Curtain wall installation are complete.
 - Roofing system is dried-in.
 - Interior metal studs and drywall are being installed on all floors.
 - Plumbing, HVAC and Electrical construction rough-ins are nearing completion.
 - Project is still on schedule for completion in late fall, 2019.
- Demolition of Old Nursing/Health Building
 - Demolition of this 68-year old structure that has outlived its useful life.

- The project budget is \$490,000
 - Building Demolition was completed in February, 2019. Balance of work will be completed in late March, 2019.
 - Scope includes resurfacing existing parking lot and providing additional temporary parking.
 - Master Plan proposes that this site becomes part of a future Convocation Center Complex.
 - Funding Source: 2016 Repairs & Renovations Allocation
- **Current Projects**
 - Relocation of Passport Office and Expansion of Financial Services on Lowery Street
 - Due to higher than anticipated cost to relocate to Lowery Street, other campus locations have been considered..
 - The Anderson modular Building is now the proposed location.
 - Work will start in Summer of 2019.
 - Funding Sources: Fund Balance and Budget Allocation
 - R.J. Reynolds Building – HVAC Repairs and Controls Upgrades - \$650,000
 - Existing Main Air Handling Unit will be rebuilt
 - Fans, coils, valves, and piping will be replaced
 - Existing Pneumatic Controls System & Piping will be upgraded to Direct Digital Controls (DDC)
 - Design Phase to be completed in April; Bids to be received in May
 - Building will be taken off-line in May and work will be completed in August, 2019
 - Funding Source: Title III (\$500,000) + 2015 Repairs & Renovations Allocation (\$150,000)
 - K.R. Williams Auditorium – Structural and Roof Repairs
 - Roof leaks and structural damage above the stage have been investigated.
 - Roof above stage will be replaced
 - Engineer’s Analysis Report reveals corrosion/failure of wall reinforcement resulting in a bulge and cracks in brick veneer
 - Project scope includes removing and replacing a portion of brick façade and rebuilding parapet wall
 - Construction Documents have been approved by the State Construction Office.
 - Funding Source: 2014 & 2015 Repairs & Renovations Allocation
 - Emergency Generators for Anderson Center & Thompson Center
 - Thompson Center Generator Contract has been successfully negotiated and is within its \$400,000 budget.
 - Contract has been awarded and order for Generator has been placed.
 - Bids on Anderson Center Generator have been received and contract awarded
 - Anderson installation - May, 2019; Thompson installation – August, 2019.
 - 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.

- This will make way for its future repurposing for Art & Visual Studies, as part of “Restore the Core”
 - Designer Solicitation is complete and a recommendation for a Designer is pending
 - Total project budget is \$1,875,747.
 - The work will be completed in summer, 2020.
 - Funding Sources are 2017 and 2018 Repairs & Renovations.
- Central Chilled Water Plant – Upgrade to a third Chiller
 - A 2017-18 R&R Funding Allocation of \$850,000 was received for Design and Infrastructure
 - A Designer Solicitation process was deferred until the funds for the full \$1,800,000 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 fail.
- **Proposed Projects**
 - Rams Commons Residence Hall – HVAC Replacement, Fire Alarm Upgrade and General Repairs - \$7,500,000
 - 440-Bed, 5-Building Apartment-style Student Housing Complex
 - On UNC System Board of Governors’ March Agenda for authorization
 - Replace all Split-System Heat Pumps with a Variable Refrigerant Flow System
 - Upgrade Fire Alarm System
 - Phased closing of two buildings at a time over 2 years
 - Project Start - May, 2019; Completion August 2021
 - Funding Sources: Foundation Reserves & Housing-Residence Life Fund Balance
 - Wilson and Brown Hall – Door Access Controls - \$556,000
 - Provide Card-Swipe Access Controls for all Double-Occupancy Bedrooms and Group Toilets
 - Funding Sources: Housing-Residence Life Fund Balance/Reserves

Financial Report

Wilbourne Rusere

This cumulative Fiscal Year 2018-19 report includes financial statements as of February 28, 2019, 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 February 28, 2019. The total budget was \$87M.

- State Appropriations – \$63M.
- Revenue (tuition and fees) – \$24M.
- The university spent \$54.9M or 63% of the total budget towards personnel salaries and operating requirements.
- Expenditures as of February 28, 2019 are \$2.5M less than the amount for February 28, 2018.
- Receipts recorded through February 28, 2019 total \$23.2M, or 96% of the budget.
- Total receipts collected as of February 28, 2019 are \$414,264 less 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 February 28, 2019, all business entities had positive fund balances, except for WSSU's Athletics Program.

Motion to Go Into Close Session

Trustee Sides moved to go into closed session. Trustee Kelly seconded the motion. The motion passed.

Motion: Resolved, that the Finance and Administration BOT approve the motion to go into closed session.

Resume in Open Session

Report From the Acting Chair Regarding Closed Session

While in closed session, we considered an opportunity for supplemental housing and adopted a resolution directing the Chancellor to proceed accordingly.

Adoption of Actions Taken in Closed Session*

Trustee Sides moved that we adopt the actions taken in the closed session. Trustee Kelly seconded the motion.

No other discussion items

Motion for adjournment adopted (Trustee Sides moved, Trustee Kelly seconded)

Next meeting, Thursday, June 13, 2019

Respectively Submitted by:



Leslie Gaynor
Finance and Administration, Office Director

Facilities Management

Capital and Informal Projects Updates

Board of Trustees

June 13 - 14, 2019



WINSTON-SALEM STATE UNIVERSITY

WSSU

•Capital Projects

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: Exterior Masonry and Curtainwall installation are complete. Rooftop ductwork and piping systems are being installed. Interior metal studs and drywall are being installed on all floors. Plumbing, HVAC and Electrical construction rough-ins are complete and final pipe, ductwork and conduit runs are being installed. Priming and painting of interior walls is underway on Levels 1 & 2

WINSTON-SALEM STATE UNIVERSITY



New Sciences Building Progress Photos



Curtainwall Glass installation



Exterior Masonry Veneer installation

WINSTON-SALEM STATE UNIVERSITY

New Sciences Building Progress Photos



Installation of sheetrock – Level 3



Applying grout to tiles in Toilet – Level 2

Demolition of Old Nursing/Student Health Bldg.

Funding Source: 2016 R&R + Campus Parking Reserves

Project Scope: Demolish 68-year old structure that has outlived its useful life. Resurface existing parking lot and provide additional temporary parking. Master Plan proposes that this site becomes part of a future Convocation Center.

Completion Schedule: April, 2019

Construction Cost: \$434,000

Overall Project Budget: \$490,000

Area: 25,700 SF

Current Status:

Temporary Parking Lots are complete and existing lot has been resurfaced.



Current Projects

- Relocation of Passport Office and Expansion of Financial Services – (On-hold)
 - Due to higher than anticipated cost to relocate to Lowery Street, other campus locations are being studied.
 - A location in the restored Union Station is being considered.
 - Details will be worked out with the City of Winston-Salem
 - Funding Sources: Fund Balance and Budget Allocation
- R.J. Reynolds Building – HVAC Repairs and Controls Upgrades - \$650,000
 - Existing Main Air Handling Unit will be rebuilt
 - Fans, coils, valves, and piping will be replaced
 - Existing Pneumatic Controls System & Piping will be upgraded to Direct Digital Controls (DDC)
 - Critical, long-lead parts have been ordered and some have been installed
 - Building was taken off-line in May 12th and work will be completed in August, 2019
 - Funding Source: Title III (\$500,000) + 2015 Repairs & Renovations Allocation (\$150,000)
- K.R. Williams – Structural and Roof Repairs - \$650,000
 - 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
 - Construction Documents have been approved by the State Construction Office.
 - Funding Source: 2014 & 2015 Repairs & Renovations Allocation + Non-General Funds

Current Projects

- Emergency Generators for Anderson Center - \$600,000 & Thompson Center - \$490,000
 - Thompson Center Generator was scheduled for delivery June 3 – 8, 2019.
 - Concrete Pads for Generator & Transfer Switch were installed in May.
 - Relocation of building occupants, Power Shutdown and Installation are scheduled for June 28 – July 3, 2019
 - Anderson installation – June 17, 2019; Thompson installation – July 30, 2019
 - Funding Sources: 2011, 2012, 2013, & 2015 Repairs and Renovations
- 1602 Lowery Street –Up-fit to House Facilities Operations & Building/Environmental Services - \$1,875,747
 - 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”
 - Design Phase is underway; 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 - \$1,800,000 (Current Funds \$850,000) – On hold
 - 2017-18 R&R Funding Allocation of \$850,000 received for Design and Infrastructure
 - Additional funding will be from either from future R&R or internal Strategic Funding Allocations
 - 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.

Proposed Projects

Rams Commons Residence Hall – HVAC Replacement, Fire Alarm Upgrade and General Repairs - \$7,500,000

- 440-Bed, 5-Building Apartment-style Student Housing Complex
- Removed from UNC System Board of Governors' March Agenda and was reset for May Agenda
- Replace all Split-System Heat Pumps with a Variable Refrigerant Flow System
- Upgrade Fire Alarm System
- Phased closing of two buildings at a time over 2 years
- Project Start - Summer, 2019; Completion August 2021
- Funding Sources: Foundation Reserves & Housing-Residence Life Fund Balance

Wilson and Brown Hall – Door Access Controls - \$556,000

- Provide Card-Swipe Access Controls for all Double-Occupancy Bedrooms and Group Toilets
- Previously authorized by Board of Governors
- Funding Source – Housing & Residence Life Fund Balance

Miscellaneous Small Projects

- Anderson Guard House – Entrance at MLK/Reynolds Park; Access control of after-hour traffic. Work started May 1, 2019. Estimated Completion – June 30, 2019. \$160,000 - (Parking Reserves).
- 1604-B Lowery Street - Up-fit to Financial Accounting and Purchasing Offices. Negotiating Fees for Redesign - \$450,000 (Operating Funds)
- 1604-A,B & C Lowery – Fire-rate Walls & add Fire Alarm System - \$258,000 (2017 & 2018 R&R)
- Gaines Center Swimming Pool Clerestory – Repair Damaged Storefront and Glazing - \$75,000 (2019 R&R)
- Center for Design Innovation (CDI) – Drainage Repairs – Budget TBD (Orig. Project Budget)
- Exterior Lighting Repairs and Upgrades - \$25,000 (2017 R&R) – COMPLETED Phase I – Phase II Scope is being determined
- Physical Plant Building - Painting & Repairs for Toilets & Lockers - \$30,000 (2015 R&R) – Securing Quotes
- Swing Phi Swing Social Organization – 50th Anniversary Monument Site - \$8,058 (Organizational Budget) COMPLETED for National Meeting/Celebration

Brushy Fork Greenway Project

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

UPDATE:

Conveyance of a Temporary Construction Easement (TCE) and a Permanent Greenway Easement (PGE) to the City of Winston-Salem, was approved by the Council of State. Final agreement has been prepared by State Attorney General's Office and forwarded by State Property Office to city of Winston-Salem for Approval.



WINSTON-SALEM
STATE UNIVERSITY

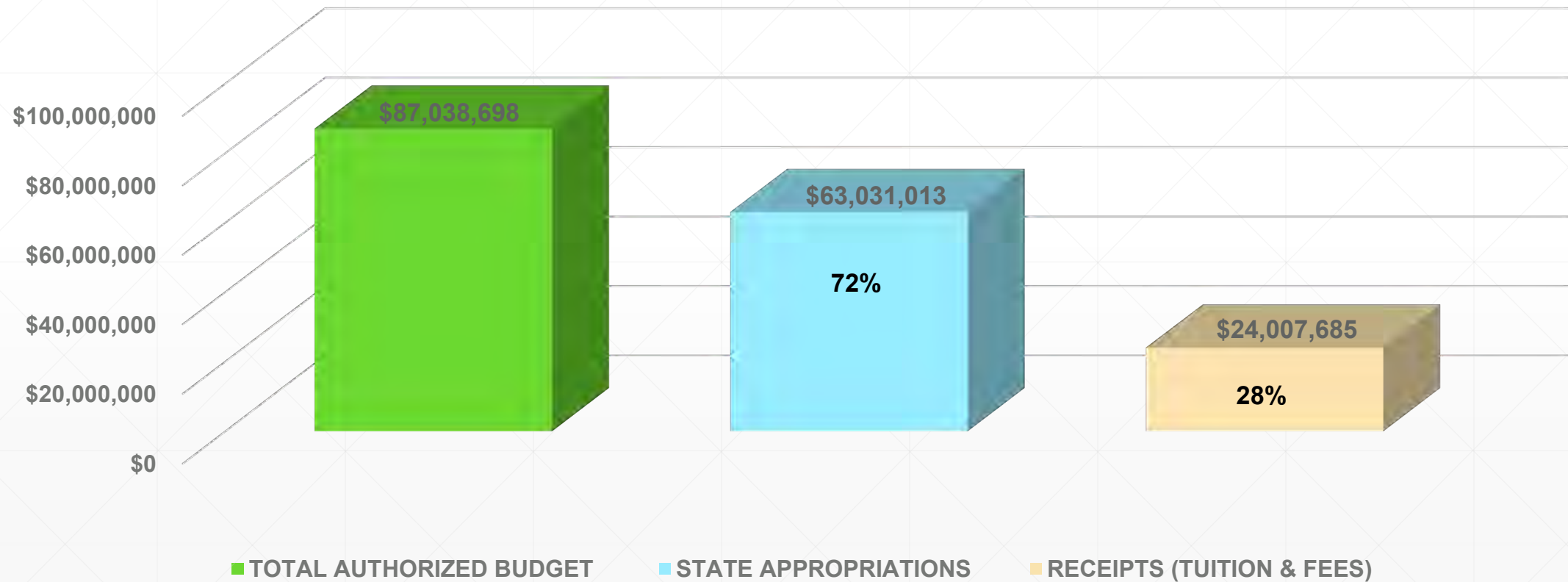
Finance & Administration

BOT Report

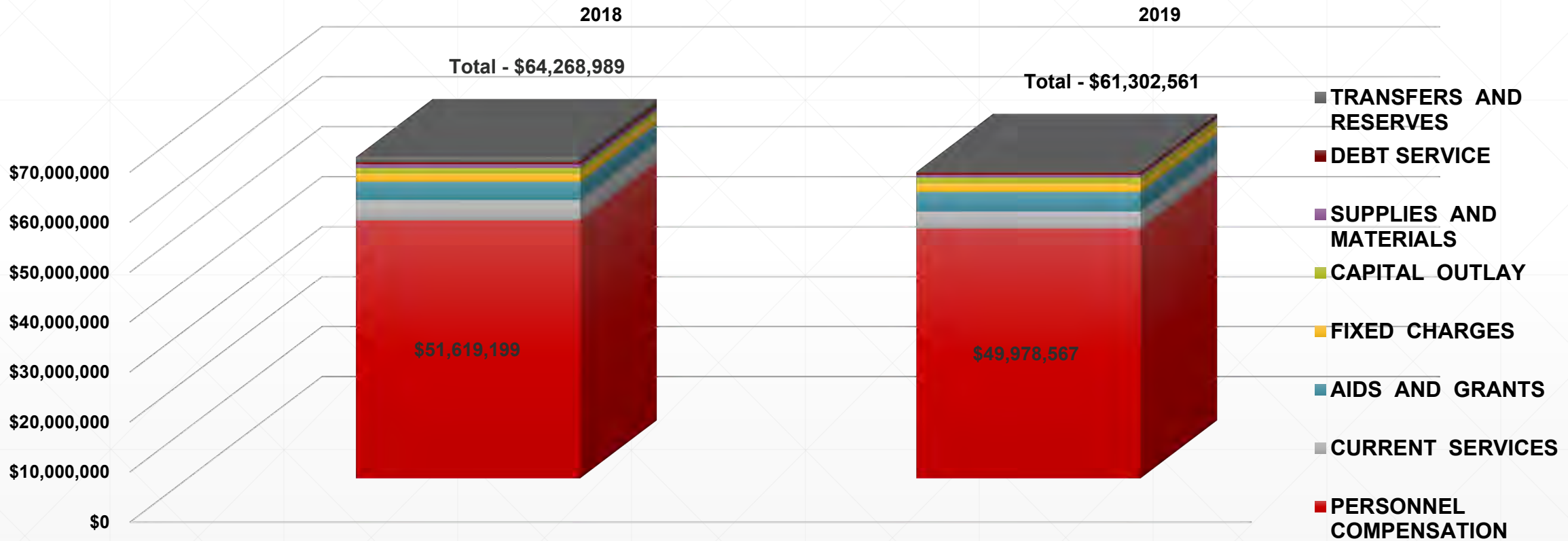
July 1, 2018 – March 31, 2019

Statement of General Fund Budget

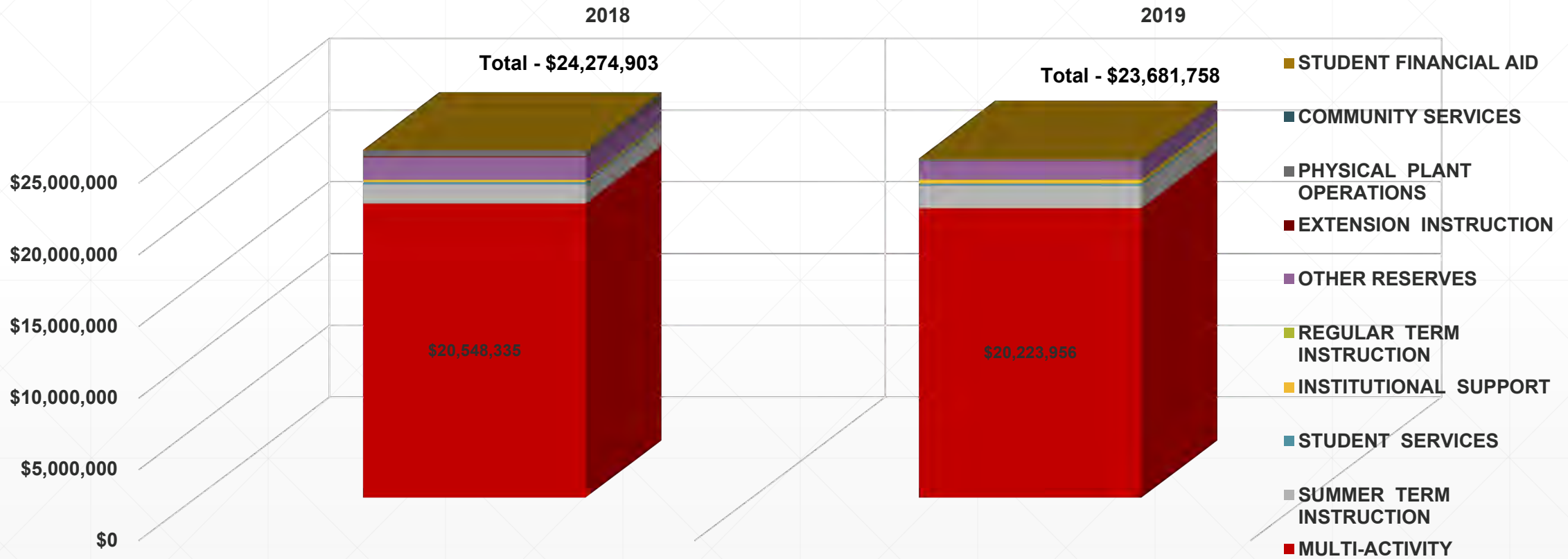
\$87M Allocation as of March 31, 2019



Comparison of General Fund Expenditures Summary by Account July 1, 2018 – March 31, 2019



Comparison of General Fund Receipts Summary by Program July 1, 2018 – March 31, 2019



Statement of Auxiliary Services

July 1, 2018 – March 31, 2019

FUND	Expense Budget	Beginning Balance	Receipts Collected	YTD Actual Expenditures	Ending Cash Balance
Athletics Division	\$3,787,261	(\$12,386,021)	\$3,308,822	\$3,247,347	(\$12,324,547)
Food Service	6,750,858	402,970	7,152,664	6,332,131	1,223,503
Campus Book Store	4,244	27,459	266,074	153,001	140,532
Copier Management /Xerox	519,364	24,190	487,583	423,229	88,544
Health Service	1,539,581	172,477	1,292,378	1,122,728	342,127
Housing Service	9,461,314	14,575,622	14,441,854	8,713,761	20,303,715
One Card Office	83,863	80,007	101,886	68,273	113,620
Student Extracurricular Activities	2,500,959	546,962	2,126,657	1,539,550	1,134,070
Educational & Technology Fee (I.T.)	658,526	1,393,870	1,681,548	1,042,006	2,033,413
Total Auxiliary Services	\$25,305,970	\$4,837,536	\$30,859,466	\$22,642,026	\$13,054,976

Statement of Business Enterprises

July 1, 2018 – March 31, 2019

FUND	Expense Budget	Beginning Balance	Receipts Collected	YTD Actual Expenditures	Ending Cash Balance
Auxiliary Admin/Ticket Office	\$905,549	\$106,067	\$894,074	\$661,746	\$338,395
Central Transportation Fleet	91,038	46,873	60,138	62,863	44,149
Conference Facility Rentals	45,026	20,006	46,150	3,790	62,366
Food Court	56,246	55,186	141,061	59,527	136,720
Logo Licensing	6,718	5,477	29,855	4,510	30,822
Passport Services	75,000	77,378	114,394	157,717	34,055
Summer Camps & Conferences	4,725	30,453	41,394	2,263	69,584
Telecommunication (Phones)	715,755	92,771	533,010	472,983	152,799
Vehicle Registration/Fines	962,543	281,017	629,828	582,454	328,391
Vending Machines	-	4,174	206,032	-	210,207
Total Business Enterprises	\$2,862,600	\$719,402	\$2,695,937	\$2,007,852	\$1,407,487
Grand Total (Auxiliary/Business Enterprises)	\$28,168,570	\$5,556,938	\$33,555,403	\$24,649,879	\$14,462,462

Audit, Risk, and Compliance Committee

Jun 13, 2019 10:00 AM - 11:30 AM EDT

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WINSTON-SALEM STATE UNIVERSITY

MEETING OF THE BOARD OF TRUSTEES

Audit, Risk, and Compliance Committee

Thursday, June 13, 2019

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 March 14, 2019 MeetingChairman Clark
3. Enterprise Risk Management.....Shannon Henry & Austin Grier
 - a. Discussion of the ERM NC State Practicum
4. Other Matters of Governance, Risk, and Compliance..... Various
 - a. Information Governance and Security – Raisha Cobb, Director of Communication and Security and Information Security Manager
 - b. Compliance Calendar – Austin Grier, Risk and Compliance Program Specialist
5. Discussion of External Audits & Reviews S. Henry & WSSU Management
 - a. OSA Statewide Federal Compliance Report – Constance Mallette
**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 FY2018– Matters Subject to Public Inspection*

- c. Other Internal Audit Operations Update

**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 March 14, 2019 Meeting Chairman Clark
- 8. Discussion of Internal & External Reviews and Reports.....Internal Audit Staff & WSSU Management
 - a. Discussion of Special Reviews, Investigations, & Reports – Matters Not Subject to Public Inspection
 - b. Summary of New and/or Open Observations and Recommendations – Matters Not Subject to Public Inspection
- 9. Litigation Report Ivey Brown

OPEN SESSION

- 10. Other Business.....Committee Members & Staff
 - a. Approval of the *revised* Office of Audit, Risk, and Compliance Charter**
- 11. Adjourn... Chairman Clark

Action Items**



OPEN SESSION MINUTES

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

TRUSTEES PRESENT

Kelvin Farmer, Kathleen Kelly, William Harris (ex-officio)

TRUSTEES ABSENT

Robert C. Clark (Chair)
Jerry M. Shortt

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), James Bullock (Compliance Officer for Athletics), Frank Lord (Controller), Derrick Murray (Associate Provost and Chief Information Officer), Jaime Hunt (Vice Chancellor for Strategic Communications), Aishah Casseus (Title IX Coordinator), Brian Anthony (General Manager/WSNC)

CONVENE MEETING AND CONFIRM QUORUM

Kelvin Farmer convened the meeting at 10:05am. A quorum of board members was confirmed.

APPROVAL OF MINUTES

William Harris made the motion to approve the minutes from the December 13, 2018 meeting. The motion was seconded by Kathleen Kelly and unanimously approved.

ENTERPRISE RISK MANAGEMENT

A. Discussion of ERM NC State Practicum

Shannon Henry discussed the Office of Audit, Risk, and Compliance's (OARC) collaboration with graduate students from NC State's Poole College of Management's practicum program to help further WSSU's ERM process. With the guidance of their professor, Dr. Mark Beasley, the students will interview university leadership to gain

an understanding of what management is already doing, or wishes to do, to mitigate strategic risks. The students will provide a report that will be instructive in nature, and provide management with suggestions about how to move forward with the ERM process. They expect to complete their process and report sometime in April.

The benefits of the collaboration include: the opportunity to leverage the expertise of students and professors from one of our constituent institutions, free of charge to WSSU, along with the opportunity for comparative analysis.

MATTERS OF GOVERNANCE, RISK, AND COMPLIANCE

A. NCAA Compliance

The Compliance Officer for Athletics provided the following update:

- i. Athletics has hired LL Consulting to complete a NCAA compliance review. The auditors were on campus from February 25-27, they met with various departments and encouraged institutional control and a collaborative approach to the student certification process. The auditors left management with a few preliminary suggestions, but an exhaustive report is expected in the coming weeks. Results from the review will be shared with the Audit, Risk, and Compliance Committee.

B. Title IX Compliance

The Title IX Coordinator Officer provided information concerning WSSU's Title IX program.

- i. The Title IX office currently has a full education calendar that begins in the summer connecting with housing staff and athletics as well as various other departments. The office facilitated hour-long seminars for new students during Ramdation, WSSU's week of freshman orientation. Aishah Casseus discussed Title IX issues that have been trending in the news, as well as provisions the Title IX Office has made to increase awareness and provide support for students.

Shannon Henry briefly discussed an opportunity to collaborate with the UNC School of the Arts to bring in educators specializing in consent training.

C. Compliance Calendar

The Risk and Compliance Program Specialist provided the follow details concerning the Compliance Calendar:

- i. In July of 2018, OARC initiated the process of establishing a university-wide compliance calendar in order to facilitate compliance, and to assist with awareness and monitoring. The process entailed getting an understanding of what compliance activities the university is responsible for, which organizational bodies and/or statutory law required each activity, what office and/or person was responsible for each activity, and when the university was required to

demonstrate compliance (annually, quarterly, as needed etc.). OARC is compiling responses received from management regarding their respective compliance activities and putting the finishing touches on a compliance calendar document.

- ii. The goal is to establish awareness to help mitigate liability to the university.

DISCUSSION OF EXTERNAL AUDIT REPORTS

A. WSSU Financial Statement Audit Report FYE 6/30/18:

- i. The report was clean with no findings.
- ii. Frank Lord attributed the last 20 years of clean audits to his staff and the culture of the university.

B. WSNC-FM (the university's radio station), WSSU Financial Statement Audit Report 9/30/18 & 9/30/17

- i. There were five audit adjustments for the year ended September 30, 2018.
- ii. The following deficiency in the station's internal control was identified as a material weakness:
 - a. Financial Reporting – The misstatements indicate the station's internal control over the financial reporting was not effective, and without these corrections, the financial statements could have been misleading to the reader.
- iii. WSNC-FM management will collaborate with Frank Lord and Constance Mallette of Finance and Administration to vet and address the deficiencies noted in the Financial Statement Audit Report.

DISCUSSION OF INTERNAL AUDIT REPORTS

A. Summary of Observations and Recommendations for FY2018 - YTD:

- i. Internal Audit completed audits and advisory services resulting in reports with observations that produced **18** written recommendations and **3** verbal recommendations for the following university Departments: Enrollment Management, Registrar, Student Health Services, Admissions, Information Technology, Office of Sponsored Programs, Legal Affairs, CDI, and Human Resources.

B. Audit Operations:

- i. Recently, staff turnover has negatively impacted operations. Internal Audit lost 3 of 4 (75%) of its internal auditors designated for WSSU, over the course of the fiscal year, and currently has 3 vacancies.
- ii. **7** Projects have been completed this year.
- iii. **1** planned project and **3** unplanned reviews/investigations are in various stages.

CLOSED SESSION

Kelvin Farmer read the motion to go into closed session at 11:06 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 Kathleen Kelly and unanimously approved.

RETURN TO OPEN SESSION

William Harris made the motion to come out of closed session at 11:34 a.m. The motion was seconded Kathleen Kelly and unanimously approved.

ADJOURNMENT

William Harris made the motion to adjourn the meeting at 11:35 a.m. The motion was seconded by Kathleen Kelly and unanimously approved.

The next WSSU Audit, Risk, and Compliance Committee meeting will be held on Thursday, June 13, 2019 at 10:00am.

Submitted by: Austin Grier, Risk and Compliance Program Specialist



AGENDA ITEM

Enterprise Risk Management – Results of NC State Practicum Participation.. Shannon B. Henry and Austin Grier

Summary: The team assembled by the Office of Audit, Risk, and Compliance completed its campus-wide risk assessment to identify the top risks related to the strategic success of the university and further our campus enterprise risk management (ERM) process. The result of the first phase of WSSU's ERM implementation was an ERM Risk Assessment Report that detailed WSSU's top 30 enterprise risks from the perspective of the board and the university's senior and executive leadership. From that list, we developed a list of our top 6 enterprise risks.

In January and February of this year, students from NC State's Poole College of Management's ERM Initiative facilitated face-to-face interviews with university leadership to get a better understanding of what management is already doing or planning to do in relation to our top risks. The students returned to campus in April to share their insights and recommendations for strengthening WSSU's responses to its top risks. The students gave a presentation and presented a report to several members of management and the Board of Trustees. The Steering Committee will use the report as a starting point for discussion as they decide how to move forward with risk mitigation plans.

Action: For informational purposes only.



WINSTON-SALEM
STATE UNIVERSITY

**Strengthening Winston-Salem State University's
Responses to Top Risks**

April 2019

Prepared by:

Graduate Students, Poole College of Management, NC State University

**Cristen Alberts
Monica Crump
Sara Mylin
Garrett Taylor**

Under the guidance of:

**Dr. Mark Beasley, Professor of Enterprise Risk Management
NC State University**

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Overview of Report

The strategic success of Winston-Salem State University (hereinafter referred to as “WSSU” or “the university”) in fulfilling its mission is enhanced by management’s recent efforts to identify, understand and respond to emerging risks on the horizon for the university. Gratefully, the leadership team at WSSU has embraced Enterprise Risk Management (ERM) as a technique to help understand and manage the most significant enterprise-wide risks potentially impacting the university’s long-term success. ERM seeks to develop a holistic, top-down view of the most significant risks that could prevent the university from achieving its objectives.

Our team of graduate students from NC State University’s Poole College of Management is pleased to have had the opportunity to work with WSSU to help gather input from the leadership team to further understand and enhance its efforts towards managing top risks on the horizon for WSSU. Our focus for this engagement has been on how WSSU is currently responding to its top risks to prevent those risks from occurring or escalating, and how the university is preparing to respond should the risk event occur. This report summarizes the work we have done, our key observations, and suggested recommendations for next steps.

We want to thank Shannon Henry and Austin Grier for their help in coordinating the details related to this effort. We also want to thank each of the members of the Office of the Chancellor, Office of the Provost, the ERM Steering Committee, and other campus leaders who participated in our detailed interviews about the university’s approach to managing its top risks. We appreciate their willingness to openly discuss challenges related to WSSU’s top risks, the approaches management is taking to respond to those risk issues, and ideas for improving the effectiveness of those responses. We hope that this report and our work with WSSU will help the university continue its progress towards managing the risks most likely to impact WSSU’s long-term strategic success.

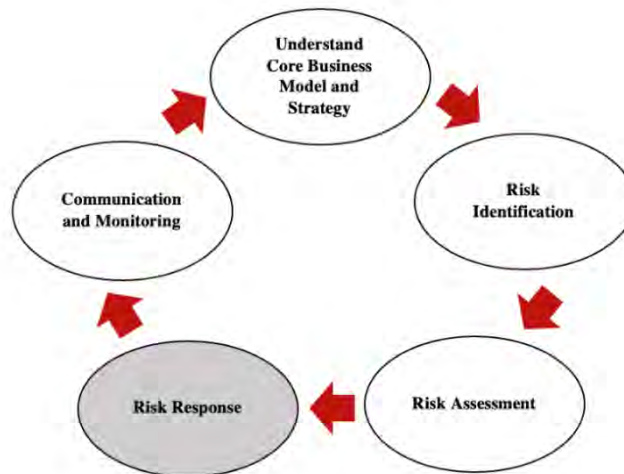
Overview of Our Approach

The UNC System Office (hereinafter “UNCSCO”) policies require each university in the UNC System to implement Enterprise Risk Management (ERM) processes¹. As part of those efforts, UNCSCO requested each university in the UNC System to submit their institution’s top five risks to UNCSCO in December 2018.

As part of WSSU’s ERM efforts, the Office of Audit, Risk, and Compliance helped form an Enterprise Risk Management (ERM) risk assessment team to conduct an enterprise-wide analysis of risks that management and the Board of Trustees believe might have the greatest impact on the university’s achievement of its strategic objectives. During Fall 2018, WSSU management identified 30 enterprise-level risks that they believe are critical to the university’s mission and long-term strategic success. The Office of Audit, Risk, and Compliance’s ERM team (hereinafter referred to as “the ERM team”) at WSSU classified risks and responses by interviewees in their assessment into three ranking types: Overall Rankings, Management Rankings, and Board of Trustee Rankings.

In each ranking group, the ERM team assigned tiers to the first ten risks, the next ten risks, and all other risks. The risk ranks within tiers were assigned based on the “Borda Count Method” which ranks risks based on the frequency that a particular risk is identified as a top 10 risk and the position within the list of 10 risks that interviewees most often ranked the risk. University leadership, in coordination with WSSU’s Office of Audit, Risk, and Compliance, prioritized those risks into a list of top five risks that were submitted to the UNCSCO in December 2018.

The following diagram illustrates the core elements of an ERM process. The work completed by WSSU management in Fall 2018 relate primarily to the first three ovals beginning with “Understand Core Business Model and Strategy” continuing through “Risk Identification” and Risk Assessment.”



To help continue the advancement of WSSU’s ERM processes, our team of graduate students worked with the executive team within the Office of the Chancellor and Office of the Provost, as well as the ERM

¹ <https://www.northcarolina.edu/apps/policy/index.php?section=1300.7>
The Code and UNC Policy Manual, Chapter 1300.7.B

Steering Committee to better understand how the university is managing the top risks submitted to UNCISO to determine whether responses to those risks are sufficient or whether additional responses may be necessary. Thus, our focus was on the “Risk Response” section of the ERM process depicted in the preceding diagram by the gray shaded oval.

Focus on Six Risk Themes

Our initial focus was on the top five risks submitted to UNCISO in December 2018. However, as we prepared to work with those risks, both management and our team agreed that there were actually six specific risks from the five submitted to UNCISO that would be our primary focus. This includes the following six risk themes:

- **Funding:** There is a risk that the university may not be able to effectively navigate the funding model used by the state and UNC System to determine state appropriations to WSSU.
- **Retention and Enrollment:** There is a risk that the university’s efforts to increase student retention and graduation rates may be ineffective, which leads to reduced funding for the university.
- **Competition:** There is a risk that other universities, including UNC System schools, may lure applicants away from WSSU by offering cheaper tuition and/or more extensive amounts of online courses, particularly impacting WSSU core programs such as health sciences.
- **Diversification of University Programs:** There is a risk that WSSU may not have the ability to sufficiently diversify its programs with innovative offerings or secure technologies needed to attract future students for core programs and other offerings such as life-long learning.
- **Branding and Marketing:** There is a risk that the university’s approach to branding, marketing, and engagement may not effectively communicate its uniqueness and value to key stakeholders including prospective students, alumni, key business partners, political leaders and legislators.
- **Business Development:** There is a risk that the university’s initiatives related to advancement and fundraising with alumni and business partners/foundations may be ineffective in significantly increasing gifts and donations.

Our Process

We met one-on-one with 24 members of the university’s leadership team (Appendix A includes a list of our interviewees) selected by the ERM Steering Committee to gather insights about how the university is responding to manage each of the six risk themes. We centered our discussion on four overarching questions related to the university’s risk responses for each of the six risks:

1. What is the university currently doing to manage each risk?
2. What does the university have in place to prevent the risk from occurring?
3. What are the potential consequences for WSSU, if the risk occurs, and
4. What are the related responses the university would deploy to minimize the impact of the consequences should the risk event occur?

An example of our interview script is in Appendix B. The questions summarized above are based on a helpful risk management tool widely known as a “bow-tie analysis.” A bow-tie analysis provides a visual of how management can think about responses that might prevent the risk from occurring and responses that might reduce the impact should the risk occur. The figure below illustrates the bow-tie approach to the

development of risk responses. The left side prompts thinking about root causes of a risk and the related risk responses that are in play to reduce the cause from occurring. The right side of the figure prompts thinking about the consequences or impact should the risk start to occur and the related responses that would be activated to minimize the impact of the risk event.

Bow-Tie Analysis of Risk Responses



Our discussions with each member of the WSSU leadership team was based on this bow-tie analysis method of considering responses to risks. Summaries of risk responses for each of the six risk themes are provided in the next sections of this report. We also include suggestions for next steps WSSU’s management may want to consider.

Risk 1: Funding

Risk Description:

There is a risk that the university may not be able to effectively navigate the funding model used by the State and UNC System to determine state appropriations to WSSU.

While there are many specific responses that have been implemented to manage the WSSU overall budget and subsequent allocations of that budget to various departments and functions across the university, the overarching responses from interviewees about how the university is addressing this risk primarily focused on the following university-wide initiatives:

- **Conservation of Resources:** Since the change in funding model occurred, WSSU has worked hard to conserve resources and restrict spending to only those items and activities most crucial to the continuance of its operations. This has helped the university better align the budget restrictions associated with the current funding model.
- **Looking Beyond State Funding:** The university has invested resources in strengthening its efforts related to fundraising and advancement. Investments include hiring a new Vice Chancellor for Advancement, growing the team in this area, and finding new ways to identify and reach out to potential partners and donors.

While the university has responded well to the impact of the recent funding model challenges, interviewees noted the following continuing concerns:

- **Disconnect in Understanding the Funding Model:** Many interviewees expressed a concern that the funding model is not well understood by a broader range of the management team and faculty at the university. While those in financial management leadership roles for the university have a good understanding of the details of the funding and appropriations process, other key players who oversee areas that may directly or indirectly impact some of the key inputs to the funding model may not fully appreciate how the process works. This lack of understanding may prevent key team members, faculty, staff, and other members of leadership from fully engaging in discussions and strategies to help navigate this risk. Without everyone's full involvement, the university may not be successful in navigating the current funding model or potential future changes made to it.
- **Inability to Invest in Multiple New Initiatives at Once:** Resources available to the university have already been dramatically reduced in recent years. The university may be unable to effectively optimize resource allocations in such a way that WSSU can continue to operate as it has in the past and achieve its many strategic initiatives. Some interviewees expressed concerns that WSSU may be chasing too many initiatives too soon given the challenges it currently faces.

Suggested Items to Consider to Further Manage this Risk

Below are suggestions we heard from interviewees or separately identified that the leadership may find helpful. It is possible that some of these efforts are already underway without our awareness. Despite that, it our hope that these might help prompt other possible tactics for managing this particular risk.

- ***Provide Funding Model Training:*** The university may want to consider developing additional training sessions for a broader set of the key leadership team (and perhaps expand it to a broader range of employees) on how the funding model works and the challenges it poses. This training would ideally keep employees up to date on the most recent model being used within the UNC System, the university's position in relation to the model, and how their involvement impacts the success of the university. A richer understanding of the funding model process may help inform leaders across the university as they make key decisions that are in the best interest of the university as a whole. It would also help increase a sense of buy-in and ownership across a broader range of leaders in managing this university-wide risks.
- ***Emphasize Advancement and Fundraising:*** Continue to look for ways to support the university's advancement efforts to strengthen connections with alumni, businesses, and the North Carolina community with hopes of increasing financial resources from other outlets beyond state appropriations.

Note: There are several other efforts that may help diversify funding sources for the university. Many of these efforts are related to the management of some of the other risks that are the focus of this report. Thus, many of the recommendations in later sections of this report will ultimately help address funding challenges.

Risk 2: Retention & Enrollment

Risk Description:

There is a risk that the university's efforts to increase student retention and graduation rates may be ineffective, which leads to reduced funding for the university.

WSSU has taken the following actions to address this risk:

- ***Implementation of Software to Track Student Progress:*** WSSU has made great strides towards improving each student's unique experience on campus, as well as to ensure faculty and staff have the tools and knowledge necessary to provide exceptional instruction. This includes gaining access to useful information related to student attendance, grades, and other relevant information. To manage this information, the university has implemented the EAB Student Success Collaborative and Canvas applications to be used in conjunction with pre-existing software (such as Banner). This new software has the potential to provide metrics the university needs to better assess, monitor, and respond to this risk.
- ***An Intentional Approach to Support:*** The university has created a central hub within university College and Life Long Learning where students can seek help in a variety of areas. This includes access to tutors, professional development, and many other needs. WSSU has also made a point to reach out to target groups within the student population who may be facing unique struggles, such as African American males and student athletes. WSSU also provides funding specific to the different stages of the student experience, such as "Almost Home" gap funding for seniors and Emergency Grants and Loans for students with unexpected financial hardships.
- ***Upgrading Infrastructure:*** WSSU has a facilities restoration plan and is updating and adding new buildings as it is able. The university recently opened a new dorm and also has plans to remodel some of the older dorms on campus to help improve the student experience and the attractiveness of the campus to future students. The aforementioned plan also includes potentially identifying and repurposing unused buildings should funding come available to address those issues.

Despite these efforts to manage the risk, interviewees noted the following additional concerns that may be important to address to ensure the risk is effectively managed:

- ***New Technology May Not be Utilized to Its Fullest Potential:*** During our discussions, many interviewees acknowledged that they may not have the necessary information even with the new EAB and Canvas system to understand why students drop out and what signals may alert the university to students who may be struggling to stay in school. Although WSSU has installed this new software to help track student progress, it must be used correctly and consistently for the information outputs to be valid and usable by the university. Faculty and staff may lack the necessary training, expertise, and/or willingness to use the software as intended. This may result in the university's inability to obtain and use the right information in order to make effective, informed decisions regarding retention and enrollment.
- ***Inability to Connect in a Meaningful Way with Students:*** Despite the university's efforts to create a central hub for providing student support as described above, several interviewees expressed concerns that students may not be utilizing those resources or even know what all is available to them. Most interviewees indicated that the university may continue to not be able to adequately

identify in a timely manner those students who may be at risk of dropping out or those who are struggling in other ways due to concerns about the cost of attendance, selecting the right course of study, and maintaining sufficient progress towards completion. Additionally, some interviewees noted that WSSU may miss opportunities to increase enrollment and connect with prospective students who face different barriers to obtaining a college education. If the university could identify students facing these challenges sooner, it may be able to find ways to retain them and increase their progress towards graduation.

Suggested Items to Consider to Further Manage this Risk

Below are suggestions we heard from interviewees or separately identified that the leadership may find helpful. It is possible that some of these efforts are already underway without our awareness. Despite that, it our hope that these might help prompt other possible tactics for managing this particular risk.

- ***Increase Software Training:*** WSSU may want to increase training for staff and faculty members to ensure that the EAB and Canvas technology is used to its fullest potential.
- ***Mimic Successful Strategies:*** The university may seek to identify areas and departments within the university that are successful in assessing and addressing students' needs and developing a more proactive relationship with students to help them navigate the WSSU experience. The leadership team could work with those departments to replicate the efforts and strategies used so that other areas and departments can see if they might help them also be successful in connecting with students.
- ***Increase Outreach to Previous Students:*** WSSU may also want to reach out to students who transferred or dropped out to better understand what led to their decision and what the university might have done to better meet their needs.

Risk 3: Competition

Risk Description:

There is a risk that other universities, including UNC System schools, may lure applicants away from WSSU by offering cheaper tuition and/or more extensive amounts of online courses, particularly impacting WSSU core programs such as health sciences.

WSSU has implemented the following to address this risk:

- **Increased Marketing:** Interviewees noted that the university has been expanding its marketing efforts to enhance the awareness about WSSU among high school students, their parents, and other members in the Triad region of North Carolina.
- **Maintaining Low Tuition Rates:** The university operates with a tuition rate in the fourth quartile, meaning that the university offers some of the lowest in-state and out-of-state tuition rates in North Carolina. The low cost of attendance is still an attractive option for many students when compared to tuition rates at other UNC System schools, which gives WSSU a competitive advantage.

Interviewees shared the following additional concerns related to this:

- **Unclear Alternative Plan:** While there have been increased marketing efforts and WSSU tuition is relatively low, many interviewees expressed concerns that the university's current strategy for addressing this risk may be insufficient. Several commented that they are unclear as to whether the university has a definitive plan to prevent this risk from escalating and whether the leadership team has identified and developed possible safeguard responses that could be deployed to mitigate the increasing loss of interested students to other universities.
- **Lackluster IT Infrastructure:** Several interviewees noted that the university may not have sufficient IT infrastructure to support a robust online platform to compete with other schools on a state and national level in the online marketplace. The online programs currently offered by WSSU may be too limited relative to other, similar-sized universities that offer online programs. There is concern that the existing IT infrastructure at WSSU may prevent the ability to scale up the number of online offerings needed to be competitive with other universities.
- **Competition from within UNC System:** Interviewees noted that WSSU may not have a sufficient strategy to distinguish its unique programs from other universities, including those within the UNC system. The 16 other institutions that comprise the UNC System sometimes offer programs that overlap some of WSSU's core programs. For example, while WSSU has a locally and nationally recognized nursing program, several other schools within the UNC System also offer nursing programs. UNC Wilmington recently opened a nursing school and many interviewees noted that shortly after the opening of the new nursing program, enrollment numbers in the WSSU nursing program dropped. A number of interviewees expressed concerns that the greatest competition may arise from within the UNC System. The university may not be effectively distinguishing its uniqueness from other UNC System schools and may not be effectively communicating these challenges to key decision makers at the UNC System level.

Suggested Items to Consider to Further Manage this Risk

Below are suggestions we heard from interviewees or separately identified that the leadership may find helpful. It is possible that some of these efforts are already underway without our awareness. Despite that, it our hope that these might help prompt other possible tactics for managing this particular risk.

- ***Diversify Program Offerings:*** The College of Health Science is an integral part of the operating model for WSSU; however, the College of Health Science makes up a significant portion of the student body. Several interviewees noted that the creation of a health sciences programs at another university could reduce WSSU's market share further. Interviewees suggested that focusing on new programs outside health sciences may help to reduce this risk as a shift in one specific program area would have a lesser impact if the program area represents a smaller percentage of the student body.
- ***Invest in IT infrastructure:*** Interviewees suggested that the university find ways to invest in the infrastructure needed to support a robust online program(s). Doing so may allow WSSU to break into a market that is currently expanding nationwide. Online programs will allow the university to better compete nationally by allowing students all over the country take courses online versus coming to campus.
- ***Expand Marketing of WSSU's Competitive Advantage:*** WSSU offers some of the lowest tuition rates in North Carolina. Interviewees highlighted that WSSU may want to expand its marketing efforts to highlight its low tuition rates to take advantage of its current competitive position.

Risk 4: Diversification of University Programs

Risk Description:

There is a risk that WSSU may not have the ability to sufficiently diversify its programs with innovative offerings or secure technologies needed to attract future students for core programs and other offerings such as life-long learning.

To address these vulnerabilities, interviewees noted that WSSU currently implements the following processes:

- **Reaching Out to Community Colleges:** WSSU has taken steps to connect with some of the surrounding community and technical colleges, including Davidson, Guilford Tech, and Forsyth Tech. By connecting with these community colleges, the university is working to offer more integrated course offerings that make the transition from community college to the university more seamless and attractive to potential students.
- **Expanding Continuing Education Programs:** One potential opportunity identified by the university is to tap into the nontraditional student demographic within the surrounding region. WSSU is currently seeking to develop the Passage Way to Completion program, where nontraditional students are provided the opportunity develop and complete a program designed to help them obtain the remaining credits needed to finish their degree. This will allow the university to increase enrollment by engaging a new target audience.

Additional concerns shared by interviewees included the following:

- **Lack of Faculty Support:** Several interviewees expressed concern that the university may be unable to successfully expand its offerings in new academic fields or online formats due to a lack of a sufficient number of faculty who are willing to launch new program areas or embrace new teaching models, including online delivery. Additionally, the university may be unable to provide adequate resources and support for faculty members willing to take part in new programs and initiatives.
- **Stalled Out in Conceptual Stages:** Our interviewees expressed a viewpoint that many of the initiatives WSSU has been considering as possible strategies to address this risk are still in the beginning stages of development. Some interviewees noted that progress towards these initiatives may have “stalled” and that the university may not be able to effectively put these plans into action due to lack of necessary resources, focus, and manpower. The university may also be spreading itself too thin in trying to move forward with all these plans, thereby making the initiatives ineffective.

Suggested Items to Consider to Further Manage this Risk

Below are suggestions we heard from interviewees or separately identified that the leadership may find helpful. It is possible that some of these efforts are already underway without our awareness. Despite that, it our hope that these might help prompt other possible tactics for managing this particular risk.

- ***Seek to Increase Faculty Engagement:*** Some interviewees noted that the university leadership may need to think about ways it can increase the engagement of staff and faculty members to ensure they are able to create and contribute to new programs being developed, while still performing their normal duties and responsibilities. Some interviewees suggested that it may be beneficial to work with faculty to identify solutions to increase their engagement in helping diversify offerings. By enabling faculty to take part in ownership of certain issues, there are more opportunities and ideas available to the university to help address these risks.
- ***Further Expand Target Student Demographic:*** Some interviewees believe that there may be other potential student groups that the university may be able to reach out to and design programs those groups may find appealing. This may allow the university to identify specific programs it could consider adding to its program line-up.
- ***Finding Focus:*** Interviewees expressed the viewpoint that the university's leadership may want to consider doing an in-depth analysis into the costs and benefits of each strategic plan option that has already been identified in order to prioritize and focus on those that may be most beneficial given the university's long-term goals and needs. The lack of prioritization and focus may be hindering some of the efforts related to program diversification.

Risk 5: Branding & Marketing

Risk Description:

There is a risk that the university's approach to branding, marketing, and engagement may not effectively communicate its uniqueness and value to key stakeholders including prospective students, alumni, key business partners, political leaders and legislators.

Currently, the university is engaged in the following activities to address these issues:

- **Strategic Communications:** Recently, the university has implemented a more integrated approach to marketing. This includes providing a more coordinated, university-wide, holistic approach to branding and marketing for the university. This coordination of marketing efforts is intended to communicate a clearer, more consistent messaging about WSSU.
- **WSSU Champions:** This program was implemented during our visits to WSSU. It was created by the marketing team to have different people (alumni, faculty, students, etc.) market the WSSU brand individually. There are a specific number of chosen "Champions". Given this is a new approach, metrics of its effectiveness are not yet available.

The primary concerns noted by interviewees related to this risk include the following:

- **Frustration about Restrictions for Marketing and Branding:** Interviewees noted that there has been some resistance to the more centralized oversight of marketing and branding. This reluctance comes from what some believe has created a perceived loss of creativity of departments to do their own branding and marketing.
- **Inability to Market "Liberal Education":** One of WSSU's key points of focus in its branding and marketing is the university's emphasis on providing a "liberal education" for students. However, from our interviews, there was a theme that not many people know what the term "liberal education" means. And, high school students and their parents may not find that as attractive as programs that focus on more specific career focused academic programs.
- **Limited Funding for Marketing:** Some interviewees expressed concerns that the limited amount of funds allocated towards marketing efforts are too restrictive for the marketing efforts to be successful. More investment in marketing may lead to greater returns.

Suggested Items to Consider to Further Manage this Risk

Below are suggestions we heard from interviewees or separately identified that the leadership may find helpful. It is possible that some of these efforts are already underway without our awareness. Despite that, it our hope that these might help prompt other possible tactics for managing this particular risk.

- **Clarify the Focus on Liberal Education:** The strategic plan mentions frequently WSSU's emphasis on providing a "liberal education" for students. Some suggest that there is minimal collaboration to ensure the concepts of liberal education are sufficiently understood and incorporated into the university's brand, strategy, and marketing campaigns. The university may benefit from providing a clear definition of a "liberal education."

Risk 6: Business Development

Risk Description:

There is a risk that the university's initiatives related to advancement and fundraising with alumni and business partners/foundations may be ineffective in significantly increasing gifts and donations.

To address these vulnerabilities, WSSU currently engages in the following to address this risk:

- **Recruiting New Talent:** Currently, the Vice Chancellor of Advancement is conducting hiring searches to recruit new personnel to build-out the team that will execute WSSU's new fundraising strategy. With the hire of the new Vice Chancellor of Advancement within the last year, the university is still in its initial stage of addressing this risk.
- **Re-evaluating Engagement:** The Advancement team is currently re-evaluating techniques related to how the university can target and engage other potential stakeholders including students, alumni, faculty/staff, business partners/foundations, etc. The Advancement team is also evaluating strategies on how to approach different tiers of potential donors.
- **Banner CALL Reports:** The Advancement team has the CALL report tool that helps them identify and track how many calls an officer has made, how many visits have been conducted, and how many dollars have been generated from each contact/activity within Banner.
- **WSSU Champions:** The university recently identified several individuals (current students, alumni, faculty and staff) within the WSSU community to advocate for the university. These "WSSU Champions" were identified to create a common vision for the university and will act as leaders across the campus. With the implementation of WSSU Champions, the university may see an increase in gifts and donations.
- **University Goes Out/Rams on the Road:** WSSU is currently in the initial stage of creating a program where faculty and students participate in discussion panels with alumni, potential business partners and foundations to share their experiences and what it means to be a part of WSSU. These events take the campus into the community to spread the message of the impact of the university.

In light of these current efforts, interviewees expressed concerns about the following:

- **Limited Staffing:** The university may miss out on potential donors or may not be able to successfully implement a fundraising campaign due to the limited number of development officers within the Advancement Department.
- **Lack of Community Awareness:** Several interviewees noted that WSSU's current students, parents, alumni, business partners/foundations, and other potential stakeholders may not fully comprehend the value the university brings to the community and they may be unaware of the existing needs of the university. Given this, potential donors may give to other causes overlooking WSSU altogether. Without effective community engagement of key stakeholders about the unique role of WSSU and its related needs, the university may not be able to significantly increase its gifts and donations.

- ***Culture of Philanthropy:*** Several interviewees noted that the university may not sufficiently foster an active giving mindset campus-wide among students and faculty/staff. The university may not have key individuals involved in the donation process to effectively spread the message across campus.

Suggested Items to Consider to Further Manage this Risk

Below are suggestions we heard from interviewees or separately identified that the leadership may find helpful. It is possible that some of these efforts are already underway without our awareness. Despite that, it our hope that these might help prompt other possible tactics for managing this particular risk.

- ***Increase Training Related to Giving:*** Some interviewees noted that it may help to expand training for staff and faculty members to ensure that more members of the university’s leadership is aware of appropriate steps to be followed when a donation is being discussed.
- ***Challenge Graduating Seniors with a Campaign:*** Our interviewees noted that there may be opportunities to engage current students by educating them on philanthropy needs and opportunities so that in the future they become loyal financial supporters. For example, the university may consider partnering with a well-known donor to challenge the senior graduating class to a giving campaign where the donor will match student donations dollar-for-dollar.
- ***Engage Faculty and Staff in Campaign:*** The university may want to consider conducting an internal fundraising campaign to communicate a show of commitment from faculty and staff to the community prior to the launch of a large external campaign.
- ***Communicate Economic Impact:*** The university may want to conduct an economic impact study to assist in publicizing the impact WSSU has on the greater Winston-Salem community in an effort to boost corporate and small business gifts and donations.

Overarching Insights from Interviews

It is our hope that the information provided in the prior pages of this report provide helpful information about continued concerns related to how the university is currently managing the six top risks that we examined. The information provided in the prior pages is organized to provide insights about concerns and suggestions about each of the six risk themes.

The next section of our report contains additional overarching insights that span across several of the individual risk issues. These insights highlight bigger-picture issues that the university leadership team may want to consider in conjunction with its consideration of what we have presented thus far in this report. In some ways, the overarching issues presented next may need to be addressed first. That is, until some of these issues are addressed, the university's efforts to manage some of the more specific risk issues may not be fully effective.

We describe these overarching issues as “opportunities” that, if addressed, may go a long way towards strengthening the robustness of responses related to the six top risks for WSSU. We highlight these themes on the next few pages to draw attention to issues management may want to consider to strengthen its responsiveness to a number of specific risks. Summaries of each opportunity and suggested items WSSU's top leadership team may want to consider are provided.

Opportunities to Address Overarching Challenges

1. Create a Stronger Sense for Joint Ownership and Accountability for the Management of University-wide Challenges

The set of challenges facing the university, especially those related to funding, are complex and not easy to manage. The ability to effectively manage those risks is dependent on a number of key functions across the university, including faculty involvement, working collectively towards identifying and implementing tactics to address the challenges ahead. For that to work, a broad range of faculty and administrative leaders must have a rich understanding of the details of the key issues at hand, including clarity about root causes for many of the key risk challenges, in order for WSSU's leadership team to effectively design and implement solutions to address the challenges.

Several of the interviewees believe that too few members of the university's leadership team have an in-depth, rich understanding of the complexities of the risk issues the university faces. For example, some commented that too few understand how the funding model for state appropriations really works and as a result they may not have a sufficient foundation to be able to pinpoint possible solutions that the university might consider to solve the problems at hand. In some cases, the lack of understanding may cause some members of the leadership team to be engaged in activities that are unintentionally not solving the problem or even making the problem worse. This lack of a deep understanding of the root causes to the most significant risk challenges may be preventing WSSU's success in strategically navigating the risk situation.

Additionally, the six risks that were the primary focus of our interviews represent broad, entity-level risks that, if unaddressed, may significantly limit the university's long-term success. During our interviews, a number of individuals described their sense of responsibility for managing risks as being limited to their specific functional areas and the people whom they oversee. Several interviewees described the approach to managing top-level risks as siloed. If on the surface a given risk appears to not directly or obviously relate to their area of responsibility, interviewees indicated little, if any, need for their level of engagement in the management of the given risk. That is, they did not indicate much, if any, sense of collective accountability for helping oversee and manage university-wide risk issues. Instead, they often pointed to other members of management who are charged with managing a particular risk.

For WSSU to effectively manage university-level risks, a greater sense of joint ownership of the management of high-level risks and greater coordination across siloes may be needed to ensure all the right key players are involved in and committed to solving the complex challenges. Without a strong sense of joint ownership and accountability among the executive team for managing WSSU's top risks, the complex risks facing WSSU may not be addressed in the most strategic and impactful way. And, the current approach may potentially fail to recognize how the university's risks might interact or impact other areas within WSSU. Joint ownership and accountability for risk oversight across the university is crucial for an effective enterprise risk management process. Joint ownership and accountability among the core leadership team helps ensure executive buy-in and management of complex risks that impact multiple areas of the university.

2. Strengthen Communication from Top University Leadership to More Employees Deeper within the University

During our interviews, we noted a recurring comment from interviewees who described internal communications from top leadership of the university to the broader employee base as being inconsistent and incomplete. Several interviewees described a disconnect in information shared at the top of the university and information understood by a broader number of employees and faculty across the campus. Interviewees noted that certain risks were critical to the university's mission; however, interviewees were unsure about the University's tactics to manage each risk. Their comments seem to suggest an overarching concern that communication of information about risks facing WSSU and techniques to address those risks may be insufficient and inconsistent across each level of the university. As a result, employees and faculty may not have the necessary information for them to understand and appreciate the roles they can play in helping the university address the bigger, entity-level risks.

3. Move from Goals to Tactics

The strategic plan for WSSU has impressively cast a strong vision for advancing the university. However, several interviewees shared concerns that while the plan includes a number of aspirational goals, there may be a lack of clear identification of actionable, tactical initiatives the University is striving to implement to achieve the goals set forth in the strategic plan. A number of interviewees commented that while they understand the strategic plan and what the university wishes to achieve, they are struggling to articulate the actionable steps that the university is working to implement to achieve these goals. Some interviewees noted that there is a lot of discussion around the strategic plan and goals surrounding the plan, but the development of metrics and action items appears to be undefined.

Another point that was noted during the interviews was that the strategic plan is not necessarily being discussed in executive meetings to help drive decision making. They described the meetings as involving discussion of policies and procedures but with little linkage of how those impact the strategic plan and, in some instances, information is being withheld. Activities are being performed to advance the university in a number of aspects, including but not limited to IT, business development, academic affairs, and student affairs, but these activities may not be clearly aligned to the strategic plan and goals.

4. Address Talent Challenges

Talent related issues were a common topic discussed among interviewees. When asked the question “*Do you feel the right people are in the right place*” a large number of interviewees responded either “*no*” or “*I don't believe so.*” Some interviewees shared concerns that individuals who may be low performers are often moved around the university when they fail to perform rather than being encouraged to leave. Others shared their belief that employees who perform poorly throughout the year ultimately receive an evaluation of “*meets expectations*” at the end of the review to allow them to be eligible for merit-based pay.

Additionally, some interviewees shared concerns that there may be an overall resistance among employees to embrace change, particularly in regards to changes needed to implement the strategic plan. This may be especially true for those employees who have been working for the university for “*decades*”. A number of individuals commented on challenges related to morale among university staff and faculty. We were told on multiple occasions that employee morale and engagement has slowly decreased over the years, impacting both faculty and administrative divisions. A number of interviewees associated the decline in

morale with the decline in financial resources, given the lack of financial resources in recent years has provided fewer opportunities for compensation increases. As compensation incentives decline, some employees may feel less of a willingness to “go above and beyond”. That overall decline in morale may prevent employees at all levels from investing time and energy in helping advance the strategic mission of WSSU.

Furthermore, interviewees commented that budget constraints have led to positions not being filled as they become open. The recurring nature of that has created a perception among many that the university workforce is too lean with too few employees to spread the work around. This situation may place too much responsibility on current employees and could result in decreased work quality or burnout. These collective comments suggest that there may be an opportunity for focus on employee evaluation, promotion, and assessment processes related to attracting and retaining the best talent for the university.

There are also many people in university positions who have been in positions for an extended period of time. The topic of financial resources was mentioned many times while talking about the talent at the university. Many interviewees noted that there are people who may not have been performing at acceptable levels, but are still employed by the university due to lack of willingness to change the personnel.

When trying to meet strategic goals, it is important that all levels and divisions work together to achieve similar objectives. It was noticed in many interviews that there is a tension between the faculty and administration at the university. The lack of faculty buy-in to addressing some of the most significant university challenges was mentioned by many interviewees as being a main hindrance to the two segments working together.

5. Strengthen Focus in Information Technologies

Although there have been some software implementations within the last year, we noted that several interviewees expressed concern about the university’s ability to successfully manage new software projects, as well as to provide the training that accompanies those implementations. These concerns stemmed from comments regarding the insufficient number of IT staff, as well as a lack of expertise specific to software installation and the general IT needs of the university. This may pose a significant risk, given many of WSSU’s plans to mitigate risks depend on the successful functioning of the IT department. Without sufficient staff with the right expertise, the ability of the university to input, obtain, and use meaningful data is hindered.

Next Steps

While the primary focus of this report is on the responses to the university's top six risk themes and five overarching opportunities, we hope that the approach we used and the analysis of the risk responses may provide useful guidance to the executive team to further the university's overall ERM process.

We have provided possible next steps for management to take to continue the university's ERM process:

1. Distribute this report to key members of the university's administrative and faculty leadership team and have them read it to determine whether or not they agree with the primary observations.
2. Consider meeting to discuss key issues identified within the report, particularly those related to continued concerns expressed by interviewees.
3. Evaluate the suggested recommendations to determine which may be feasible and appropriate for the university.
4. Consider appointing a risk owner to manage each of the six risks. Have each risk owner complete a deeper dive analysis and report back to the leadership team with suggested next steps for managing their key assigned risk.
5. Explore data and identify key indicators known as "key risk indicators" that could be used to keep an eye on whether these risks are escalating.

Appendices

We have provided tools in the Appendices that might be helpful in these efforts.

Appendix A: Interviewee List

Appendix A contains the full list of interviewees we interviewed during this engagement. We asked each interviewee a series of questions that we gathered from the initial engagement with the ERM Steering Committee and our understanding of the university's core value drivers and strategic initiatives.

Appendix B: Interview Template

Appendix B contains an example of the interview script that we used in our discussions with the owners of the six risk themes we examined. The questions contained in this script could serve as a guide of the types of questions each risk owner should consider as it relates to their assigned risk. Each owner could work through the questions outlined in the interview template in Appendix B. Management may consider pairing risk owners to discuss their risks, and to tease out responses and gaps in the process that may not be identified immediately by an individual. It might be beneficial for a person outside a specific job function to help work through the process.

Appendix A: Interviewee List

This Appendix includes the list of 24 individuals we interviewed during our engagement to identify responses to the six risks already identified by WSSU.

WSSU Administration and Deans

- Dr. Elwood Robinson, Chancellor
- Dr. Anthony Graham, Provost & Vice Chancellor for Academic Affairs
- Austin Grier, Risk and Compliance Specialist
- Camille Kluttz-Leach, Vice Chancellor and Chief of Staff
- Dr. Carolyn Berry, Interim Provost & Vice Chancellor for Academic Affairs
- Constance Mallette, Vice Chancellor and Chief Financial Officer
- Cornelius Graves, Director of External Relations
- Corlis Sellers-Drummond, Special Assistant to the Chancellor for Strategic Priorities
- Dr. Darryl Scriven, Dean of the College of Arts & Science
- Frank Ingram, Associate Dean of the College of Arts & Science
- Shannon Matthews, Associate Deal of the College of Arts and Science
- Derrick Murray, Associate Provost and Chief Information Officer
- Eli Collins-Brown, Director for the Center for Innovative and Transformative Instruction
- George Knox, Associate Athletic Director for Compliance,
- Jamar Banks, Dean of Students
- Jamie Hunt, Vice Chancellor for Strategic Communications
- Joel Lee, Assistant Vice Chancellor of Enrollment Management
- LaTanya Afolayan, Vice Chancellor for Advancement
- Lester Arnold, Associate Vice Chancellor for Human Resources
- Letitia Wall, Associate Provost of Administration and Planning
- Patricia Norris, Chief of Police and Director of Public Safety
- Dr. Peggy Valentine, Dean and Professor of the School of Health Sciences
- Revonda Reed, Office of Faculty Affairs
- Shannon Henry, Chief Audit, Risk, and Compliance Officer

Appendix B: Example of an Interview Script

This Appendix includes the interview script we used to identify responses to the six risks already identified by WSSU. We include this example to highlight the kinds of questions we asked to generate ideas about current risk responses and the need for additional responses.

This example could easily be customized to address other risks.

Thank you for agreeing to meet with our team of graduate students from the Poole College of Management at NC State. We are excited to be working with the leadership team of Winston-Salem State University to help continue the work ongoing related to WSSU's management of enterprise-level risks.

You may recall that in Fall 2018 the WSSU leadership team conducted surveys and interviews to help identify top risks on the horizon that may affect WSSU strategic success. We have been asked to interview key members of management to identify what the university is currently doing to manage the top risks identified by that process and to determine whether other techniques to address these risks should be considered. Our focus will be on six of the top risks identified in Fall 2018.

The following statements summarize the six risks that will be the focus of our interviews:

- Risk that the university's efforts to increase student retention and graduation rates may be ineffective, which leads to reduced funding for the university.
- Risk that other universities, including UNC System schools, may lure applicants away from WSSU by offering cheaper tuition and/or online courses, particularly impacting WSSU core programs such as health sciences.
- Risk that the university may not have the ability to sufficiently diversify its programs with innovative offerings or secure technologies needed to attract future students for core programs and other for-pay offerings, such as life-long learning.
- Risk that the university's approach to branding, marketing, and engagement may not effectively communicate its uniqueness and value to key stakeholders including prospective students, alumni, key business partners, political leaders and legislators.
- Risk that the university's initiatives related to advancement and fundraising with alumni and business partners/foundations may be ineffective in significantly increasing gifts and donations.
- Risk that the university may not be able to effectively navigate the funding model used by the state and UNC System to determine state appropriations to WSSU.

Our interviews will focus on approaches the university is taking to manage these top risks. Here are the questions we plan to discuss with you in our interview. You do NOT need to prepare anything in advance. However, it may be helpful for you to gather your thoughts about answers to these questions for each of the above six risks.

To what extent do you believe WSSU has the right talent to manage this risk? Thanks so much for your willingness to meet with us.

Risk Description #1: Risk that the university may not be able to effectively navigate the funding model used by the state and UNC System to determine state appropriations to WSSU.

- What is the university doing now to deal with this challenge?
 - How effective do you think this strategy is?

- We know that UNC system GA has a number of metrics that feed into the funding calculations, to what extent are you monitoring that data to proactively manage this?
 - What other information do you wish you had to monitor this risk?

- If it worsens, what is the university's plan in that event?
 - How confident are you in this plan?

- What else do you think WSSU needs to do to better manage this risk?

Risk Description #2: Risk that the university's efforts to increase student retention and graduation rates may be ineffective, which leads to reduced funding for the university.

- What is the university doing to prevent this from escalating?
 - How effective do you think that strategy is?

- What information are you monitoring to keep an eye on this risk?
 - What other information do you wish you had to monitor this risk?

- If this worsens, what would the university do to minimize the impact?
 - How confident are you in this plan?

- What else do you think WSSU needs to do to better manage this risk?

- Who do you think would be the lead/owner of this risk?

Risk Description #3: Risk that other universities, including UNC System schools, may lure applicants away from WSSU by offering cheaper tuition and/or online courses, particularly impacting WSSU core programs such as health sciences.

- What is the university doing to prepare for/prevent this risk?
 - How effective do you think that strategy is?

- What information are you monitoring to keep an eye on this risk?
 - What other information do you wish you had to monitor this risk?

- If this worsens, what is the university's plan to minimize the impact to WSSU?
 - How confident are you in this plan?

- What else do you think WSSU needs to do to better manage this risk?

Risk Description #4: Risk that the university may not have the ability to sufficiently diversify its programs with innovative offerings or secure technologies needed to attract future students for core programs and for other offerings, such as life-long learning.

- What is the university's strategy for diversifying its program offerings?
 - How effective do you think that strategy is?
- What makes this more difficult from a faculty standpoint?
- To what extent does the strategic focus on providing students with a liberal arts education for students make it more difficult to attract students?
- What information are you monitoring to keep an eye on this risk?
 - What other information do you wish you had to monitor this risk?
- If the university doesn't develop diversification, what is the university's plan to minimize the impact to WSSU?
 - What is the plan if efforts to diversify don't catch on with students?
 - How confident are you in this plan?
- What else do you think WSSU needs to do to better manage this risk?
 - What other information do you wish you had to monitor this risk?

Risk Description #5: Risk that the university's approach to branding, marketing, and engagement may not effectively communicate its uniqueness and value to key stakeholders including prospective students, alumni, key business partners, political leaders and legislators.

- What is the university currently doing to enhance communications and branding?
 - How effective do you think that strategy is?
- What information are you monitoring to keep an eye on this risk?
 - What other information do you wish you had to monitor this risk?
- If the risk event worsens, what is the university's plan to minimize the impact to WSSU?
 - How confident are you in this plan?

- What else do you think WSSU needs to do to better manage this risk?

Risk Description #6: Risk that the university's initiatives related to advancement and fundraising with alumni and business partners/foundations may be ineffective in significantly increasing gifts and donations.

- What is the university's strategy to increase advancement?
 - How effective do you think that strategy is?
- What information are you monitoring to keep an eye on this risk?
 - What other information do you wish you had to monitor this risk?
- How will the university know if this strategy is successful?
 - What is the plan if there are signs it is not working?
- What else do you think WSSU needs to do to better manage this risk?

Wrap up

- When you think about the talent needed to manage all these risks do you think that you have the right people in the right place?
 - Is there something you think needs to be done to enhance this?
 - Is there a particular area where the talent risk is biggest?
- To wrap up, are there any last-minute areas of importance (major risks) that we didn't touch on that you would like to talk about?



AGENDA ITEM

Information Security Program Update Derrick Murray, CIO and Raisha Cobb, CISO

Summary:

- WSSU Information Security Program Updates
 - Incidents
 - No outstanding information security incidents or issues
 - Staffing
 - Identified candidate for vacant IT Security Professional I position
 - Audits
 - External
 - Office of the State Auditor 2019 Banner Data Request – 4/3/19
 - Internal
 - Quarterly Internal & External Network Vulnerability Scans – 5/6/19

Action: For informational purposes only.



AGENDA ITEM

NCAA Compliance Review/Audit, Graduation Rates.....presented by James Bullock, Compliance Officer for Athletics, and George Knox, Interim Athletic Director

Summary: The Department of Athletics completed a review of all NCAA compliance material with external company Double L Consulting. The on-campus portion of the external group's review took place February 25th-27th. Double L Consulting met with several departments on campus to discover how they engaged in Athletics' compliance process. Double L Consulting's findings and recommendations will be presented to the committee.

The Department of Athletics will also present its NCAA Graduation Rates Report.

Action: For informational purposes only.

Winston Salem State University

February 25-26, 2019



I. INTRODUCTION

The Winston Salem State University (WSSU) requested a compliance blueprint review. Jill Willson and Ann Martin of *Double L Consulting* conducted the review. The review began with a preliminary assessment and examination of compliance-related documents, records and forms submitted by the Compliance Officer. The review was followed by a visit to campus on February 25-26, 2019. During the visit, the following individuals were interviewed:

- George Knox, Interim Director of Athletics
- Dr. Cynthia Williams-Brown, Faculty Athletics Representative (FAR)
- LaTaya Hilliard-Gray, Head Softball Coach/Senior Woman Administrator (SWA)
- James Bullock, Compliance Officer
- Marc Heinecke, Strength and Conditioning Coordinator
- John Lavendar, Head Athletic Trainer
- Ben Carmichael, Associate Director of Financial Aid
- Sharon Stoddard, Chief Student Registration / Records Officer
- Marquita Graves, Associate Registrar
- Carmen Wigfall, Associate Registrar
- Kerwin Graham, Director of Admissions
- Dr. Georgette Crawford-Crooks, Assistant Dean, University College and Lifelong Learning
- Kienus Boulware Head Football Coach
- Kaymarie Jones, Head Track Coach
- Karen Dunlap, Executive Assistant to Athletics for Budget Management
- Tiwana Hooper-Gould, Director of Athletic Finance and Business

- James DuBose, Associate Athletic Director for External Affairs
- Destiny Snipes, Student-Athlete
- Picasso Keaton, Student-Athlete

As a result of these discussions, the Director of Athletics, the Compliance Officer and other institutional personnel will have a good understanding of the steps they need to take as they continue to develop, implement, refine, and document policies, procedures, and forms necessary to strengthen the **institution's** compliance program and to enhance the overall integrity of the athletics program.

This review is intended to assist WSSU in examining and improving its compliance program. The staff realizes that while the on-campus visit and this written report are significant, the action steps they develop, and implement are the keys to improving the compliance program. A successful compliance program requires ongoing review and routine analysis. The procedures, processes, and roles for individuals with compliance responsibilities will change over time. When change occurs, documentation must be updated to reflect these changes.

No compliance program can eliminate **an institution's vulnerability to** inadvertent or intentional rules violations. However, regular self-study and **external review can enhance the institution's ability to prevent or detect** violations and to take appropriate action when violations occur.

II. COMPLIANCE COMPONENTS

NCAA Division II has identified the following components for a comprehensive rules compliance program:

- Rules Education
- Rules Investigations and Self-Reporting of Rules Violations
- Recruiting
- Student-Athlete Employment
- Governance and Institutional Control
- Extra Benefits
- Financial Aid Administration
- Playing and Practice Seasons
- Initial Eligibility Certification

- Progress Toward Degree Certification
- Transfer Eligibility Certification
- Camps and Clinics
- Community Engagement Activities

The bullet points under each of the headings below identify the program's strengths, areas where the program may be vulnerable, and recommendations to address vulnerabilities and/or enhance the institution's comprehensive compliance program.

III. EXECUTIVE SUMMARY

The following summary of the *WSSU* compliance program outlines its strengths, as well as specific areas *Double L Consulting* has identified that could leave the institution vulnerable. Vulnerabilities are addressed through a series of recommended actions to correct deficiencies or enhance existing compliance systems.

When reviewing and evaluating the summary of findings, it will be important to consider the totality of the information presented in the comprehensive report. The comprehensive report provides context for the strengths, vulnerabilities, and recommended actions noted in the summary and a more in-depth assessment.

- A. Summary of Recommendations – The report details specific recommendations in five areas identified in the Summary Findings of this report. However, most of the recommendations can be summarized into two overall areas, which are detailed below.

First, the record keeping, staffing, and resources in the athletics department are gravely inadequate. Staffing, budget, and scholarships must be part of the growth plan to effectively monitor NCAA Compliance and providing a healthy, safe, and positive student-athlete experience is imperative when establishing a competitive NCAA Division II athletics program. More specifically, the institution should:

- Increase the staffing in athletic training. This can be accomplished through hiring professional staff, graduate assistants, interns, partnerships with local health facilities/programs. The NCAA Sports Medicine Handbook and NCAA Health Care Best Practices should be used to determine the standard of care appropriate for the number of student-athletes and sports sponsored at *WSSU*.
- Each team sport should have a minimum of one full-time assistant coach. With roster sizes at *WSSU* currently exceeding many NCAA Division II programs and rosters are projected to grow even more, the current coaching staff numbers are insufficient to successfully track NCAA Compliance. Anecdotally, assistant coaches generally oversee many areas that lead to increased retention rates. These areas include: monitoring academic success, monitoring behavioral issues, communication with student-athletes on social issues, and many others.
- Resources that impact the student-athlete experience like transportation vehicles, hotels, budget for meals, equipment, and apparel should be factored in with the growth plan. Currently, many of these areas are neglected and with ever-increasing student-athlete numbers, the gap will widen if it is not addressed.
- Athletic scholarship offerings are low and could be negatively impacting recruiting, retention, and the academic profile for student-athletes. It is recommended that the institution use the NCAA IPP data, conference data, and other nationally published information like the D2ADA reports that relate to staffing, budgets, and scholarships for comparative analysis. These should align with the projected growth models.
- The NCAA requires institutions to keep seven years of files/records for all student-athletes who attend Division II Institutions. At most the Compliance Officer was able to find two boxes of various folders for athletes who have attended

the University since 2016. This lack of record keeping is problematic. Files can be kept in hard copy or electronically.

The second general recommendation area is to instill throughout the institution that NCAA compliance is a shared responsibility. The Compliance Officer's **responsibilities should be** a full-time and permanent position. Additionally, the non-athletics staff with NCAA Compliance responsibilities should be more defined and their involvement in the certification process should be increased. This is a significant part of institutional control. More specifically, the institution should:

- Re-establish a working Compliance Committee; examine the role of the committee, **assess the committee's current** responsibilities, and ensure that the committee is the primary developer of written policies and procedures that transcend several institutional departments; ensure that the committee has a clear understanding of its role and responsibilities;
- Review the role of the FAR to ensure that this position is maximized and meets the needs of the institution;
- Develop additional checks and balances in the eligibility certification process, primarily utilizing entities outside of the athletics department;
- Modify the investigative and self-reporting process to include the FAR or other entities outside of the athletics department;
- Ensure that each department (i.e. financial aid, admissions, and registrar) has written procedures that follow the tasks assigned to each department, such as transfer review and awarding of financial aid; and
- Provide more responsibilities with increased accountability to coaching staff members. However, as mentioned above,

this is not possible with the current staffing levels. Coaches should never interact directly in the offices of the registrar, admissions and financial aid. All interaction should take place directly between the Compliance Officer and respective liaisons.

IV. SUMMARY OF FINDINGS

A. Governance and Institutional Control

General Observations - Insufficient institutional control exists. Some of the essential entities exist that are necessary for institutional control and a strong culture of compliance is instilled in the coaches and staff, however key components are missing to have strong institutional control. The missing components include an active Compliance Committee, checks and balances outside of athletics on NCAA Compliance (specifically eligibility), and a thoughtful strategic plan for athletics.

The conversations on campus were positive and encouraging. Reactivating the Compliance Committee and evaluating the eligibility certification process is already being considered. Interim AD Knox has been in the position for only a few months and already has several new ideas and strategies that could alleviate many of the concerns in this report. His experience in compliance responsibilities and successfully operating an athletics program will be extremely beneficial as the institution moves forward. AD Knox has presented many thoughtful solutions for athletics that will benefit the institution.

Strengths

- Faculty Athletics Representative, Dr. Cynthia Williams-Brown, is in her seventh year as FAR and is a strong advocate for student-athletes and is very involved with her role as FAR. She attends beginning of the year meetings with each team, is active with the SAAC, and supports programs like a team faculty mentor program. She is currently, the chair of her

department on campus but does attend conference FAR meetings regularly. Dr. Williams-Brown is working towards better rules education during athletic staff meetings and increased education for academic advisors.

- **The FAR's** position is appointed by the President and is an appointment outside of athletics. Her budget (i.e. travel to conference meetings and other FAR programming) is currently paid out of the **president's** budget. She meets with the president three times a year.
- **The institution's annual budget for intercollegiate athletics** is developed in a manner similar to budgets for all other departments on campus. The institution also has a very good **understanding of the NCAA's agreed upon procedures for a financial audit.**
- James Bullock, the Compliance Officer, is an asset to the program. He is knowledgeable about the institution and institutional process. James will need additional training on NCAA rules, and regulations. James is very organized and communicates well with coaches and staff.
- As mentioned above, AD Knox brings valuable experience to the department and has strong leadership qualities that will help move the institution and the department of athletics forward.

Recommendations for Enhancements

- The institution has many new expectations for the athletic department without a strategic plan in place to support these initiatives. The strategic plan for athletics should include initiatives that support the success of the institution, the success of an NCAA Division II athletics department, and the success of the student-athletes.

- With roster management goals, and possibly reducing sports in the athletics department, the department needs to develop a gender equity and diversity plan. Gender equity and diversity must be a consideration and monitored closely.
- The Compliance Officer should develop comprehensive rules education for the staff inside the athletic department and for individuals outside of athletics who have a role in certifying student-athletes. This should include those individuals attending NCAA Regional Rules Seminars on a rotating basis. Additionally, boosters should receive NCAA rules education.
- The Compliance Manual, Department of Athletics Policies and Procedures Manual, and a Student-Athlete Handbook needs to be updated and made available to the staff and student-athletes. The manual should be updated and approved on an annual basis by the compliance committee.
- The organizational chart should reflect a dotted line report from the Compliance Officer to the President or to legal counsel. This reporting line provides another layer of institutional control and oversight of NCAA Compliance and is considered a best practice in NCAA Division II Compliance.
- Establish a Compliance Committee to oversee processes and procedures as it relates to NCAA compliance. This could be a standalone committee or work as a sub-committee of an Intercollegiate Athletics Advisory Committee. Included in this roster could be representatives from budget and finance, financial aid, registrar, admissions, advisors, information technology, and the FAR. The Compliance Committee should receive annual copies of the financial audit for athletics, EADA submissions, graduation rates, a summary of rules violations reported, and a summary of any student-athlete reinstatement request. For deciding how to avoid similar issues in the future, **it's** important to ensure that the Committee also hears the end results of infraction cases

investigated during the year.

- As mentioned earlier in this report staffing is insufficient in the department of athletics. This includes coaching staffs, athletic training, and compliance. The compliance office should have at minimum a graduate assistant to help with NCAA paperwork and monitoring. Additionally, the compliance administrator should have a more senior title such as Assistant Director of Athletics or higher.
- Review the role, responsibilities, and the purpose of the Senior Woman Administrator designation. The designation is intended to enhance representation of female experience and perspective at the institutional, conference and national levels **and support women's interests. Her daily responsibilities can include any department tasks and must include senior management team responsibilities.** More information on the role of the SWA can be found at: <http://www.ncaa.org/about/resources/inclusion/senior-woman-administrator>. Currently, the SWA holds the title of administrative assistant, her duties far exceed the title of administrative assistant. She is performing the duties of a senior administrator and her title should be reflective of her responsibilities.
- Update policies on rules investigations to include the FAR leading the investigation when the AD or the Assistant AD for Compliance is involved in the case.

B. Recruiting

General Observations – Monitoring of recruiting meets the minimum standard. Like many NCAA Division II programs, recruiting varies between sports when it comes to strategy and interactions with prospective student-athletes. Some programs offer official visits while others focus more on in-person evaluations. Other programs recruit PSAs directly out of high school or focus on transfer student-athletes.

Strengths

- Monitoring the recruitment of prospective student-athletes is a shared responsibility between coaches, and the Compliance Officer.
- The Admissions, Registrar and Financial Aid offices are kept up to date on prospects through the compliance office.
- Coaches are required to keep their Institutional Request List (IRL) up to date and the Compliance Officer monitors each IRL for accuracy.

Recommendations for Enhancements

- The Compliance Officer should consider using the recruiting module of Compliance Assistant (CA). All coaches should be versed on the use of CA including entering recruiting activities (e.g. evaluations, contacts, official and unofficial visits). Additionally, the institution could consider purchasing compliance software (e.g. Front Rush, Jump Forward, ACS, ARMS, etc.).
- Develop a process for updating the policies and procedures manual for recruiting activities. This should occur annually and be included in the Compliance Committee responsibilities.
- The Compliance Officer should review and file all expenses related to recruiting activities. Additionally, for all official and unofficial visits forms should be developed to track all visit activities and document that the official and unofficial visit legislation is being adhered to and monitored.

- The Athletic Department has established procedures so that all coaches are required to pass the NCAA Coaches Certification Test prior to recruiting off campus prospective student-athletes, as proctored by the FAR. However, with the change in legislation and the development of Division II University there has been no clear strategy developed on how the test will be administered and monitored.
- Coaches should have limited access to financial aid, registrar, and admissions. Develop a policy requiring coaches to go through the compliance office when communicating with those departments.

C. Eligibility

General Observations - The eligibility certification process has insufficient checks and balances. While the current process does include the Office of Registrar the process is being completed in athletics. To truly have checks and balances, and demonstrate institutional control there needs to be a defined process that includes more individuals reviewing transcripts and checking NCAA Eligibility. Those individuals need to be outside of athletics. The Compliance Officer will still need to be highly involved in the process however more review outside of athletics is critical.

Strengths

- The Compliance Officer is thorough in reviewing each transcript, documents certifications, and communicates well with the coaches, student-athletes, and departments outside of athletics.
- The registrar is knowledgeable on NCAA rules and is clearly committed to the success of student-athletes at WSSU.

- Prospective student-athletes are admitted using the same admission requirements as other prospective students.
- The institution effectively monitors eligibility for practice during the temporary certification period for entering freshman and/or transfers who have not completed the eligibility certification process. The Compliance Officer manages this.
- The institution certifies that each student-athlete has fulfilled the credit hour requirements, designation of degree program, and minimum grade-point average requirement.

Recommendations for Enhancements

- Modify the existing eligibility certification procedures to ensure **that “another set of eyes” is independently reviewing the initial, continuing, and transfer eligibility determinations.** Currently, no other institutional entity independently conducts a review of the Compliance Officer’s **eligibility determinations.** The Registrar should be the certifying officer. In addition to the certifying officer there should, there should be a second of eyes on eligibility determinations. Ultimately, this should be a team approach and could include the registrar, compliance, financial aid, and/or the FAR. While it is most beneficial for the second entity to independently conduct a review, at a minimum, the second entity should also look at the determinations made by the first entity. At some institutions, the two entities independently prepare determinations, and a meeting is held in which each student-athlete on each team is reviewed.
- The institution has a process in place to monitor the full-time enrollment. However, this process needs to be enhanced. The Compliance Officer **should work with IT to have a “full-time enrollment” report generated daily on student-athletes.** Additionally, the process should be updated to include placing a hold on student-athlete accounts after the add/drop period to

help ensure student-athletes are maintaining full-time status.

- Work with the IT department in developing information that can be accessed through **the institution's data systems**. Additionally, work with IT in building an information bridge between CA and Banner. This will decrease the amount of information the Compliance Officer will have to enter into CA.
- Continue to refine the process for tracking missed semesters of attendance or delayed enrollment for incoming student-athletes. To effectively monitor the 10-semester rule, missed semester, and delayed enrollment, specifically for transfers, the institution should designate someone to run a report through the National Student Loan Clearinghouse (NSLDS) and/or the National Student Clearinghouse. This is typically a function of the financial aid office or the Registrar.
- **Update processes to include the Registrar's office configuring the NCAA transfer GPA.** This should not be completed by the athletics department.
- Develop a policy requiring that all off-campus summer school courses must be pre-approved by the Registrar.

D. Financial Aid

General Observations – The institution sufficiently monitors the distribution of financial aid to student-athletes and monitors NCAA aid limits. The process to award athletics aid is initiated in athletics by the coaches and the Compliance Officer. The Compliance Officer manages the process and works directly with financial aid to distribute the aid. The Office of Financial Aid is the ultimate authority on financial aid issues, including athletics aid. The financial aid office also manages any reductions in aid, and/or non-renewals. This includes the process to appeal any athletics aid decisions.

Strengths

- The institution has a procedure to ensure renewals are processed and notification is provided to the student-athlete prior to July 1. Additionally, the written notification of a reduction or cancellation of athletically-related financial aid during the period of the award or for the next academic year is provided prior to July 1.
- The communication/process between athletics and financial aid is clearly defined. However, the coaches access to financial aid needs to be limited.

Recommendations for Enhancements

- Update the process on how financial aid is updated related to who is eligible to receive financial aid. Currently, financial aid assumes everyone on the list is eligible. An individual from financial aid should be included in determining who is eligible to receive athletics aid.
- Consider adding athletic department policies and procedures in the financial aid internal policies and procedures manual to ensure proper protocol for all facets of student-athlete financial aid.
- Develop continuing rules education for the individuals responsible for monitoring financial aid. This includes on campus rules education and attending NCAA Regional Rules Seminars and/or conference rules education sessions. These sessions should be documented and mandatory.
- Work with IT in building an information bridge between CA and Banner. This will decrease the amount of information that will have to be entered into CA.

- Develop a process to track on student-athletes summer employment.

E. Camps and Clinics

General Observations – Each program conducts their own camps and clinics. Camps and clinics occur on an infrequent basis.

Strengths

- The Director of Athletics, Compliance Officer, SWA, and Sports Information Office, are responsible for overseeing all sports camps and clinics. Additionally, the Sports Information Office approves all camp brochures prior to mailing or distribution.
- The income and expense from the camp all are processed through the normal institutional procedures.

Recommendations for Enhancements

- Develop comprehensive written policies and procedures for camps and clinics. This includes but is not limited to camp employee and volunteer background checks, attendance, employment, concession stands, camp stores, etc. An audit of camps and clinics should occur on a frequent and regular basis.
- Additionally, develop specific written policies and procedures for camp audits. This should include both institutional and privately-owned camps operated by coaches.
- A complete file from each camp should be filed in the compliance office. The file should include a list of campers, any reduced admission granted, camp staff roster and compensation, marketing and advertising materials, and other expenses

incurred.

- Consider exclusively using an online registration system for all camps and clinics.
- Consider using a representative from the business office during on-site registration to help monitor the exchange of funds particularly cash exchanges.

F. Student-Athlete Well-being

General Observations -The student-athletes interviewed reported an overall positive experience as student-athletes at *WSSU*. They rated their coaches and athletics staff particularly high as it relates to their experience.

Although their experience with the current training staff is positive there is some concern with the number of staff and resources in the training room.

Specific to Playing and Practice Seasons and monitoring countable activities (often vulnerable areas for NCAA violations), it appears that the institution is sufficiently monitoring these areas.

Strengths

- The institution has an organized Student-Athlete Advisory Committee that meets on a regular basis and is engaged in community service activities and provides feedback on the proposed NCAA rule changes.
- Student-athletes at *WSSU* receive rules education and appear to be very knowledgeable of NCAA rules and regulations.

- The institution properly documents the playing season for each sport.
- All coaches are receiving CPR, oxygen, and first aid training.
- There is a process to issue a student-athlete written permission to contact another institution. It also has a process for providing a hearing opportunity if a request for permission is denied.
- The institution properly monitors countable athletically-related activities (CARA) and required days off for each student-athlete (e.g., team and individual sports) during and outside the playing season. The Compliance Officer checks these logs and has student-athletes document their accuracy. The rule requires that countable hours are tracked for each SA. As another layer of oversight, the staff in athletic training and facilities could be included in the oversight of CARA.

Recommendations for Enhancements

- The current athletic training staff is an asset to the institution and is providing the best experience possible with the resources available. However, the staffing numbers and resources are concerning. Review the NCAA Sports Medicine Handbook to ensure minimum athletic training standards and coverage are being met as the student-athlete population starts to grow and with the addition of new sports.
- The SA Manual needs to be updated specifically to include new policies from athletic training.
- Consider developing a comprehensive exit interview tool to be used with seniors and other student-athletes who withdraw from a team. Student-athlete surveys should also be used at the end of each academic year for underclassman.

- Develop emergency action plans for team travel. Also, include the new training policies and EAPs in the manuals.
- Consider establishing a regular schedule for an end of the year meeting with all student-athletes to discuss summer employment, summer work outs, and amateurism issues.
- Consider allowing SAAC to review and help revise the Student-Athlete Handbook each year.

V. CONCLUSION

It is evident that senior administrators inside and outside the Athletics Department are committed to Winston Salem State University having a comprehensive compliance program and abiding by NCAA regulations. The **athletics administrative staff's** has shown willingness to acknowledge shortcomings and accept recommendations and we are confident that the institution will continue to ensure the compliance program receives the attention necessary to meet NCAA Division II expectations.

Double L Consulting appreciates the cooperation provided by the institution. It was very forthcoming and provided any documents or other information requested.



**NCAA GRADUATION RATES REPORT
SIGNATURE FORM**

After review of the online Graduation Rates Report, the chancellor or president must sign the appropriate space on this form, which must be uploaded to the Academic Portal not later than July 1.

Please mark the appropriate response:

The report was found to be correct, as provided by the NCAA.

or

The report was found to be incorrect. Corrections have been discussed with the NCAA staff and are now reflected on the new online document.

Name of Institution

Signature of Chancellor, President or Designee

Print or Type Name of Chancellor, President or Designee

Date

Winston-Salem State University

FRESHMAN-COHORT GRADUATION RATES

	All Students	Student-Athletes #
2012-13 Graduation Rate	48%	75%
Four-Class Average	48%	69%
Student-Athlete Academic Success Rate		81%

1. Graduation-Rates Data

a. All Students

	Men				Women				Total			
	2012-13		4-Class		2012-13		4-Class		2012-13		4-Class	
	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	***	***	6	33	***	***	5	40	***	***	11	36
Asian	***	***	7	57	***	***	5	60	***	***	12	58
Black	151	48	780	43	443	50	1848	50	594	49	2628	48
Hispanic	4	0	13	38	9	56	26	46	13	38	39	44
Nat. Haw./PI	0	-	0	-	0	-	0	-	0	-	0	-
N-R Alien	***	***	10	40	***	***	12	58	***	***	22	50
Two or More	***	***	12	50	***	***	44	43	***	***	56	45
Unknown	8	38	27	37	12	42	66	50	20	40	93	46
White	14	43	52	37	14	29	60	30	28	36	112	33
Total	184	47	907	43	496	49	2066	50	680	48	2973	48

b. Student-Athletes

	Men						Women						Total					
	2012-13		4-Class		ASR		2012-13		4-Class		ASR		2012-13		4-Class		ASR	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Asian	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Black	6	67	37	57	89	71	4	100	22	95	46	96	10	80	59	71	135	79
Hispanic	0	-	0	-	***	***	0	-	0	-	***	***	0	-	0	-	***	***
Nat. Haw./PI	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
N-R Alien	0	-	***	***	***	***	0	-	***	***	***	***	0	-	***	***	***	***
Two or More	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Unknown	4	50	4	50	7	71	6	83	8	88	5	100	10	70	12	75	12	83
White	***	***	9	56	21	90	***	***	0	-	3	100	***	***	9	56	24	92
Total	12	67	52	56	119	75	12	83	32	91	57	95	24	75	84	69	176	81

c. Student-Athletes by Sport Category

Baseball				Men's Basketball				Men's CC/Track			
% - N				% - N				% - N			
2012-13 4-Class ASR				2012-13 4-Class ASR				2012-13 4-Class ASR			
Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-
Asian	-	0-a	-	Asian	-	-	-	Asian	-	-	-
Black	100-a	100-a	75-b	Black	0-a	38-b	76-d	Black	-	-	100-a
Hispanic	-	-	100-a	Hispanic	-	-	-	Hispanic	-	-	-
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-
N-R Alien	-	-	-	N-R Alien	-	100-a	100-a	N-R Alien	-	-	-
Two or More	-	-	-	Two or More	-	-	-	Two or More	-	-	-
Unknown	50-a	50-a	100-a	Unknown	-	-	-	Unknown	-	-	-
White	100-a	50-b	94-d	White	-	-	-	White	-	-	-
Total	75-a	55-c	89-e	Total	0-a	44-b	78-d	Total	-	-	100-a
Football				Men's Other							
% - N				% - N							
2012-13 4-Class ASR				2012-13 4-Class ASR							
Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-				
Asian	-	-	-	Asian	-	-	-				
Black	100-a	56-e	67-e	Black	100-a	100-a	-				
Hispanic	-	-	-	Hispanic	-	-	-				
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-				
N-R Alien	-	-	-	N-R Alien	-	-	-				
Two or More	-	-	-	Two or More	-	-	-				
Unknown	100-a	100-a	60-a	Unknown	0-a	0-a	-				
White	100-a	100-a	75-a	White	-	0-a	-				
Total	100-a	61-e	67-e	Total	50-a	50-a	-				
Women's Basketball				Women's CC/Track				Women's Other			
% - N				% - N				% - N			
2012-13 4-Class ASR				2012-13 4-Class ASR				2012-13 4-Class ASR			
Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-
Asian	-	-	-	Asian	0-a	0-a	0-a	Asian	-	-	-
Black	-	100-a	100-b	Black	100-a	100-b	93-c	Black	100-a	91-c	96-e
Hispanic	-	-	-	Hispanic	-	-	-	Hispanic	-	-	100-a
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-
N-R Alien	-	-	-	N-R Alien	-	-	-	N-R Alien	-	-	-
Two or More	-	-	-	Two or More	100-a	100-a	100-a	Two or More	-	-	-
Unknown	-	100-a	100-a	Unknown	100-a	100-a	100-a	Unknown	80-a	83-b	100-a
White	-	-	-	White	-	-	-	White	-	-	100-a
Total	-	100-a	100-b	Total	83-b	90-b	88-d	Total	83-b	88-d	97-e

Values for N (a. 1-5, b. 6-10, c. 11-15, d. 16-20, e. greater than 20)

2. Undergraduate-Enrollment Data (All full-time baccalaureate-degree seeking students enrolled 2018-19)

a. All Students	Men N	Women N	Total N	b. Student-athletes #	Men N	Women N	Total N
Am. Ind./AN	4	14	18	Am. Ind./AN	0	0	0
Asian	10	20	30	Asian	0	0	0
Black	1033	2564	3597	Black	124	68	192
Hispanic	44	118	162	Hispanic	5	0	5
Nat. Haw./PI	0	0	0	Nat. Haw./PI	0	0	0
N-R Alien	13	45	58	N-R Alien	0	3	3
Two or More	38	127	165	Two or More	1	0	1
Unknown	17	47	64	Unknown	0	0	0
White	115	399	514	White	20	9	29
Total	1274	3334	4608	Total	150	80	230

c. Student-Athletes # By Sports Category

Men	Basketball	Baseball	CC/Track	Football	Other
Am. Ind./AN	0	0	0	0	0
Asian	0	0	0	0	0
Black	15	13	4	92	0
Hispanic	1	2	0	2	0
Nat. Haw./PI	0	0	0	0	0
N-R Alien	0	0	0	0	0
Two or More	0	0	0	1	0
Unknown	0	0	0	0	0
White	0	17	0	3	0
Total	16	32	4	98	0

Women	Basketball	CC/Track	Other
Am. Ind./AN	0	0	0
Asian	0	0	0
Black	13	21	34
Hispanic	0	0	0
Nat. Haw./PI	0	0	0
N-R Alien	1	2	0
Two or More	0	0	0
Unknown	0	0	0
White	0	0	9
Total	14	23	43

#Only student-athletes receiving athletics aid are included in this report.



INFORMATION ABOUT THE GRADUATION RATES INSTITUTION REPORT

Introduction.

This information sheet and the NCAA Graduation Rates Institution Report have been prepared by the NCAA, based on data provided by the institution in compliance with NCAA Bylaw 18.4.2.2.1 (admissions and graduation-rate disclosure) and the federal Student Right-to-Know Act. Please note, the NCAA will make this report public.

The report gives graduation information about the most recent six-year graduating class of students and student-athletes who entered as freshmen in 2012-13. The graduation rate (percent) is based on a comparison of the number (N) of students who entered a college or university and the number of those who graduated within six years. For example, if 100 students entered and 60 graduated within six years, the graduation rate is 60 percent.

The Graduation Rates Institution Report provides information about two groups of students:

1. All Students. All undergraduate students who were enrolled in a full-time program of studies for a baccalaureate degree; and
2. Student-Athletes. Student-athletes who received athletics aid from the school for any period of time during their entering year. [Note: Athletics aid is a grant, scholarship, tuition waiver or other assistance from a college or university that is awarded on the basis of a student's athletics ability.]

Two different measures of graduation rates are presented in this report: Federal Graduation Rate and NCAA Division II Academic Success Rate (ASR). The Federal Graduation Rate indicates the percentage of freshmen who entered and received athletics aid during a given academic year who graduated within six years. The ASR adds to the first-time freshmen, those students who entered midyear, first-time freshmen who did not receive athletics aid but participated in athletics, and student-athletes who transferred into an institution and participated in athletics. Both the Federal Graduation Rate and the ASR subtracts students from the entering cohort who are considered allowable exclusions (i.e., those who either die or become permanently disabled, those who leave the school to join the armed forces, foreign services or attend a religious mission). In addition, the ASR subtracts those who left the institution prior to graduation, had athletics eligibility remaining and would have been academically eligible to compete had they returned to the institution.

Graduation Rates Report.

The box at the top of the Graduation Rates Institution Report provides the most recent class (i.e., 2012-13) and four-class (i.e., 2009-10 through 2012-13) Federal Graduation Rate for all students and for student-athletes who received athletics aid at this school. Additionally, this box provides the ASR data for the last four classes (i.e., 2009-10 through 2012-13) of student-athletes.

1. Graduation-Rates Data. The second section of the report provides Federal Graduation Rate and ASR data for all students, student-athletes and student-athletes by sport group. **(Note: Pursuant to the Student Right-to-Know Act, when a cell containing cohort numbers includes only one or two students, the data in that cell and one other will be suppressed so that no individual can be identified.)**
 - a. All Students. This section provides the freshman-cohort graduation rates for all full-time, degree-seeking students by race or ethnic group. It shows the rate for men who entered as freshmen in 2012-13 and the four-class average, which includes those who entered as freshmen in 2009-10, 2010-11, 2011-12 and 2012-13. The same rates are provided for women. The total for 2012-13 is the rate for men and women combined and the four-class average is for all students who entered in 2009-10, 2010-11, 2011-12 and 2012-13.
 - b. Student-Athletes. This section provides the 2012-13 and four-class freshman-cohort graduation rates and the four-class ASR for student-athletes in each race and ethnic group who either received athletics aid or participated in athletics their initial year at the institution. Information is provided for men and women separately and for all student-athletes.
 - c. Student-Athletes by Sports Categories. This section provides the identified graduation rates as in 1-b for each of the eight sports categories. (The small letters indicate the value of N according to the legend at the bottom of 1-c.)
2. Undergraduate-Enrollment Data.
 - a. All Students. This section indicates the total number of full-time, undergraduate baccalaureate degree-seeking students enrolled for the 2018 fall term and the number of men and women in each racial or ethnic group (not just freshmen).
 - b. Student-Athletes. This section identifies how many student-athletes were enrolled and received athletics aid for the 2018-19 academic year, and the number of men and women in each racial or ethnic group.
 - c. Student-Athletes by Sports Categories. This section provides the enrollment data as identified in 2-b for each of the eight sports categories.



AGENDA ITEM

Compliance Calendar Update.....Austin Grier, Risk and Compliance Program Specialist

Summary:

The Office of Audit, Risk, and Compliance (OARC) has initiated a process to establish a university-wide compliance calendar in order to facilitate compliance, and to assist with awareness and monitoring. OARC is compiling responses received from management regarding their respective compliance activities and putting the finishing touches on a compliance calendar document. Currently, about 20% of known compliance activities still require a response from management detailing the relevance of the activity to WSSU and our current compliance status. Efforts are being made to bring management response to 100% and OARC anticipates that the compliance calendar will be completed and published by the September Board of Trustee meeting.

Action: For informational purposes only.

STATE OF NORTH CAROLINA
OFFICE OF THE STATE AUDITOR
BETH A. WOOD, CPA

WINSTON-SALEM STATE UNIVERSITY
WINSTON-SALEM, NORTH CAROLINA
STATEWIDE FEDERAL COMPLIANCE AUDIT PROCEDURES
FOR THE YEAR ENDED JUNE 30, 2018





Beth A. Wood, CPA
State Auditor

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STATE OF NORTH CAROLINA
Office of the State Auditor



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State Auditor

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AUDITOR'S TRANSMITTAL

The Honorable Roy Cooper, Governor
Members of the North Carolina General Assembly
Dr. Elwood L. Robinson, Chancellor
Winston-Salem State University

As part of our audit of the State of North Carolina's compliance with the types of requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of its major federal programs, we have completed certain audit procedures at Winston-Salem State University for the year ended June 30, 2018.

Our responsibility is to express an opinion on compliance for each of the State of North Carolina's major federal programs based on our audit of the types of compliance requirements referred to above. However, the results included herein are in relation to our audit scope at the University and not to the State of North Carolina as a whole. The State Auditor expresses an opinion on the State's compliance with requirements applicable to its major federal programs in the State's *Single Audit Report*.

Our federal compliance audit scope at Winston-Salem State University included the Higher Education - Institutional Aid program.

Our audit was performed by authority of Article 5A of Chapter 147 of the *North Carolina General Statutes*.

We conducted our audit of compliance in accordance with the auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with types of compliance requirements referred to above that could have a direct and material effect on major federal programs occurred. An audit includes examining, on a test basis, evidence about compliance with those requirements and performing such other procedures as we consider necessary in the circumstances.

Other Matters

Compliance

The results of our audit procedures at Winston-Salem State University disclosed an instance of noncompliance that is required to be reported in accordance with the Uniform Guidance and which is described in the Findings, Recommendations, and Responses section.

Internal Controls

Management is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered internal control over compliance with the types of requirements that could have a direct and material effect on a major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of the internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies and therefore, material weaknesses and significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control that we consider to be material weaknesses. However, we consider the deficiency described in the Findings, Recommendations, and Responses section to be a significant deficiency in internal control over compliance.

Winston-Salem State University's Response to the Finding

The University's response to the finding identified in our audit is included in the Findings, Recommendations, and Responses section of this transmittal. The University's response was not subjected to the auditing procedures applied in the audit of compliance, and accordingly, we express no opinion on the response.

Purpose of This Transmittal

The purpose of this transmittal is solely to describe the scope of our testing of internal control over compliance and testing of compliance and the results of that testing at Winston-Salem

State University based on the requirements of the Uniform Guidance. Accordingly, this transmittal is not suitable for any other purpose.

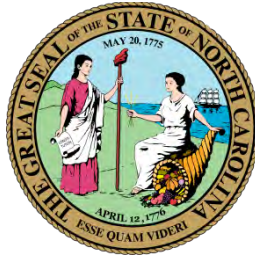
North Carolina General Statutes require the State Auditor to make audit reports available to the public. Copies of audit reports issued by the Office of the State Auditor may be obtained through one of the options listed in the back of this transmittal.



Beth A. Wood, CPA
State Auditor

Raleigh, North Carolina

March 19, 2019



FINDINGS, RECOMMENDATIONS, AND RESPONSES

Matters Related to Federal Compliance Audit Objectives

The following audit finding was identified during the current audit and describes a condition that represents a deficiency in internal control or noncompliance with laws, regulations, contracts, grant agreements, or other matters.

THE UNIVERSITY DID NOT CONSISTENTLY VERIFY WHETHER VENDORS WERE SUSPENDED OR DEBARRED

University management did not consistently verify whether vendors had been suspended or debarred¹ from doing business with the federal government. During the fiscal year ended June 30, 2018, the University paid \$1,680,971 from federal grant funds to 12 vendors who were subject to this verification.

Auditors reviewed transactions that occurred during the audit period with the 12 vendors and found that the University did not verify whether 8 (67%) of the 12 vendors were suspended or debarred. The eight vendors identified as not being verified were non-construction vendors.

Management's failure to ensure all vendors were not suspended or debarred increased the risk that the University could have been defrauded or received poor quality goods and services by entering into transactions with unscrupulous vendors. There is also an increased likelihood that federal funds would not be available to support improvements in educational quality, management, and financial stability of the University.

Based on our review, none of the vendors that received payments during the audit period were suspended or debarred from doing business with the federal government.

According to University management, they were aware of the requirement to verify that vendors were not suspended or debarred; however, there were no written policies and procedures over this verification process. This led to a misunderstanding about which department was responsible for conducting the procedure for all non-construction purchases.

Federal regulations² require the University to verify that the intended vendor is not suspended or debarred or otherwise excluded from participating in federal assistance programs by either checking the government-wide System for Award Management (SAM) Exclusions, collecting a certification from the vendor, or adding a clause or condition to the covered transaction with that vendor.

Federal Award Information: This finding impacts CFDA 84.031 Higher Education Institutional Aid: Federal award P031B120561 for years October 1, 2016 - September 30, 2017 and October 1, 2017 - September 30, 2018; and Federal award P031B150032 for years October 1, 2016 - September 30, 2017 and October 1, 2017 - September 30, 2018.

Recommendation: University management should develop written policies and procedures identifying those departments responsible for verifying suspension and debarment requirements for each type of transaction. In addition, monitoring procedures should be implemented to ensure the consistent application of such procedures by each department.

Agency Response: See pages 5 and 6 for Winston-Salem State University's response to this finding.

¹ Debarment is the state of being excluded from enjoying certain rights, privileges, or practices and act of prevention by legal means. Companies can be debarred from contracts due to allegations of fraud, mismanagement, and similar improprieties.

² 2CFR 180.300.

ORDERING INFORMATION

COPIES OF THIS REPORT MAY BE OBTAINED BY CONTACTING:

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For additional information contact:
Brad Young
Director of External Affairs
919-807-7513



This audit was conducted in 369 hours at an approximate cost of \$38,007.

Office of the State Auditor

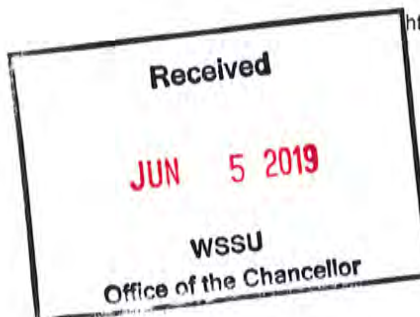


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May 31, 2019

Dr. Elwood L. Robinson, Chancellor
Winston-Salem State University
200 Blair Hall
601 Martin Luther King, Jr., Drive
Winston-Salem, North Carolina 27110



Dear Dr. Robinson:

We are pleased to confirm with you the arrangements for our financial audit at Winston-Salem State University (University) for the fiscal year ending June 30, 2019. Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

Audit Objectives

Our financial audit objectives at the University for the fiscal year ending June 30, 2019, include the following:

- a. We will audit the University's basic financial statements. Our objective and responsibility is to express an opinion as to whether the basic financial statements that have been prepared by management, with the oversight of those charged with governance, are fairly presented, in all material respects, in conformity with accounting principles generally accepted in the United States of America.
- b. We will subject the Debt Service Coverage Schedule for the Dormitory System and Project to the auditing procedures applied in our audit of the basic financial statements. We will also perform certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. We intend to provide an opinion on the Debt Service Coverage Schedule for the Dormitory System and Project in relation to the basic financial statements taken as a whole.
- c. We will apply certain limited procedures to required supplementary information in accordance with auditing standards generally accepted in the United States of America. These limited procedures will consist of inquiries of management regarding methods of measurement and presentation of the required supplementary information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtain during our audit of the basic financial

statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

- d. We will audit matters related to federal financial assistance programs for the purpose of complying with the audit requirements of the Single Audit Act, as amended, and the Uniform Guidance. Our objective and responsibility is to express an opinion as to whether the State has complied, in all material respects, with the compliance requirements that have a direct and material effect on major federal programs. The Single Audit scope currently planned for the University includes auditing the Student Financial Assistance Cluster. We will inform you if we have to adjust the planned audit scope.
- e. We will audit other financial matters not related to the objectives described above if determined necessary during the course of our audit.

Auditor Responsibilities

Audit of the Basic Financial Statements

The aforementioned auditing standards require that we plan and perform the audit to obtain reasonable assurance about whether the basic financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the basic financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the basic financial statements, whether due to fraud or error, misappropriation of assets, or violations of laws, governmental regulations, grant agreements, or contractual agreements.

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 basic financial statements. If appropriate, our procedures will therefore include tests of documentary evidence that support the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmations of cash, investments, and certain other assets and liabilities by correspondence with creditors and financial institutions. As part of our audit process, we will request written representations from your attorneys, and they may bill you for responding. At the conclusion of our audit, we will also request certain written representations from you about the basic financial statements and related matters.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, an unavoidable risk that some material misstatements (whether caused by fraud or error, misappropriation of assets, detected abuse, or violations of laws or governmental regulations) may not be detected exists, even though the audit is properly planned and performed in accordance with appropriate auditing standards.

In making our risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the basic 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. However, we will communicate to you in writing concerning any significant deficiencies or material weaknesses in internal control relevant to the audit of the basic financial statements that we have identified during the audit. Our responsibility as auditors is, of course, limited to the period covered by our audit and does not extend to any other periods.

As part of obtaining reasonable assurance about whether the basic financial statements are free of material misstatement, we will perform tests of the University's compliance with the provisions of applicable laws, regulations, contracts, and agreements. However, the objective of our audit will not be to provide an opinion on overall compliance and we will not express such an opinion.

Audit of Federal Compliance

Our audit of Winston-Salem State University's compliance with requirements applicable to major federal programs will be conducted in accordance with the aforementioned auditing standards. The Uniform Guidance requires that we plan and perform the audit to obtain reasonable assurance about whether the entity has complied with applicable laws and regulations and the provisions of contracts and grant agreements applicable to major federal award programs. Our procedures will consist of determining major federal programs and performing the applicable procedures described in the Uniform Guidance for the types of compliance requirements that could have a direct and material effect on each of the State's major programs. The purpose of those procedures will be to express an opinion on the State's compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to the Uniform Guidance.

Also, as required by the Uniform Guidance, we will perform tests of controls to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each of the State's major federal programs. However, our tests will be less in scope than would be necessary to render an opinion on these controls and, accordingly, no opinion will be expressed in our report.

Audit Reporting

We will offer to hold one or more exit conferences with you to discuss the results of the audit. We will also provide you a management letter detailing those results. As required by the aforementioned auditing standards, we will inform you of any fraud, instances of noncompliance (unless clearly inconsequential), significant deficiencies in internal control, or instances of material abuse that come to our attention. Because the determination of abuse is subjective, our audit will not provide reasonable assurance of detecting abuse.

At the conclusion of the audit:

- a. We will publish a document containing your audited basic financial statements and our report thereon. We cannot provide assurance that unmodified opinions on the basic financial statements will be expressed. Circumstances may arise in which it is necessary for us to modify our opinions, add an emphasis-of-matter or other-matter paragraph(s), or withdraw from the engagement.
- b. We intend to make reference to the report of another auditor as a basis, in part, for our opinions on the basic financial statements. During the course of the audit we will perform certain procedures to ensure that the other auditor is independent and professionally competent, which includes obtaining certain confirmations directly from the other auditor. We will also review the other auditor's report to ensure that it contains all required information and that the audit was conducted in accordance with generally accepted auditing standards. If we determine that for any reason we will not be able to rely on the other auditor's report in forming our opinions or if the other auditor's report is not available

within a reasonable amount of time after we are ready to issue our report, the portion of the reporting entity covered by the other auditor's report may have to be omitted from the basic financial statements and our opinion on the basic financial statements qualified. Alternatively, we may decide that it is appropriate to include the portion of the reporting entity covered by the other auditor's report in the basic financial statements and disclaim an opinion on that portion of the statements.

- c. In accordance with the requirements of *Government Auditing Standards*, we will also publish in the document described above a written report describing the scope of our testing of internal control over financial reporting and over compliance with laws, regulations, and provisions of grants and contracts, including the results of that testing. However, providing an opinion on internal control and compliance over financial reporting will not be an objective of the audit; therefore, no such opinion will be expressed. Our audit findings, and your responses thereto, will be published as part of this report.
- d. As part of our audit of the State of North Carolina's compliance with requirements applicable to major federal programs, and in accordance with the requirements of the Single Audit Act, as amended, and the Uniform Guidance, we will publish in the State's *Single Audit Report* a written report on major federal program compliance and also describing the scope of our testing of internal control over compliance, including the results of that testing. However, providing an opinion on internal control over compliance will not be an objective of the audit; therefore, no such opinion will be expressed. We will also publish a separate report with your portion of the statewide audit results, including our audit findings and your responses.
- e. We will communicate in a letter to those charged with governance: (1) our views on the accounting policies, accounting estimates, and the basic financial statements' disclosures; (2) significant difficulties, if any, encountered during the audit; (3) disagreements with management, if any; (4) other findings or issues, if any, considered to be significant to the subject matter of our audit; (5) information about misstatements noted in our audit; (6) significant findings or issues, if any, arising from the audit that were discussed, or the subject of correspondence, with management; (7) our views about significant matters that were the subject of management's consultations with other accountants when we are aware of such consultation; and (8) the written representations made to us by management.

The Office of the State Auditor uses the Internet as its primary distribution system for audit reports. Anyone interested in receiving our final report should register with our Electronic Publication System (EPS) at www.ncauditor.net. Those who register will receive an e-mail notification and a link to the report as soon as it is posted on our website.

Management's Responsibilities

Our audit will be conducted on the basis that management and those charged with governance acknowledge and understand that they have responsibility:

- a. For the preparation and fair presentation of the basic financial statements in accordance with accounting principles generally accepted in the United States of America. You will be required to review and approve any adjustments that we may propose as a result of our audit, and you must be in a position in fact and appearance to make an informed judgment on the basic financial statements. We will update the basic financial statements for all adjustments that you approve; however, you will be required to assume responsibility for the final basic financial statements.

- b. For compliance with requirements applicable to federal programs.
- c. For identifying and ensuring that the entity complies with the laws and regulations applicable to its activities.
- d. For 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, misappropriation of assets, or violations of laws, governmental regulations, grant agreements, or contractual agreements.
- e. For the design, implementation, and maintenance of internal control relevant to compliance with requirements applicable to federal programs.
- f. For maintaining adequate records, selecting and applying accounting principles, and safeguarding assets.
- g. For identifying all federal awards expended during the period.
- h. For identifying laws, regulations, grants, and contracts applicable to its activities and its federal programs and implementing systems designed to achieve compliance with laws, regulations, grants, and contracts applicable to activities and its federal award programs.
- i. To provide us with:
 - Access to all information that is relevant to our audit objectives, such as records, documentation, and other matters.
 - Additional information that we may request from you for the purpose of the audit.
 - Unrestricted access to persons within the entity from whom we determine it necessary to obtain audit evidence.

With regard to supplementary information on which we report in relation to the basic financial statements taken as a whole, you acknowledge and understand your responsibility: (a) for the preparation of the supplementary information in accordance with the applicable criteria; (b) to provide us with the appropriate written representations regarding supplementary information; (c) to include our report on the supplementary information in any document that contains the supplementary information and that indicates that we have reported on such supplementary information; and (d) to present the supplementary information with the audited financial statements, or if the supplementary information will not be presented with the audited financial statements, to make the audited financial statements readily available to the intended users of the supplementary information no later than the date of issuance by you of the supplementary information and our report thereon.

In addition, as required by the Uniform Guidance, it is management's responsibility to prepare the schedule of expenditures of federal awards in accordance with the Uniform Guidance requirements, follow up and take corrective action on reported audit findings from prior periods and to prepare a summary schedule of prior audit findings, and follow up on current year audit findings and prepare a corrective action plan for such findings. Management will also make the auditor aware of any significant vendor relationships where the vendor is responsible for program compliance. You agree that you will confirm your understanding of your responsibilities as defined in this letter to us in your management representation letter.

Management is also responsible for identifying for us and providing report copies of previous financial audits, attestation engagements, performance audits, or other studies related to our audit objectives. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation

engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions for the report, and for the timing and format for providing that information.

As part of our audit process, we will request from you written confirmation concerning representations made to us in connection with the audit. You will also be responsible for affirming to us in the representation letter that the effects of any uncorrected misstatements aggregated by us are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

In addition, management is responsible for informing us of facts that may affect the basic financial statements of which you may become aware during the period from the date of the auditor's report to the date the audit report is issued.

We understand that appropriate personnel will be available to assist us in gaining an understanding of the University's internal control and in the performance of certain clerical functions, such as retrieving and filing documents selected for testing. We also understand that you will provide adequate working space for our staff during the engagement. This environment should include a means for allowing auditors to connect electronically to our office's LAN. The preferred method is via a direct connection through your LAN. Our Technology and Information Management Services staff is available for consultation, if needed. Please call Dr. Katina Blue, CIO, at (919) 807-7566 should you require assistance.

If you intend to publish or otherwise reproduce the basic financial statements and make reference to our office, you agree to provide us with printers' proofs or masters for our review and approval before printing. You also agree to provide us with a copy of the final reproduced material for our approval before it is distributed.

Our audit does not relieve management or those charged with governance of their responsibilities.

Audit Timing and Fees

We expect to begin our audit fieldwork in June 2019 and return in September 2019 to perform year-end audit fieldwork. As part of the financial statement audit, our information systems auditors will gain an understanding of information technology controls. This work is expected to be completed prior to our return for year-end audit fieldwork. We plan to release our financial statement report on your University by approximately December 2019. Because the federal compliance work is part of the audit of the State of North Carolina as a whole, we will not be able to release our federal compliance report specifically on the University until after the entire statewide audit is complete, which is expected to be no later than March 2020. However, circumstances may arise that cause us to alter our planned schedule. Prior to beginning the fieldwork, we will contact your chief financial officer to make final arrangements for our audit.

The Office of the State Auditor is funded by both General Fund appropriations and receipts for certain auditing services. We will bill you for the actual cost of performing the financial statement audit which we estimate not to exceed \$98,700. In addition, we will bill you for the actual cost of performing federal compliance work required by the Single Audit Act, as amended. The financial statement estimated cost has been set assuming we will not encounter unusual difficulties in completing the audit. If significant unexpected audit time becomes

Dr. Elwood L. Robinson, Chancellor
May 31, 2019
Page 7

necessary due to circumstances beyond our control, we will immediately notify you and discuss additional fees.

Other

The audit documentation for this engagement is the property of the Office of the State Auditor and constitutes confidential information. However, we may be requested to make certain audit documentation available to federal, state, or other agencies with legal oversight authority or to other auditors. If requested, access to such audit documentation will be provided under our supervision. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. The parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

For your information, our recent external peer review reports are available on our website at www.ncauditor.net under "About Us."

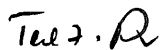
These arrangements only cover the currently scheduled financial audit activity for your University. In the event that other audit responsibilities, such as information systems audits, performance audits, hotline investigations, or additional financial audits are deemed necessary, you will be notified via separate communication.

If the foregoing is in accordance with your understanding, please sign this letter in the space provided to indicate your agreement with the arrangements and return it at your earliest convenience to the following address: NC Office of the State Auditor, 214 East Mountain Street, Suite 104, Kernersville, NC 27284.

We look forward to working with you and your staff to complete our audit in an effective and efficient fashion. Please let us know should you have any questions or comments.

Sincerely,

BETH A. WOOD, CPA
STATE AUDITOR



Ted F. Price, CPA
Financial Audit Director

BAW/TFP:dw

cc: Constance G. Mallette, Vice Chancellor for Finance and Administration
Frank Lord, Associate Vice Chancellor for Financial Services and Controller
Dr. William U. Harris, Board of Trustees Chair
Robert Clark, Audit, Risk, and Compliance Committee Chair
Robert Muhammad, Director of Financial Aid

RESPONSE:

This letter correctly sets forth the understanding of Winston-Salem State University regarding the financial audit activities currently scheduled by the Office of the State Auditor for the fiscal year ending June 30, 2019.

By: _____
Title: _____
Date: _____



AGENDA ITEM

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

Summary:

1. Summary of New Internal Audit Reports
2. Summary of Observations and Recommendations for FY2019 - YTD
3. Status of Ongoing Internal Audit Activity
4. Update on Other Internal Audit Operations

****All 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.



State of North Carolina

ROY COOPER
GOVERNOR

INTERNAL AUDIT AWARENESS MONTH

2019

BY THE GOVERNOR OF THE STATE OF NORTH CAROLINA

A PROCLAMATION

WHEREAS, internal auditing is a vital part of strengthening organizations and protecting stakeholders in both the public and private sectors; and

WHEREAS, internal auditing helps identify and manage organizations' risks and ensures that policies, procedures, and controls are in place and working appropriately; and

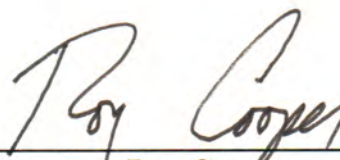
WHEREAS, internal auditing is an increasingly sophisticated and complex activity requiring specialized knowledge, training, and education; and

WHEREAS, internal auditing is an established profession, led by the Institute of Internal Auditors, with a globally recognized code of ethics and International Standards for the Professional Practice of Internal Auditing; and

WHEREAS, Internal Audit Awareness Month recognizes the contributions of internal auditors to the success of organizations and the global economy at large;

NOW, THEREFORE, I, ROY COOPER, Governor of the State of North Carolina, do hereby proclaim May, 2019, as "**INTERNAL AUDIT AWARENESS MONTH**" in North Carolina, and commend its observance to all citizens.





Roy Cooper
Governor

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Great Seal of the State of North Carolina at the Capitol in Raleigh this thirtieth day of April in the year of our Lord two thousand and nineteen and of the Independence of the United States of America the two hundred and forty-second.



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OFFICE OF AUDIT, RISK, AND COMPLIANCEINTERNAL AUDIT CHARTER

I. INTRODUCTION

The Office of Audit, Risk and Compliance (OARC) performs independent internal audits, serves as the university champion and facilitator for the university’s enterprise risk management (ERM) process, and supports the university’s compliance efforts. It is designed to help fulfill the fiduciary responsibilities of the Winston-Salem State University Audit, Risk, and Compliance Committee (ARCC) of the Board of Trustees.

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II. MISSION

The mission of ~~Internal Audit~~OARC is to enhance and protect organizational value by providing risk-based, independent and objective assurance, advice and insight. ~~Internal Audit~~OARC helps the university accomplish its strategies and objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

III. SCOPE

The scope of work of ~~Internal Audit~~OARC is to determine whether the university’s network of risk management, control, and governance processes, as designed and represented by management, is adequate and functioning in a manner to ensure:

- Risks are appropriately identified and managed.
- Interaction with the various governance groups occur as needed.
- Significant financial, managerial, and operating information is accurate, reliable, and timely.
- Employee’s actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- Resources are acquired economically, used efficiently, and adequately protected.
- Programs, plans, strategies, and objectives are achieved.
- Quality and continuous improvement are fostered in the university’s control processes.
- Significant legislative and regulatory issues impacting the university are recognized and addressed properly.

Opportunities for improving risk management, management control, efficiency, effectiveness, compliance, and the university’s image identified during audits and other consulting engagements will be communicated to the appropriate level of management.

~~Internal Audit~~OARC will provide the same level of assurance services, described in this charter, to the University of North Carolina School of the Arts.

~~III~~.IV. INDEPENDENCE

~~Internal Audit~~OARC shall maintain its independence. The Chief Audit, Risk, and Compliance Officer (CARCO) reports administratively to the Chancellor and functionally to the ~~Audit, Risk and Compliance Committee~~ (ARCC) of the university's Board of Trustees in a manner outlined in the section on *Accountability*. ~~Internal Audit~~OARC staff personnel shall report to the CARCO. The CARCO shall include a report on ~~internal audit~~OARC personnel as part of the regularly scheduled ARCC meetings or upon request from the Chair of the ARCC.

~~IV~~.V. AUTHORITY

- The CARCO and staff are authorized to:
 - Have unrestricted access to all functions, records, data, property, and personnel, in a manner consistent with North Carolina law.
 - Have full and free access to the ARCC.
 - Allocate resources, set frequencies, select subjects, determine scopes of work, and apply techniques required to accomplish audit and other ERM and compliance objectives.
 - Obtain the necessary assistance of personnel in units of the university where they perform audits, reviews, or advisory services, as well as contract for other specialized services from within or outside the university.
- The CARCO and staff are **not** authorized to:
 - Perform any operational duties for the university or its affiliates.
 - Initiate or approve accounting transactions external to ~~Internal Audit~~OARC.
 - Direct the activities of any university employee not employed by or assigned to the Office of Audit, Risk and ComplianceOARC.

~~V~~.VI. ACCOUNTABILITY

The CARCO, in the discharge of his/her duties, shall be accountable to the Chancellor and the ARCC to:

- Serve as the institutional chief audit executive (CAE) and oversee and support the university's ERM and decentralized compliance activities, as specified in section VIII below. Supervise the internal auditors, and others in OARC with ERM and compliance monitoring responsibilities.
- Provide an assessment on the adequacy and effectiveness of the university's processes for controlling its activities and managing its risks in the areas set forth under the mission and scope of work.

- Report significant issues related to the processes for controlling the activities of the university and its affiliates, including potential improvements to those processes, and provide information concerning such issues through resolution.
- Provide information periodically on the status and results of the annual audit plan and the sufficiency of department resources.
- Coordinate with and provide oversight of other control and monitoring functions (risk management, compliance, security, legal, ethics, environmental, external audit).

VI.VII. RESPONSIBILITY

The CARCO and staff shall have the responsibility to:

General:

- Evaluate and assess significant merging/consolidating functions and new or changing services, processes, operations, and control processes coincident with their development, implementation, and/or expansion.

Internal Audit:

- Apply and uphold the principles and rules of conduct in the Code of Ethics established by the Institute of Internal Auditors (IIA).
- Develop a flexible annual audit plan using an appropriate risk-based methodology, including any risks or control concerns identified by management, and submit that plan to the ARCC for review and approval.
- Implement the annual audit plan, as approved, including, and as appropriate, any special tasks or projects requested by management and the ARCC.
- Maintain a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this Charter.
- Establish a quality assessment program by which the CARCO assures the operation of internal auditing activities.
- Perform consulting services, beyond internal auditing's assurance services, to assist management in meeting its objectives. Examples may include facilitation, process design, training and advisory services.
- ~~Evaluate and assess significant merging/consolidating functions and new or changing services, processes, operations, and control processes coincident with their development, implementation, and/or expansion.~~
- Periodically report to the Chancellor and the ARCC summarizing the results of audit activities.
- Keep the Chancellor and the ARCC informed of emerging trends and successful practices in internal auditing.
- Provide significant goals and results to the ARCC.
- Assist in the investigation of significant suspected fraudulent activities within the university and notify the Chancellor and the ARCC of the results.

- Consider the scope of work of the external auditors and regulators, as appropriate, for the purpose of providing optimal audit coverage to the university.
- Provide audit and/or activity reports to the University of North Carolina Board of Governors and the General Administration System Office, the North Carolina (NC) Office of State Budget Management, and the NC Office of the State Auditor.

VII. ROLES BEYOND INTERNAL AUDITING

~~To help ensure key business risks are being managed appropriately and that the system of internal control is operating effectively, the CARCO's role has been expanded to include oversight of the university's enterprise risk management (ERM) and compliance monitoring functions.~~

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Enterprise Risk Management:

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- The CARCO's roles related to ERM include the following:
 - Championing the establishment of ERM.
 - Facilitation of the processes to identify, evaluate, manage and monitor risks.
 - Advising, challenging, coaching and supporting management's decisions on risk, as opposed to making risk management decisions.
 - Coordinating ERM activities.
 - Consolidating the reporting on risks.
 - Communicating with senior management and the ARCC when management has accepted a level of risk that may be unacceptable to the university.
- The University's Risk and Compliance Program Specialist (RCPS) reports to the CARCO. The role of the RCPS related to ERM includes the following:
 - Maintaining the ERM framework.
 - Ongoing assessments of risks having the greatest impact.

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Compliance:

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- The CARCO's role related to university-wide compliance monitoring includes the following:
 - Oversee development and maintenance of the university-wide compliance calendar.
 - Serve as the connector for individual components of university compliance.
 - Facilitate reports from compliance managers to the ARCC.
 - Report auditor observations of noncompliance to the ARCC.
- The RCPS's role related to university-wide compliance includes the following:
 - Maintain the university's compliance calendar and coordinate updates.

To ensure these ~~se additional~~ roles related to ERM and compliance do not impair, or appear to impair the organizational independence and objectivity of the CARCO and the internal audit function, the following safeguards are in place:

- The CARCO reports administratively to the Chancellor and functionally to the ARCC.
- The CARCO does not own risks. University management remains responsible for risk management and compliance.
- The CARCO does not manage risks or compliance on behalf of management.
- University management sets the risk appetite, makes decisions about and implements risk responses.
- The ARCC and Chancellor are responsible for imposing risk management practices.
- The RCPS does not have any audit-related responsibilities and the internal auditors' responsibilities related to ERM and compliance are limited to assurance and consulting.
- The ARCC will periodically evaluate reporting lines and responsibilities of the CARCO and the internal auditors and develop alternative processes to obtain assurance related to ERM, if deemed necessary.

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VIII. STANDARDS OF AUDIT PRACTICE

The ~~Office of Internal Audit and Institutional Compliance~~ Internal Audit Unit of OARC will meet or exceed the International Standards for the Professional Practice of Internal Auditing (Standards) of the IIA.

Effective Date: This charter becomes effective upon adoption by the Board of Trustees.

Modified: September 21, 2012
March 21, 2014
December 9, 2016
June 14, 2019

Chair, WSSU Board of Trustees

Secretary, WSSU Board of Trustees

Endowment Committee

Jun 13, 2019 8:00 AM - 10:00 AM EDT

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**Board of Trustees, Endowment Committee
Thursday, June 13, 2019
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.
5. *Approval of March 14, 2019 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

UNC Investment Fund, LLC

Winston-Salem State University

Jonathon King: President & CEO, UNC Management Company

June 13, 2019



UNCMC

UNC MANAGEMENT COMPANY, INC

Confidentiality Notice

These materials contain confidential information and may include trade secrets as defined in Section 66-152(3) of the North Carolina General Statutes. For that reason, no part of these materials may be reproduced, distributed, transmitted, displayed or published without prior written consent of UNC Management Company, Inc.

Agenda

▪ **Headlines & Return Summary**

- Economic & Financial Market Backdrop
- Asset Class Performance
- Long-Term Performance
- Wrap-Up / Questions

FYTD 2019 Headlines

After a difficult Q2, UNCIF rebounded in Q3 and is positive for FYTD 2019

The UNC Investment Fund (“UNCIF” or “Fund”) has returned +3.9% for the 9-month FYTD 2019⁽¹⁾ period

April return of +2.2% brings the 10-month FYTD 2019⁽²⁾ return to +6.2%

For the FYTD 2019⁽¹⁾ period, the Fund is ahead ahead of SIPP and the Global 70/30 Portfolio⁽³⁾

1) FYTD 2019: July 1, 2018 to March 31, 2019 (9 months)

2) FYTD 2019: July 1, 2018 to April 30, 2019 (10 months)

3) Global 70/30 Portfolio: 70% MSCI All Country World Index (ACWI), 30% Bloomberg Barclays U.S. Aggregate Bond Index

Financial Market Headlines: Q3 FY 2019 (3 months)

Equity markets are off to a strong start in CY 2019

After experiencing their worst quarterly decline in over 7 years in Q2 FY 2019⁽¹⁾, equity markets rebounded strongly in Q3 FY 2019⁽²⁾

Domestic equities had their strongest start to a CY since 1998

- The S&P 500 Index gained +13.6% in Q3 FY 2019⁽²⁾
- After losing -6.9% for the first six months of FY 2019, the S&P 500 Index rebounded to return +5.9% for FYTD 2019⁽³⁾

Global equities (MSCI ACWI) gained +12.2% in Q3 FY 2019⁽²⁾

- After losing -9.0% for the first six months of FY 2019, the MSCI ACWI rebounded to return +2.1% for FYTD 2019⁽³⁾

During Q3 FY 2019, equity markets recovered most of the prior quarter's losses

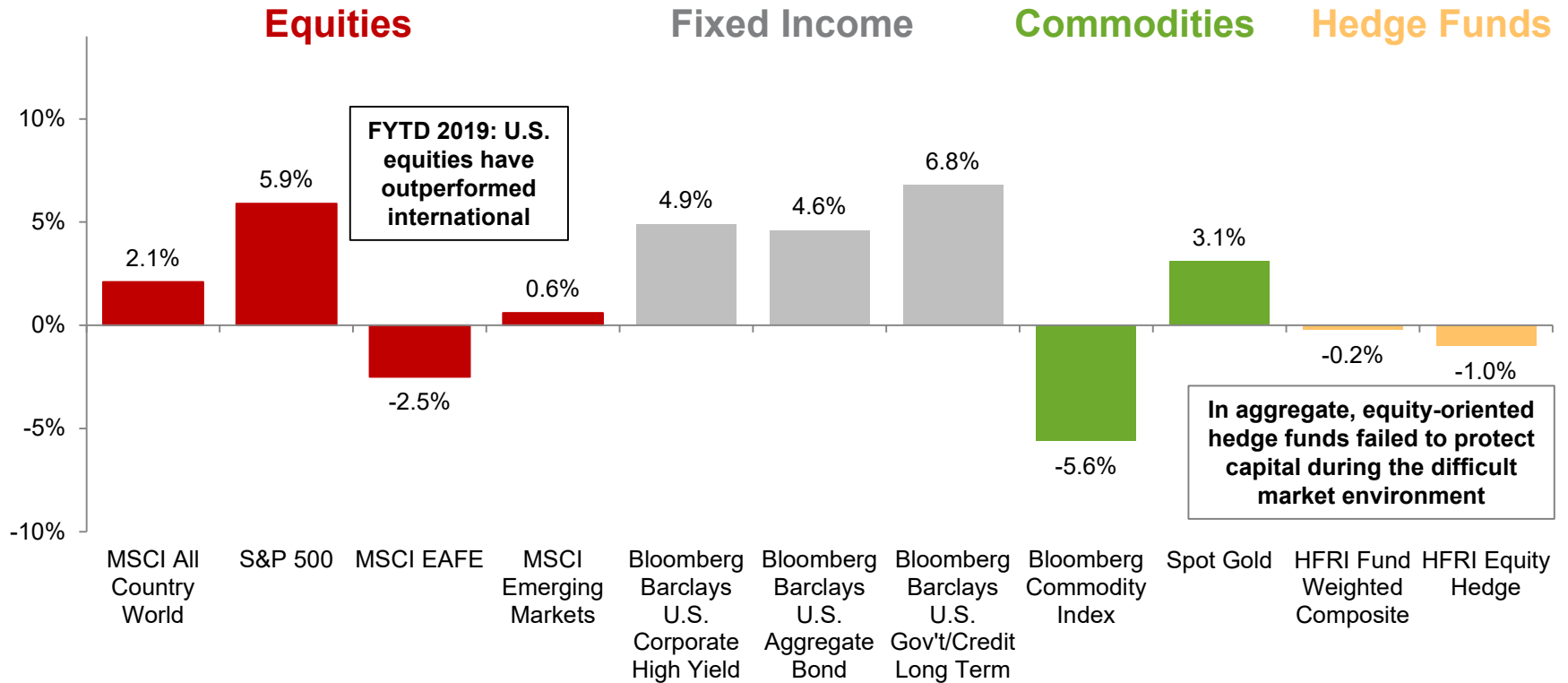
1) Q2 FY 2019: October 1, 2018 to December 31, 2018 (3 months)

2) Q3 FY 2019: January 1, 2019 to March 31, 2019 (3 months)

3) FYTD 2019: July 1, 2018 to March 31, 2019 (9 months)

Financial Markets Summary: FYTD 2019 (9 months)

UNCIF protected value during a volatile period across markets



After a difficult Q2, equity markets rebounded in Q3 to erase most of their losses

Performance is for FYTD 2019: July 1, 2018 to March 31, 2019 (9 months)

Return Summary: FYTD 2019 ^(9 months)

UNCIF is outperforming benchmarks and peers for the FYTD 2019 period

	FYTD 2019 ⁽¹⁾ Return	UNCIF's Relative Performance
UNC Investment Fund	3.9%	
<i>Primary Benchmark: SIPP</i>	2.9%	1.0%
L-T Return Objective: CPI + 5.5%	5.3%	-1.4%
Traditional Portfolio: Global 70/30 ⁽²⁾	3.0%	0.9%
Peer Universe Median ⁽³⁾	2.3%	1.6%
Domestic Equities: S&P 500 Index	5.9%	-2.0%
Global Equities: MSCI ACWI	2.1%	1.8%

For FYTD 2019⁽¹⁾, the Fund's return beats SIPP, the Global 70/30 Portfolio⁽²⁾ and is top quartile relative to peers

1) FYTD 2019: July 1, 2018 to March 31, 2019 (9 months)

2) Global 70/30 Portfolio: 70% MSCI All Country World Index (ACWI), 30% Bloomberg Barclays U.S. Aggregate Bond Index

3) BNY Mellon Endowment & Foundation universe median return adjusted for internal fees

Return Summary: FYTD 2019 (9 months)

After a difficult Q2, UNCIF rebounded in Q3 and is positive for FYTD 2019

UNCIF (and SIPP) are significantly less volatile than equity market indices

FY 2019	S&P 500	MSCI ACWI	UNCIF	SIPP
Q1	7.7%	4.3%	2.6%	3.0%
Q2	-13.5%	-12.8%	-3.4%	-4.5%
Q3	13.6%	12.2%	4.9%	4.5%
FYTD ⁽¹⁾	5.9%	2.1%	3.9%	2.9%

- UNCIF protects capital in down markets and lags in strong up markets
- Over full market cycles the Fund's performance remains strong

1) FYTD 2019: July 1, 2018 to March 31, 2019 (9 months)

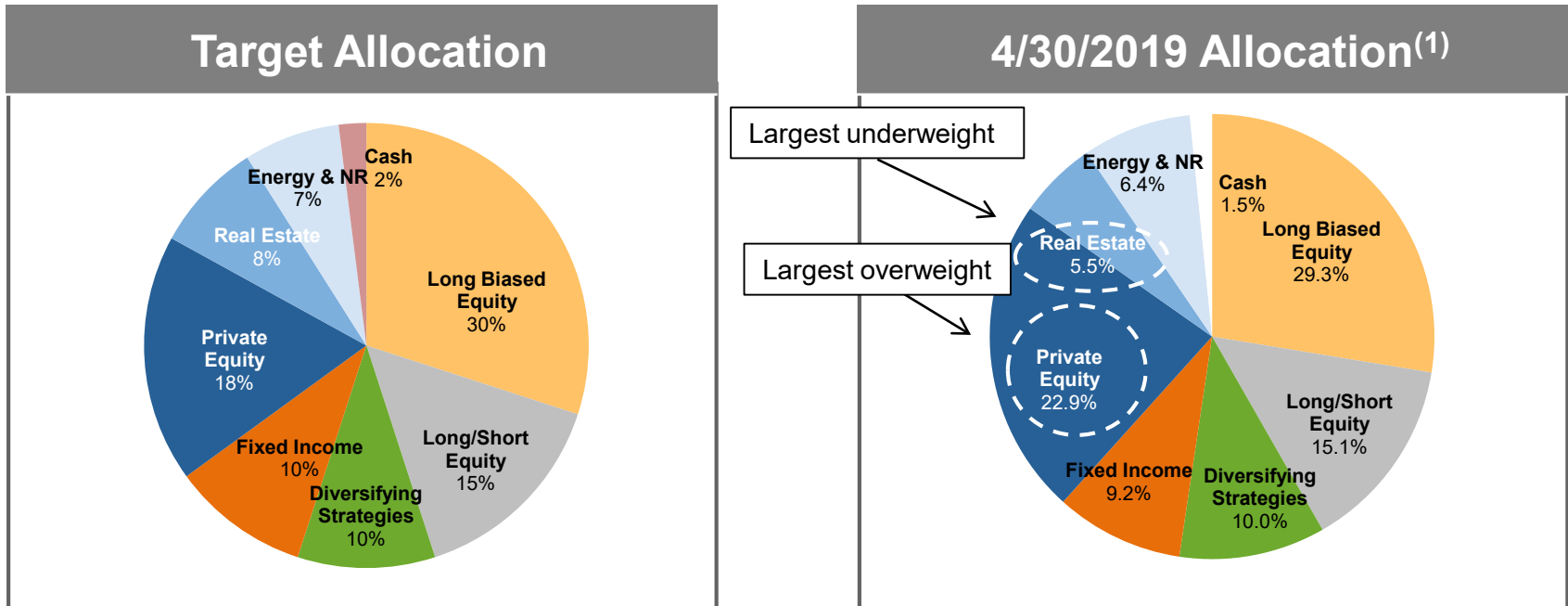
Positioning Relative to SIPP

- **The Fund is overweight private strategies with the combined Private Portfolio 1.8% above target**
- **The Fund is overweight equities (in aggregate)**
 - Long Biased Equity: -0.7% (underweight)
 - Long/Short Equity: +0.1% (overweight)
 - Private Equity: +4.9% (overweight)
- **Significant underweight (-2.5%) to Real Estate due to significant sales of underlying properties in 2018**

Relative to SIPP, UNCIF is tilted towards private strategies due primarily to their strong performance vs. public strategies

SIPP Target vs. Actual Allocation

UNCIF is currently overweight “private” strategies



Over / Under Weight vs SIPP Target

Public Portfolio		Private Portfolio	
Long/Short Equity	0.1%	Private Equity	4.9%
Diversifying Strategies	0.0%	Energy & Natural Resources	-0.6%
Long Biased Equity	-0.7%	Real Estate	-2.5%
Fixed Income	-0.8%	Cash	-0.5%

- **Overweight “private” strategies**
 - Private Equity: 4.9% overweight (strategic, relative performance)
 - Real Estate: 2.5% underweight (opportunity set)
- **Underweight “public” strategies**
 - Weak absolute/relative performance
 - Allocation to Diversifying Strategies is at Target following “rebuild”

(1) Excludes 0.2% allocation to Liquidating Managers

Agenda

- Headlines & Return Summary

- **Economic & Financial Market Backdrop**

- Asset Class Performance
- Long-Term Performance
- Wrap-Up / Questions

Economic Backdrop

- **Global economic strength of recent years lost momentum in 1H FY 2019 but appears to be stabilizing**
- **A recession does not appear imminent**
 - **U.S.:** Waning fiscal stimulus (personal and corporate tax cuts) in CY 2019, but economic growth for Q3 FY 2019 exceeded expectations
 - **China:** After a slowdown in CY 2018, the government is implementing fiscal and monetary stimulus programs to reignite growth. The outcome of trade negotiations with the U.S. is a major issue.
 - **Europe:** Brexit negotiations, policy uncertainty in Italy and France, international trade issues continue to weigh on the future outlook

A “soft landing” for the global economy is becoming the consensus outlook among economists

Financial Market Outlook: CY 2019

What now?

CY 2018 was a difficult year, CY 2019 is off to a strong start

Will the rally continue?

- **Interest Rates:** After four rate hikes in 2018, the Federal Reserve did an about face in December indicating rates are on hold for the foreseeable future sparking the rebound in equity markets
- **Trade Frictions:** U.S. and China re-engaged in meaningful trade negotiations, buoying global equity markets, but renewed tariff threats by the U.S. have suddenly clouded the outlook for a positive outcome
- **Economic Growth:** Investors are bracing for more subdued global economic growth, but forecasts for a CY 2019 recession in the U.S. have subsided with Q1 CY 2019 GDP growth surprising to the upside
- **IPO's:** A recent surge of IPO activity has sparked renewed interest in the tech sector

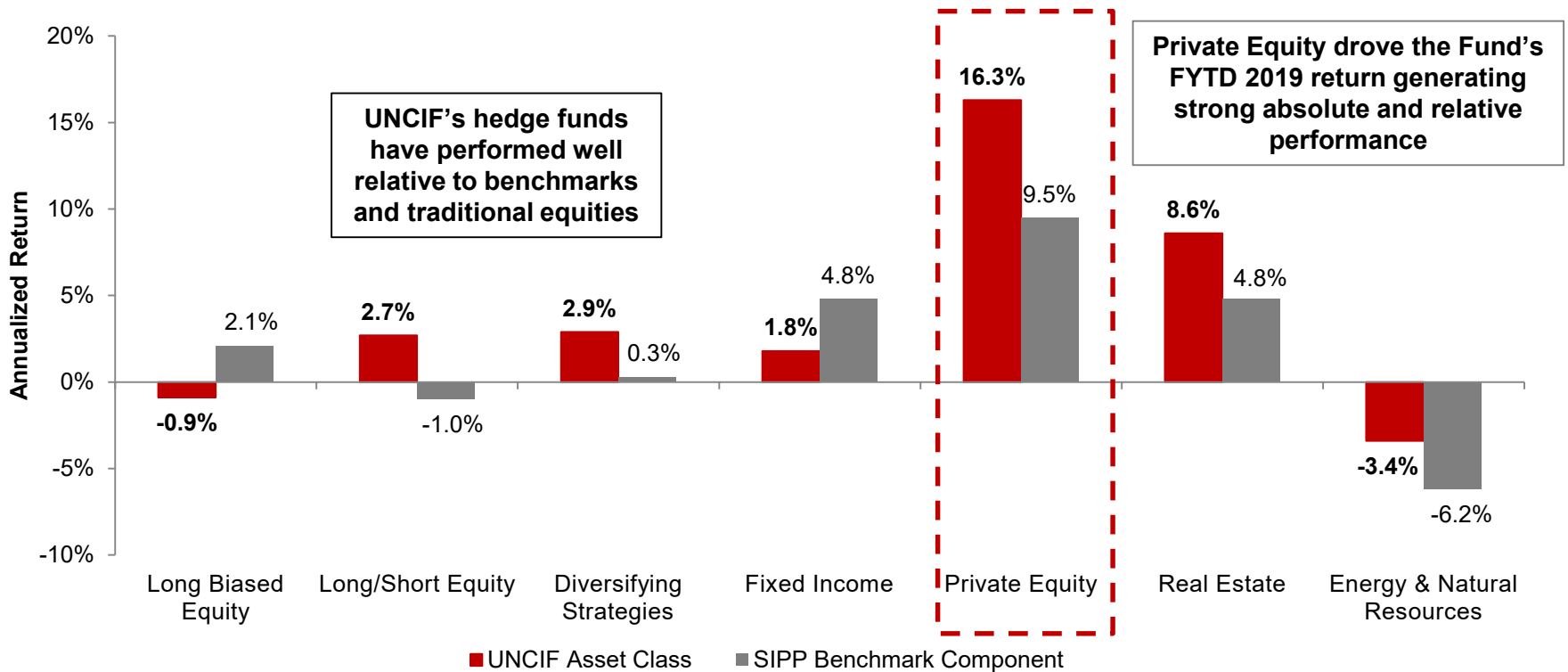
Geopolitical and trade issues have reignited market volatility after a very strong start to CY 2019

Agenda

- Headlines & Return Summary
- Economic & Financial Market Backdrop
- **Asset Class Performance**
- Long-Term Performance
- Wrap-Up / Questions

UNCIF Asset Class Returns: FYTD 2019 (9 months)

Private Equity drove performance with diversifiers protecting value



Despite the volatile environment for public equities, UNCIF gained +3.9% for the FYTD 2019 period

Performance is for FYTD 2019: July 1, 2018 to March 31, 2019 (9 months)

Public Portfolio: Activity

FYTD 2019: July 1, 2018 to March 31, 2019 (9 months)

- **Diversifying Strategies allocation has reached target weight**
 - Allocation increased from 9.1% at the beginning of the fiscal year to 10.2%, bringing it marginally above its 10% SIPP Target Allocation
 - One manager terminated, one new Public Diversifying Strategies relationship added and one new Private Diversifying Strategies fund added

- **Long/Short Equity allocation decreased**
 - Decreased From 15.9% at the beginning of the fiscal year to 15.1%, bringing the portfolio in line with its 15% SIPP Target Allocation
 - Two managers closed their funds, two new relationships initiated

- **Long Biased Equity allocation decreased**
 - From 31.1% at the beginning of the fiscal year to 29.1%, bringing it slightly below its 30% SIPP Target Allocation
 - One manager terminated, one other manager closed their fund

Public Portfolio: Looking Forward

FYTD 2019⁽¹⁾ has been a good test of the portfolio's positioning

- **Global equities in Q3 FY 2019 recovered almost all of previous quarter's losses**
 - Markets continued to climb in April with S&P 500 hitting a new all time high on April 30
 - Valuation levels remain elevated and stocks remain sensitive to macro factors (China trade deal, Fed rate policy)
- **Diversifying Strategies remains a key priority**
 - Allows the portfolio to maintain a higher level of equity exposure without an equivalent increase in overall risk
 - We continue to search for attractive additions to this portfolio
- **We maintain a neutral to slightly negative view of most Fixed Income strategies**
- **Despite the market recovery, we expect periodic market volatility to continue with a significant dispersion of returns across and within markets**

We continue to believe the portfolio is structured appropriately for a more volatile market environment

(1) FYTD 2019: July 1, 2018 to March 31, 2019 (9 months)

Private Portfolio: Performance

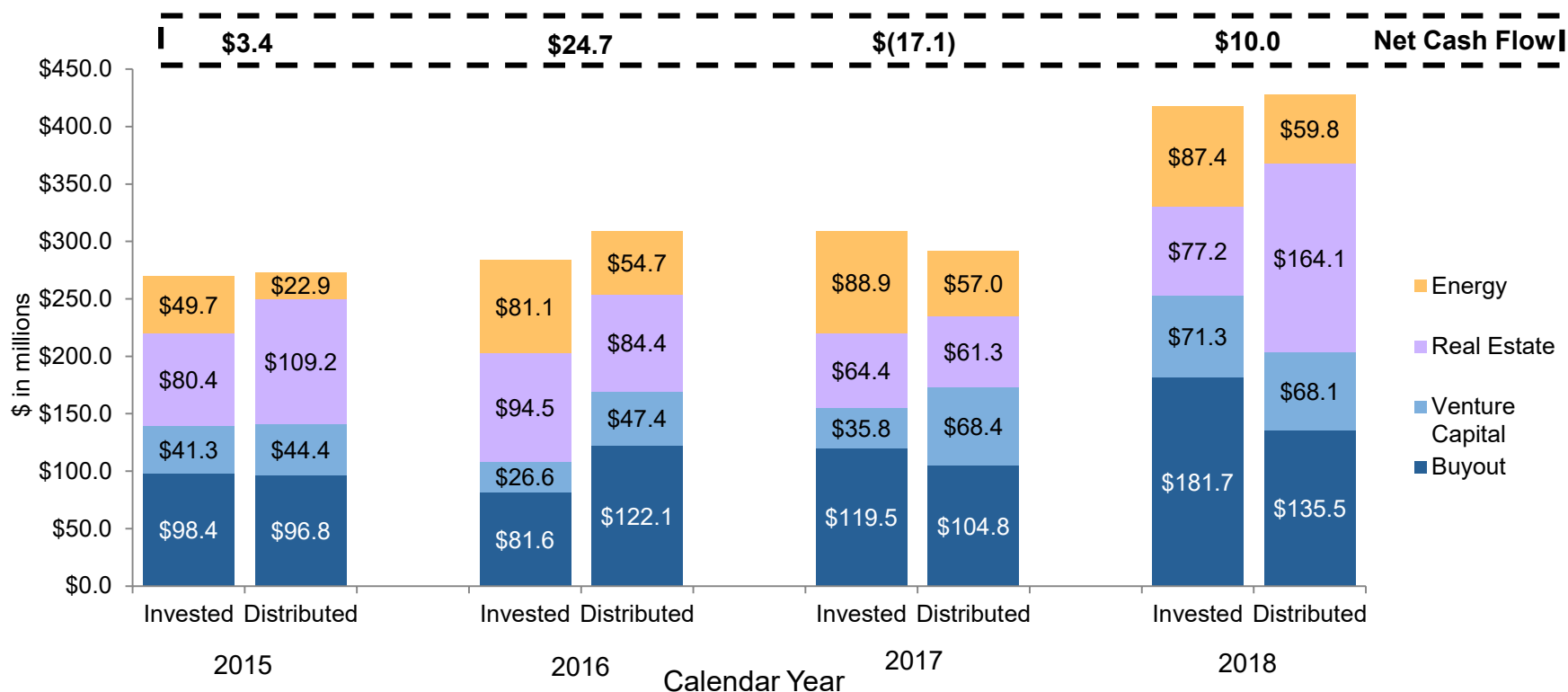
FYTD 2019: July 1, 2018 to March 31, 2019 (9 months)

The Private Portfolio returned +10.6% in FYTD 2019 beating the +5.4% combined Private Portfolio SIPP return

- **Relative performance was strong across the Private Portfolio's three asset classes**
 - All Private Portfolio asset classes beat their SIPP benchmark by at least +2.7%
 - Commodity prices impacted the Energy & Natural Resources portfolio, but Private Equity and Real Estate experienced strong 9-month periods returning +16.3% and +8.6%, respectively
- **Private Equity was a strong performer (once again), returning +16.3%**
 - Top asset class (by a wide margin) for the 3-, 5-, and 10-year periods
- **Real Estate returned +8.6%, surpassing SIPP by +3.8%**
 - Large realized gains from asset sales at valuations exceeding their carrying value

Private Portfolio Annual Cash Flow (Calendar Year)

As of December 31, 2018



- Capital calls and distributions in 2018 exceeded prior years
- Real Estate distributions significantly outpaced calls

UNCIF's Largest Venture Capital Holdings

Characteristics:

- Aggregate cost basis: ~ \$74mm
- Distributions received to date: ~ \$43mm
- Aggregate market value within UNCIF⁽¹⁾: ~ \$444mm
- Pro forma aggregate valuation at last financing round: ~ \$503mm

Potential Liquidity:

- 1 acquired by Microsoft; distributions / sales of MSFT stock are complete (\$20mm in UNCIF value)
- 3 IPO's in 2019 so far (~\$92mm in UNCIF value)
- 3 additional potential IPO's in 2019 (~ \$85mm in UNCIF value)
- 2 potential IPO's in 2020 (~ \$64mm in UNCIF value)
- 3 with potential longer-term holding periods (~ \$210mm in UNCIF value)

If the IPO market is strong in the next 2 years, UNCIF could realize significant liquidity from its venture holdings

1. Market values as of December 31, 2018 or March 31, 2019 where available

Investment Philosophy: Buyout & Growth Equity

- **Partner with exceptional people and strong teams**
- **Target managers raising capital appropriately sized for their strategy**
 - Preference for small teams, raising small funds, investing in small companies
 - Better decision making, better alignment of interests, ideally first institutional owner/investor
- **Preference for specialist over generalist strategies – better pattern recognition and industry networks**
 - Virtuous cycle of sourcing, due diligence, value creation, and successful exits when focusing on a sector
- **Preference for groups with operational capabilities**
 - Ability to help create value at portfolio companies beyond providing capital

Buyout & Growth Equity

Performance

	1-Year	3-Year ⁽¹⁾	5-Year ⁽¹⁾	10-Year ⁽¹⁾
UNCIF Buyout & Growth Equity	17.6%	15.7%	12.6%	14.0%
Buyout Benchmark (Cambridge Assoc. US)	11.1%	14.1%	11.4%	13.8%
S&P 500 PME	-4.8%	8.8%	8.2%	13.3%
Total UNCIF	4.0%	6.9%	7.2%	7.6%

UNC Buyout & Growth Equity Over/Under Performance (+/-)				
Buyout Benchmark (Cambridge Assoc. US)	+6.5%	+1.6%	+1.2%	+0.2%
S&P 500 PME	+22.4%	+6.9%	+4.4%	+0.7%
UNCIF	+13.6%	+8.8%	+5.4%	+6.4%

UNCIF's Buyout & Growth Equity portfolio has performed well on a relative and absolute basis and is strongly accretive to UNCIF's returns over the past decade

Note: Performance as of 12/31/2018
(1) Annualized



Agenda

- Headlines & Return Summary
- Economic & Financial Market Backdrop
- Asset Class Performance
- **Long-Term Performance**
- Wrap-Up / Questions

Relative Return Summary

UNCIF exceeds a traditional stock/bond portfolio over the medium term

Periods ended 3/31/19	1 Year	3 Years ⁽¹⁾	5 Years ⁽¹⁾	7 Years ⁽¹⁾	10 Years ⁽¹⁾
UNC Investment Fund	6.1%	9.5%	7.7%	8.7%	9.0%
Primary Benchmark: SIPP	4.0%	8.1%	5.7%	7.2%	9.6%
Traditional Portfolio: Global 70/30 ⁽²⁾	3.4%	8.1%	5.5%	6.8%	9.7%
Peer Universe Median ⁽³⁾	3.2%	8.2%	5.6%	7.2%	9.4%
UNCIF Quartile Ranking	Top	Top	Top	Top	Third

UNCIF has consistently outperformed the Global 70/30 Portfolio⁽²⁾ and is strong relative to peers over the medium term

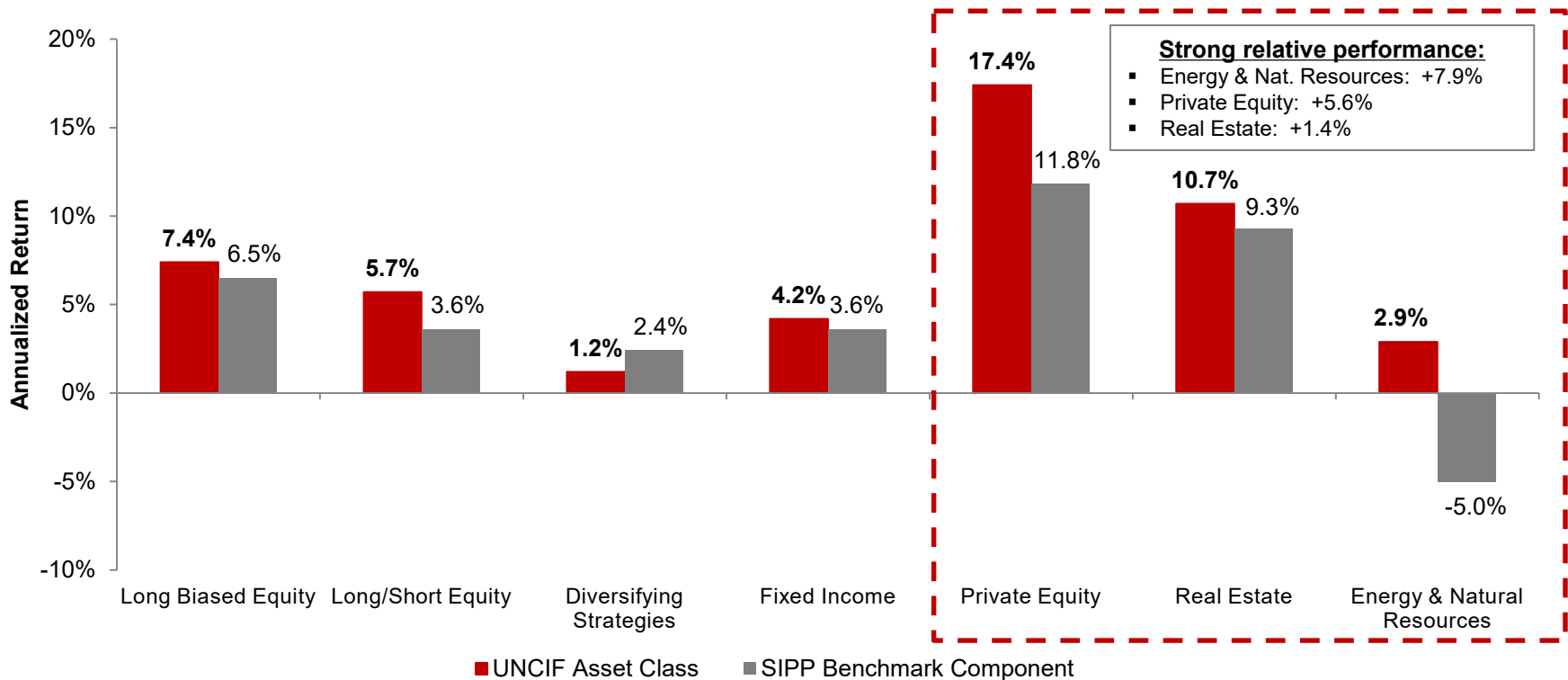
1) Annualized

2) Global 70/30 Portfolio: 70% MSCI All Country World Index (ACWI), 30% Bloomberg Barclays U.S. Aggregate Bond Index

3) BNY Mellon Endowment & Foundation universe median return adjusted for internal fees

UNCIF Asset Class Returns: 5 Years

Performance driven by exposure to private investments

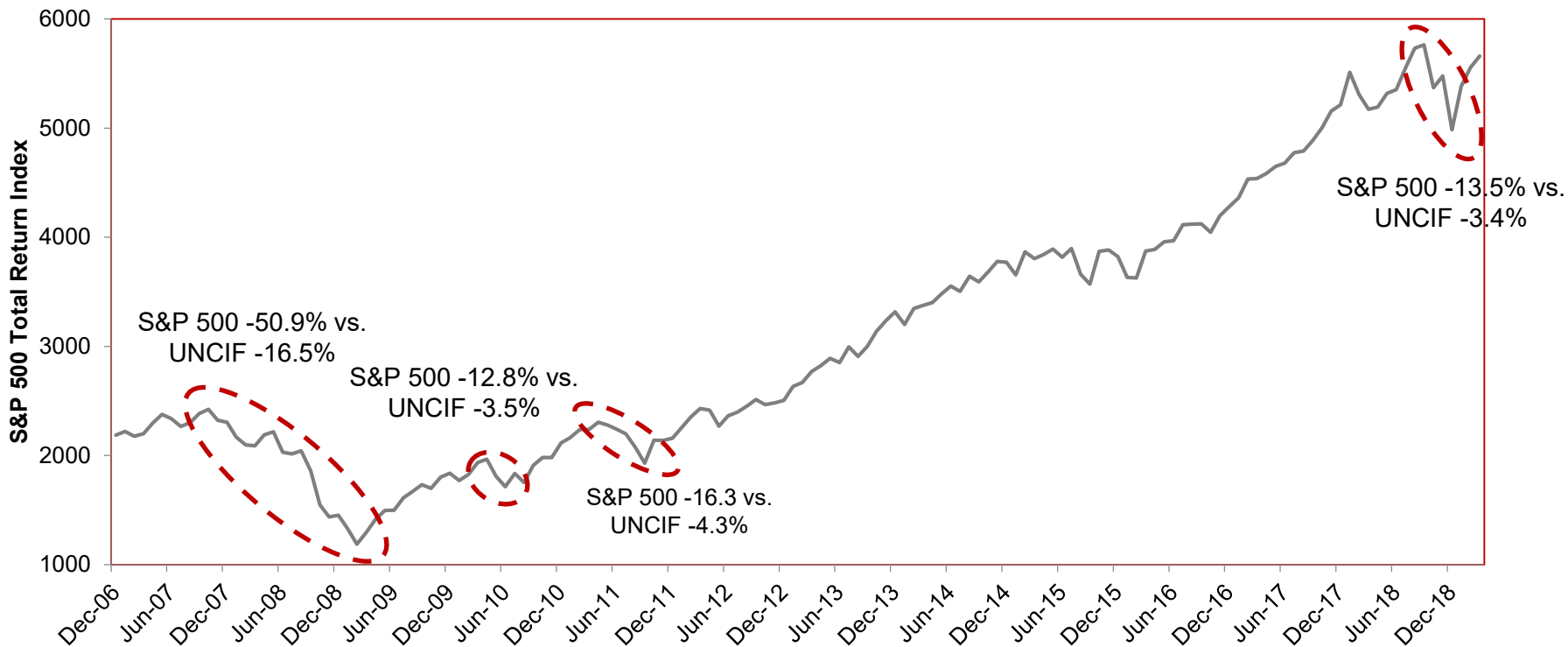


- All asset classes positive; 6 of 7 beat their benchmarks
- The Fund's +7.7% 5-year return significantly beats SIPP's +5.7%

Note: Performance is for the five-year period ending March 31, 2019

UNC Investment Fund

Drawdown Protection



UNCIF provides significant drawdown protection during periods of market stress

Relative Return & Risk Statistics (Indices)^{(5 Years)⁽¹⁾}

The Fund's Sharpe Ratio tops comparable benchmarks

	Annualized Return	Annualized Standard Deviation	Sharpe Ratio	Beta vs. ACWI
UNCIF	7.7%	4.6%	1.5	0.34
Primary Benchmark: SIPP	5.7%	4.4%	1.1	0.38
Traditional Portfolio: Global 70/30 ⁽²⁾	5.5%	7.9%	0.6	0.71
Global Equities: MSCI ACWI	6.5%	11.0%	0.5	1.00
Domestic Equities: S&P 500	10.9%	11.1%	0.9	0.95

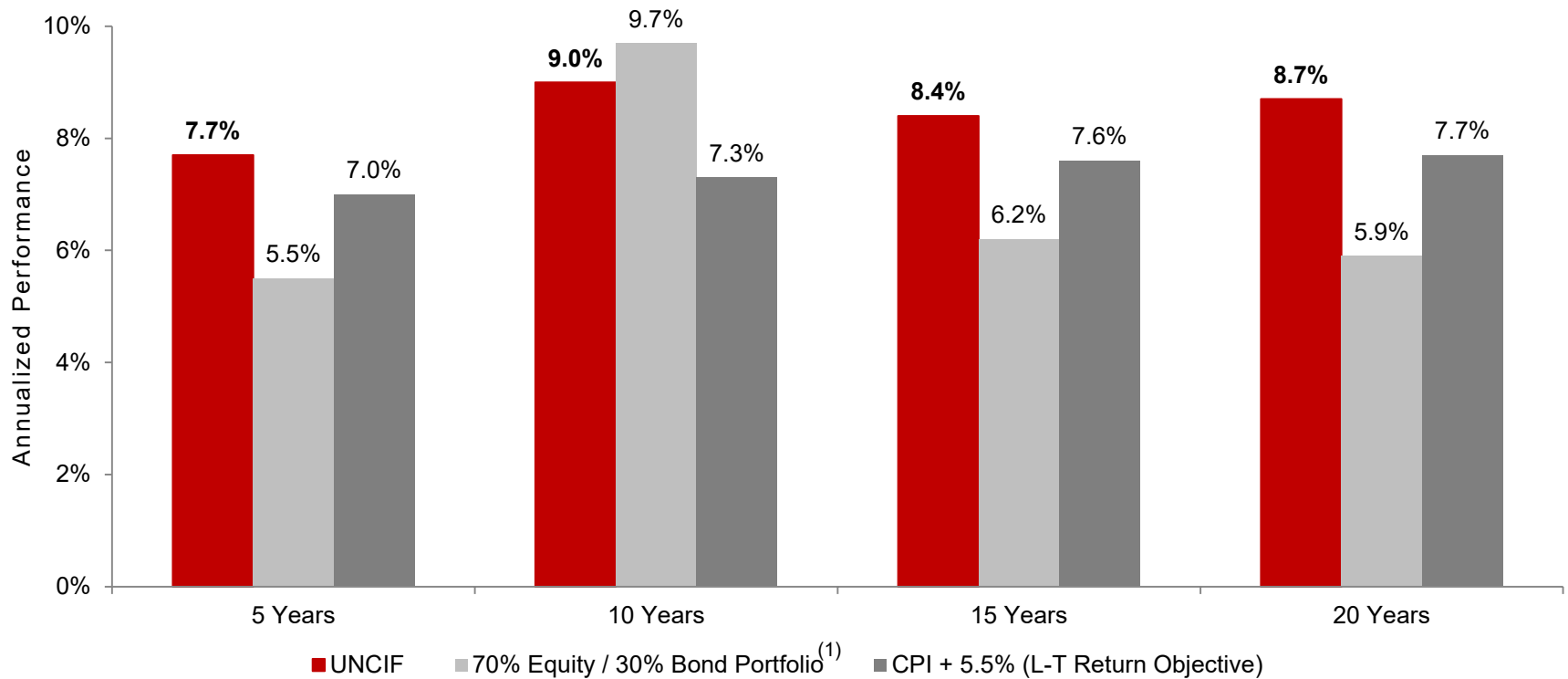
The Fund has produced a higher rate of return with a lower risk profile than comparable benchmarks

(1) Data for five-year period to March 31, 2019

(2) Global 70/30 Portfolio: 70% MSCI All Country World Index / 30% Bloomberg Barclays U.S. Aggregate Bond Index

Relative Long-Term Performance

Over the medium and long term, the Fund has achieved its return objective



A traditional equity/bond portfolio fails to achieve the Fund's primary objective highlighting the need for diversification & private investments

Note: Performance to March 31, 2019

(1) 5, 10, 15 Years: Global 70/30 Portfolio - 70% MSCI All Country World Index (ACWI), 30% Bloomberg Barclays U.S. Aggregate Bond Index
20 Years: Domestic 70/30 Portfolio - 70% S&P 500 Index / 30% Bloomberg Barclays U.S. Aggregate Bond Index

Agenda

- Headlines & Return Summary
- Economic & Financial Market Backdrop
- Asset Class Performance
- Long-Term Performance
- **Wrap-Up / Questions**

Our Fundamental Beliefs

Over the long term, the Fund has achieved its objectives

Maintaining conviction in our investment approach and philosophy has led to the Fund achieving its long-term objectives

- Maintain a long-term time horizon
- Portfolio diversification is a key component in managing risk
- Focus assets with our highest conviction investment managers
- Alternative asset classes play a significant role
- Tactical portfolio shifts can be utilized selectively to capture shorter-term opportunities
- Downside protection matters

The most important and difficult challenge remains striking the proper balance between upside participation and downside protection

Wrap-Up

UNCIF's FYTD 2019 return is now solidly positive

After a weak 1H FY 2019, UNCIF is positioned to generate a relatively healthy return for FY 2019

- The Fund returned +3.9% FYTD 2019 through March. April results bring the 10-month FYTD 2019 return to +6.2%
- Private Equity and Real Estate have driven the strong FYTD 2019 return
- For the 1-, 3-, 5- and 7-year periods ended March 31, 2019, UNCIF:
 - Beat SIPP and the Global 70/30 Portfolio⁽¹⁾ by significant margins
 - Ranks in the top quartile relative to peers⁽²⁾
- Over the long term, the Fund has achieved its primary return objective

UNCIF continues to generate solid returns on both a relative and absolute basis

(1) Global 70/30 Portfolio: 70% MSCI All Country World Index / 30% Bloomberg Barclays U.S. Aggregate Bond Index

(2) BNY Mellon Endowment & Foundation universe

Winston-Salem State University Board of Trustees Endowment Committee
Chancellor's Conference Room, Thursday, March 14, 2019
Minutes

Committee Chairman Dr. William Harris called the Board of Trustees (BOT) Endowment Committee meeting to order at 8:03 a.m.

Roll Call: Ms. Leslie Gaynor

Members Present: Chair Dr. William Harris Ms. Peggy Carter
 Mr. David Smith Chancellor Elwood Robinson
 Mr. William Benton Ms. Constant Mallette, ex-officio
 Mr. Scott Wierman

A quorum was established.

Staff Present: Ms. Camille Klutz-Leach Ms. Leslie Gaynor
 Mr. Frank Lord Mr. Wilbourne Rusere

Guest: Mr. Jonathan King, President – UNC Management Company, Inc. (via tele-conference)

Adoption of Agenda

The agenda was adopted (Trustee Benton moved and Trustee Wierman seconded).

UNC Management Company, Inc. Presentation (Endowment Fund Update)

The March 14, 2019 UNC Investment Fund was presented by Mr. Jonathon King via tele-conference.
(see handout of UNC Management Company presentation)

As of December 2018

- Fund is up 1.8% fiscal year
- 4th quarter was the worse since 2011
- Private equity is holding its value
- 22% in private equity of portfolio
- Energy ~7.5% of portfolio
- Real-estate ~6%
- Traditional equities up 4.9%
- 2% underweight in traditional equities
- Underweight in equities hedge fund
- Fiscal year-to-date was negative in Dec, now positive

Approval of Minutes

The minutes from December meeting were approved (Trustee Benton moved and Trustee Wierman seconded).

Enhanced Revenue/Integrated Planning and Budgeting

- **University Endowment**
 - 2nd Quarter return 2019: -3.4%, December 2018
 - Fiscal Year to Date performance -0.9%
 - WSSU Endowment Invested Funds combined as of December 31 2018 \$45,804,658
 - WSSU Endowment Funds invested as of December 31, 2018 (fair market value) \$32,369,078

- Net Realized and Unrealized Gains -\$1,053,214
- Cash Gifts received -0-
- Permanently Restricted Cash to be invested -0-
- Restricted Cash for Spending \$3,145,491
- WSSU Endowment principal invested with UNC Management Trust account \$18,449,312
- Total Amount Spent:

Scholarships	800
Chairs/Professorships	47,967
Program Dev/Inst Support	6,559
Library	0
Total Amount Spent	55,326
- No reinvestments were made during this period.
- There were no gifts during this period.

- **Foundation Endowment**

- WSSU Endowment funds invested as of December 31 2018 (fair market value) \$13,435,580
- Net Realized and Unrealized Gains -\$105,173
- Cash Gifts received \$514,007
- Restricted Cash for Spending \$127,453
- WSSU Endowment principal invested with UNC Management Trust account \$9,555,711
- Amount spent on scholarships \$88,330
- Permanently restricted cash to be invested \$303,432

Questions were raised about use of funds for professorships, scholarships and Restore the Core. It was suggested that we approach donors and see if restrictions for “earmarked” funds could be lifted or redirected.

Discussion

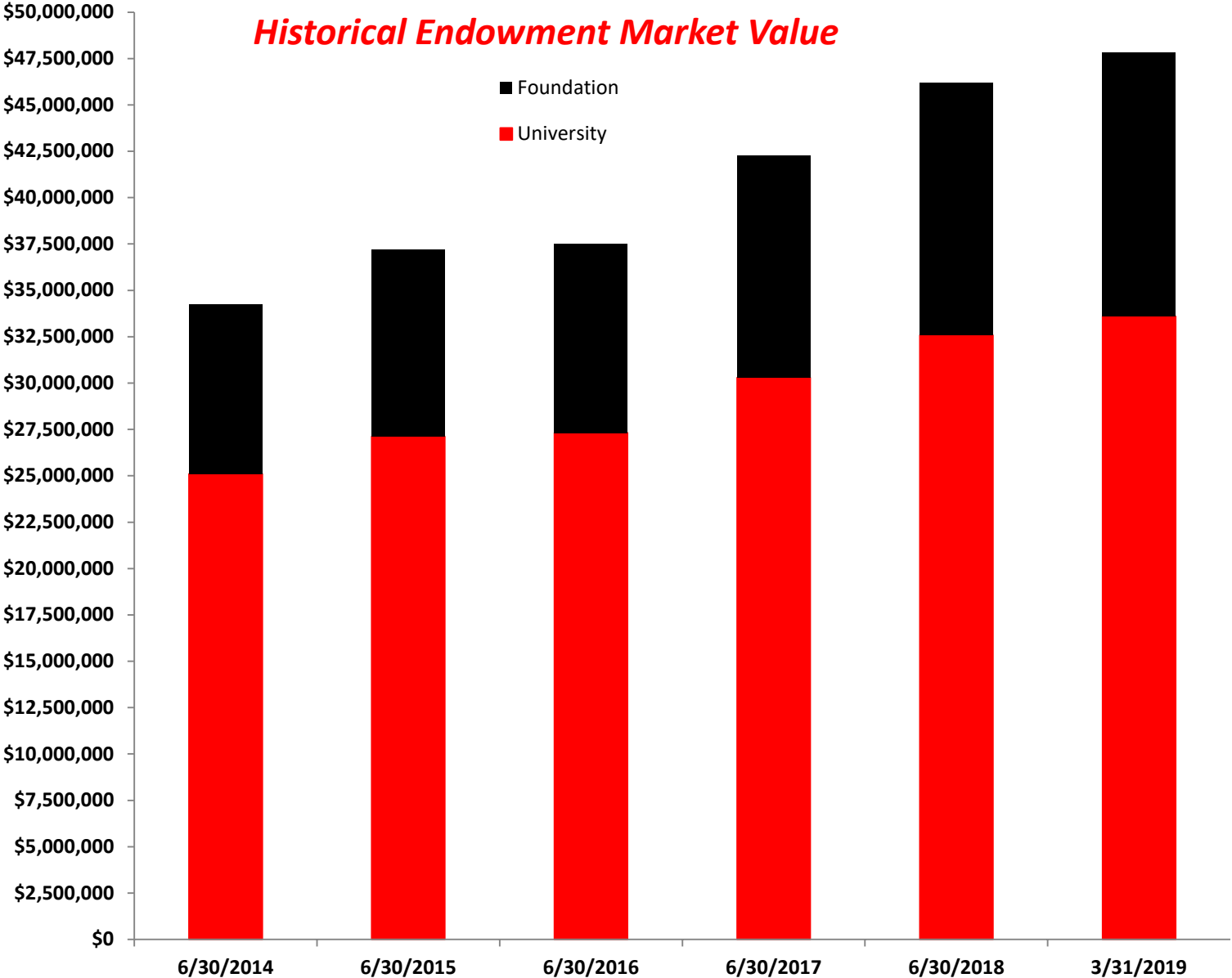
On other discussion items.

Meeting was adjourned at 8:50 am.

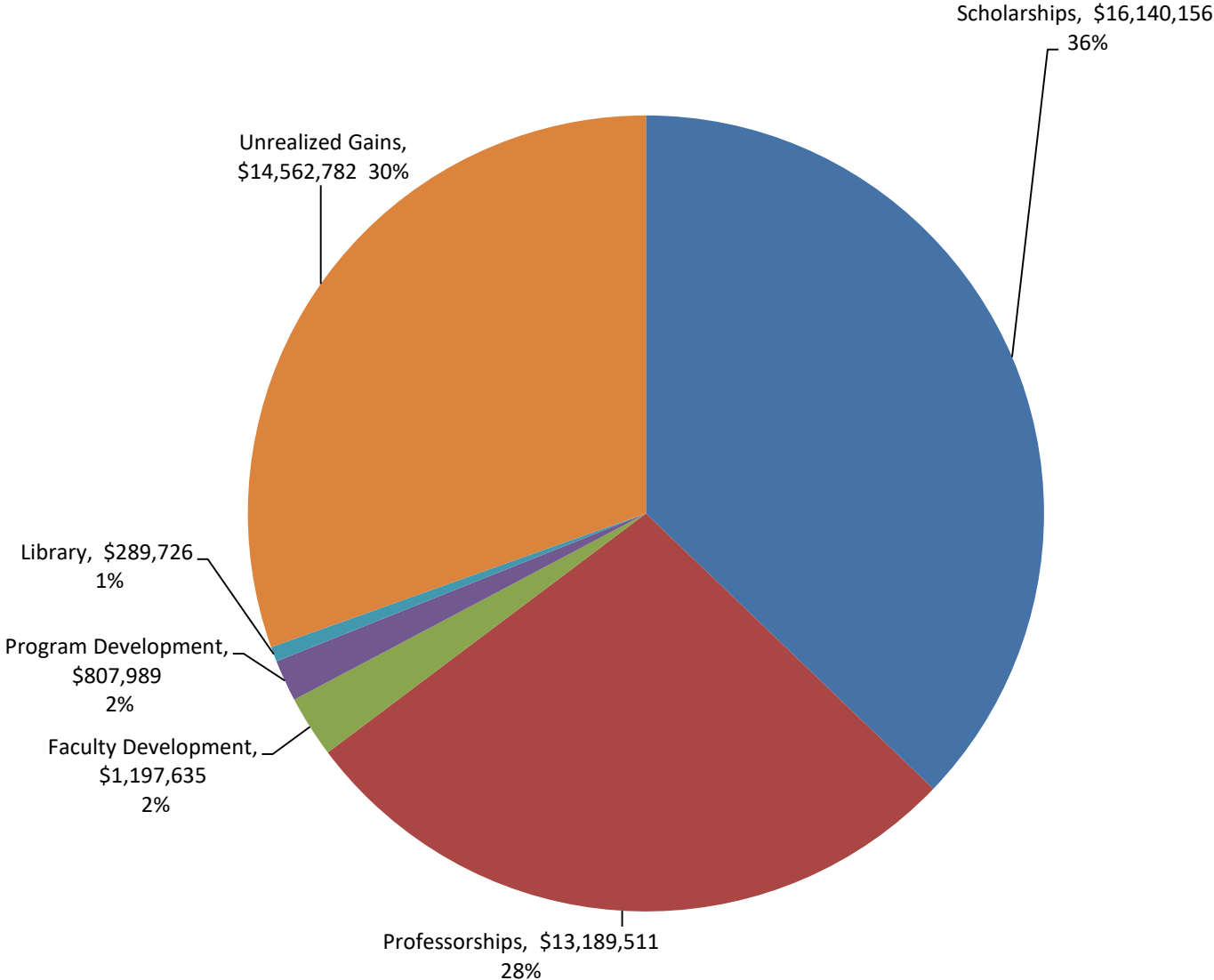
Next meeting, Thursday, June 13, 2019

Respectively Submitted by: Leslie Gaynor, Finance and Administration, Office Director

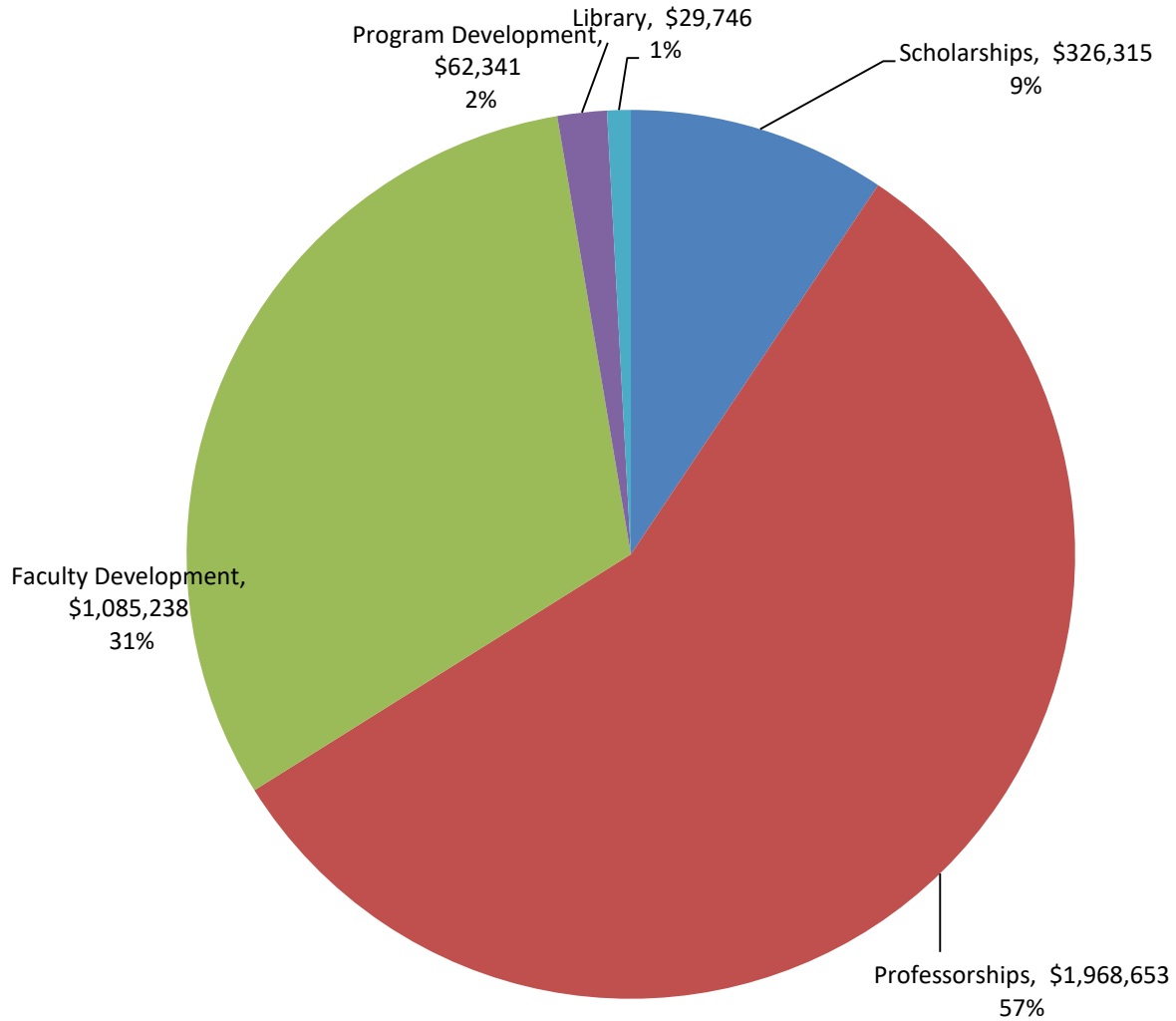
Historical Endowment Market Value



**Endowed Invested Funds at
March 31, 2019
\$47,817,151**



**Endowed Restricted Funds Available for Spending at
March 31, 2019
\$3,472,293**



Winston-Salem State University
Board of Trustees Endowment Committee Report
Thursday June 13, 2019

Fiscal Year to Date as of March 31, 2019

• Endowment Principle Balance		
Invested with UNC Management trust account	\$18,449,312	
• Fair Market Value	33,594,852	
• Cash gifts received	0	
• Net Realized and Unrealized Gains(losses)	172,560	
• Permanently Restricted Cash to be invested	0	
• Restricted Cash for spending	3,432,415	
• Transfer to Foundation/Other	0	
• Income Distributed	988,528	
• Reinvested Endowment	845,614	
• Amount spent:		
Scholarships		800
Chair/Professorships		76,510
Program Development/Inst Support		20,602
Library		0
Total amount spent		97,913

Winston-Salem State University Foundation
Board of Trustees Endowment Committee Report
Thursday June 13, 2019

Fiscal Year to Date as of March 31, 2019

• Endowment Principle Balance	
Invested with UNC Management trust account	\$9,728,170
• Fair Market Value	14,222,298
• Cash gifts received	598,250
• Net Realized and Unrealized Gains(losses)	559,064
• Permanently Restricted Cash to be invested	196,647
• Restricted Cash for spending	39,878
• Income Distributed	511,406
• Amount spent on scholarships	218,826

Current Date: 04/26/2019

Current Time: 10.00.41

**Winston-Salem State University
Banner Finance**

**Board of Trustees Endowment Fund Account Balances
As Of
Month: March Fiscal Year: 2019**

FUND NAME	PRINCIPAL	QUASI-ENDOWMENT	RESTRICTED	RESTRICTED EARNINGS TO-DATE	RESTRICTED DISBURSEMENTS TO-DATE
Scholarships					
Alumni Scholarships	10,980.00	10,930.89	1,509.76	1,155.22	.00
Anne Hanes Willis Schol	85,000.00	-5,620.97	5,302.44	4,019.66	.00
Athletic Endowment Sch	85,431.52	-3,920.85	11,076.85	4,227.98	800.00
Bank of America Schol	250,000.00	-14,095.27	15,992.24	12,177.65	.00
Bernice James Davenport Sch	18,764.69	-861.20	5,663.89	928.66	.00
Bryan Family Schol	150,000.00	-9,870.24	9,499.56	7,233.65	.00
C C Ross BB&T Schol	122,500.00	-8,371.67	7,736.89	5,891.43	.00
C E Gaines Athletic Sch	410,202.56	-26,142.55	26,035.86	19,825.59	.00
Chancellor s Scholarship	63,455.88	-3,828.80	4,042.19	3,078.02	.00
Class of 1938 Schol	4,200.00	10,234.29	994.60	761.04	.00
Cleon Edwina Thompson Sch	54,940.32	-3,620.18	3,479.06	2,649.21	.00
Coca Cola Dist Schol	50,000.00	-3,302.69	3,165.67	2,410.57	.00
Corn Products Schol	.00	.00	.00	.00	.00
George Virginia Newell Sch	.00	.00	.00	.00	.00
Glenn Family Schol	110,000.00	-7,218.69	6,967.65	5,305.67	.00
HBCU Masters Scholarship	175,500.00	-8,054.50	13,448.34	8,685.43	.00
Hanes Scholarship	100,000.00	2,702.68	7,076.72	5,414.87	.00
Haywood L Wilson Jr Schol	170,950.00	-9,133.16	10,969.75	8,353.16	.00
James G Hanes Schol	400,000.00	-26,307.69	25,332.99	19,290.39	.00
John Lillian Lewis Schol	7,500.00	-123.01	7,723.96	388.94	.00
Kenneth R Williams Schol	20,130.07	-1,312.59	1,275.65	971.37	.00
Laura Sawyer Schol	27,394.43	-1,257.26	1,778.44	1,355.73	.00
Lillie Middleton Schol	10,000.00	-458.95	7,533.31	494.90	.00
Merit Scholarships	396,070.72	-27,130.44	25,010.87	19,045.08	.00
Nettie Frank Setzer Sch	11,372.42	-530.90	737.30	561.96	.00
North Car Assoc Insur Agt Sch	70,000.00	-4,632.28	4,431.36	3,374.36	.00
Omega Psi Phi Schol	21,451.17	-874.68	1,392.90	1,062.18	.00
Paul Fulton Sara Lee Emer Fund	150,000.00	11,622.59	35,212.16	8,521.35	.00
Peter Kim Schol	20,000.00	-917.89	1,844.76	989.80	.00
R H Barringer Schol	.00	.00	.00	.00	.00
Robert Emken Schol	180,000.00	-8,261.02	11,685.59	8,908.13	.00
Sam Walton Memo Schol	102,000.00	-7,067.30	6,435.60	4,900.53	.00
So Area Links Inc Scholarship	10,513.43	-482.52	932.55	520.31	.00
Student Gen Scholarships	58,418.97	-3,850.49	3,699.25	2,816.87	.00
Wells Fargo Scholarship	65,000.00	-3,984.75	4,136.29	3,149.67	.00
Winston Salem Beauticians Sch	5,000.00	-123.02	1,313.48	257.16	.00
Z Smith Reynolds Schol	300,000.00	-13,700.94	12,999.55	14,848.01	.00
Total Scholarships	3,716,776.18	-169,566.05	286,437.48	183,574.55	800.00
Chairs/Professorships					
ARF Dist Prof in Biopharm	500,000.00	30,552.00	135,966.71	27,387.65	.00
Anne Reynolds Forsyth Chr SOE	500,000.00	12,607.29	134,750.22	26,461.33	.00
BB&T End Prof Fin Ethics	250,000.00	-11,356.80	21,293.47	12,177.23	.00
CD Spangler Dist Prof Phy Ther	500,000.00	-22,939.28	38,842.45	24,732.35	.00
Dist Prof African Amer History	500,000.00	-22,947.30	50,978.34	24,744.82	.00
Dist Prof African Amer Lit	500,000.00	-22,947.30	47,531.42	24,744.82	.00
Dist Prof Nur/Allied Health L4	500,000.00	-27,226.19	32,049.85	24,405.07	.00

Dist Prof Political Science	500,000.00	-22,947.30	53,302.81	24,744.82	.00
Gray Chair of Religion	458,681.27	14,717.68	132,539.17	24,703.61	.00
Hanes Dist Prof Coll Arts Sci	1,000,000.00	-45,894.58	85,389.14	49,489.63	7,903.07
Novant Health FMC Chair Recrui	500,000.00	-22,947.30	54,834.09	24,744.82	14,201.35
Paul Fulton 2nd Chair CS	800,000.00	-36,715.67	66,518.89	39,591.70	.00
Paul Fulton Chair CS	500,000.00	-22,947.30	58,890.41	24,744.82	.00
RJR Computer Science Prof	1,000,000.00	298,423.57	205,992.43	68,457.79	3,379.96
Sara Lee Chr Accounting	1,000,000.00	256,754.10	194,647.99	66,260.82	28,939.76
Sara Lee Foreign Language Chr	500,000.00	12,607.29	134,750.22	26,461.33	.00
Shelton Foundation Chr Nurs	583,500.00	-12,755.96	110,196.41	30,091.78	20,780.83
Vivian Chambers Prof-Math/Elem	500,000.00	-22,947.30	41,574.24	24,744.82	.00
Wells Fargo Chair-Education	500,000.00	-22,947.30	41,574.24	24,744.82	.00
Willie Bradsher Prof Educ	150,000.00	573,841.15	149,069.99	37,365.44	.00
Wilveria B Atkinson Chr Lif Sc	500,000.00	88,290.91	138,575.73	30,368.18	1,305.15
Z Smith Reynolds-Justice	500,000.00	-22,944.79	39,384.37	24,740.92	.00
Total Chairs/Professorships	12,242,181.27	947,329.62	1,968,652.59	685,908.57	76,510.12
Faculty Development					
Faculty Enrichment	16,011.15	-734.83	9,821.65	792.38	.00
Wells Fargo Teach Excellence	1,231,618.16	-49,259.57	1,075,416.34	61,203.90	4,807.38
Total Faculty Development	1,247,629.31	-49,994.40	1,085,237.99	61,996.28	4,807.38
Program Development					
Academic Development	.00	.00	.00	.00	.00
Athletics Program Development	10,335.13	-474.33	8,331.85	511.47	.00
James G Hanes Curr Dev	.00	.00	.00	.00	.00
Nursing Program	900,000.00	-128,193.00	32,018.84	40,125.23	15,795.04
Program Development	27,587.00	-1,266.15	21,990.32	1,365.26	.00
Total Program Development	937,922.13	-129,933.48	62,341.01	42,001.96	15,795.04
Library					
Friends of the Library	244,803.50	-11,235.16	25,905.49	12,115.24	.00
JG Hanes Diggs Gallery	60,000.00	-3,842.64	3,840.27	2,931.87	.00
Total Library	304,803.50	-15,077.80	29,745.76	15,047.11	.00
Other					
Realized Gains Losses	.00	.00	.00	.00	.00
Unrealized Gains Losses	.00	14,562,782.21	.00	.00	.00
Total Other	\$0.00	\$14,562,782.21	.00	.00	-
TOTAL ALL	\$18,449,312.39	\$15,145,540.10	3,432,414.83	988,528.47	97,912.54

WINSTON SALEM STATE UNIVERSITY
 BOARD OF TRUSTEES ENDOWMENT FUND
 STATEMENT OF CHANGES IN FUND EQUITY
 FOR JULY 1, 2018 THROUGH MARCH 31, 2019
 WITH COMPARISON TO PRIOR QUARTER

	RESTRICTED FUNDS			ENDOWED FUNDS			TOTAL ALL FUNDS		
	Mar 31 2019	Dec 31 2018	VARIANCE	Mar 31 2019	Dec 31 2018	VARIANCE	Mar 31 2019	Dec 31 2018	VARIANCE
REVENUES:									
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	\$988,528.47	\$659,018.98	\$329,509.49	\$0.00	\$0.00	\$0.00	\$988,528.47	\$659,018.98	\$329,509.49
Realized Gain(Loss) From Sale on Securities	\$0.00	\$0.00	\$0.00	(\$713,167.20)	(\$499,645.09)	(\$213,522.11)	(\$713,167.20)	(\$499,645.09)	(\$213,522.11)
Unrealized Gain(Loss) on Securities Held by Fiscal Agent	\$0.00	\$0.00	\$0.00	\$885,727.28	(\$553,568.86)	\$1,439,296.14	\$885,727.28	(\$553,568.86)	\$1,439,296.14
Transfers to/from Restricted	\$0.00	\$0.00	\$0.00	\$845,614.37	\$845,614.37	\$0.00	\$845,614.37	\$845,614.37	\$0.00
TOTAL REVENUE	\$988,528.47	\$659,018.98	\$329,509.49	\$1,018,174.45	(\$207,599.58)	\$1,225,774.03	\$2,006,702.92	\$451,419.40	\$1,555,283.52
EXPENDITURES:									
Student Financial Aid	\$800.00	\$800.00	\$0.00	\$0.00	\$0.00	\$0.00	\$800.00	\$800.00	\$0.00
Academic Support	\$76,510.12	\$47,967.48	\$28,542.64	\$0.00	\$0.00	\$0.00	\$76,510.12	\$47,967.48	\$28,542.64
Institutional Support	\$20,602.42	\$6,559.31	\$14,043.11	\$0.00	\$0.00	\$0.00	\$20,602.42	\$6,559.31	\$14,043.11
Transfers to Endowment/Other	\$845,614.37	\$845,614.37	\$0.00	\$0.00	\$0.00	\$0.00	\$845,614.37	\$845,614.37	\$0.00
TOTAL EXPENDITURES	\$943,526.91	\$900,941.16	\$42,585.75	\$0.00	\$0.00	\$0.00	\$943,526.91	\$900,941.16	\$42,585.75
NET INCREASE (DECREASE)	\$45,001.56	(\$241,922.18)	\$286,923.74	\$1,018,174.45	(\$207,599.58)	\$1,225,774.03	\$1,063,176.01	(\$449,521.76)	\$1,512,697.77
FUND EQUITY JULY 1, 2018	\$3,387,413.27	\$3,387,413.27	\$0.00	\$32,576,678.04	\$32,576,678.04	\$0.00	\$35,964,091.31	\$35,964,091.31	\$0.00
FUND EQUITY DECEMBER 31, 2018	\$3,432,414.83	\$3,145,491.09	\$286,923.74	\$33,594,852.49	\$32,369,078.46	\$1,225,774.03	\$37,027,267.32	\$35,514,569.55	\$1,512,697.77

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
 MARCH 31, 2019
 WITH COMPARISON TO PRIOR QUARTER

	RESTRICTED FUNDS			ENDOWED FUNDS			TOTAL ALL FUNDS		
	Mar 31 2019	Dec 31 2018	VARIANCE	Mar 31 2019	Dec 31 2018	VARIANCE	Mar 31 2019	Dec 31 2018	VARIANCE
ASSETS									
Cash in Institutional Trust	\$ 3,432,414.83	\$ 3,145,491.09	\$ 286,923.74	\$ -	\$ -	\$ -	\$ 3,432,414.83	\$ 3,145,491.09	\$ 286,923.74
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	33,594,852.49	32,369,078.46	1,225,774.03	33,594,852.49	32,369,078.46	1,225,774.03
Due from WSSU Foundation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL ASSETS	\$ 3,432,414.83	\$ 3,145,491.09	\$ 286,923.74	\$ 33,594,852.49	\$ 32,369,078.46	\$ 1,225,774.03	\$ 37,027,267.32	\$ 35,514,569.55	\$ 1,512,697.77
LIABILITIES AND FUND EQUITY									
LIABILITIES									
Due to Institutional Trust	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL LIABILITIES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FUND EQUITY									
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	15,145,540.10	13,919,766.07	1,225,774.03	15,145,540.10	13,919,766.07	1,225,774.03
Other Restricted Funds	3,432,414.83	3,145,491.09	286,923.74	0.00	0.00	0.00	3,432,414.83	3,145,491.09	286,923.74
TOTAL FUND EQUITY	\$ 3,432,414.83	\$ 3,145,491.09	\$ 286,923.74	\$ 33,594,852.49	\$ 32,369,078.46	\$ 1,225,774.03	\$ 37,027,267.32	\$ 35,514,569.55	\$ 1,512,697.77
TOTAL LIABILITIES AND FUND EQUITY	\$ 3,432,414.83	\$ 3,145,491.09	\$ 286,923.74	\$ 33,594,852.49	\$ 32,369,078.46	\$ 1,225,774.03	\$ 37,027,267.32	\$ 35,514,569.55	\$ 1,512,697.77

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

Account Number	Account Name	Principle	Balance Invested 3/31/2019	Cash not met min. requirement	Unrealized Gains/(Losses)	Restricted Cash for Spending 3/31/2019	Restricted Cash Not invested 3/31/2019	Total Value Cash & Mkt	Revenues	Scholarship	Endowment	Foundation Admin Fees	Total		462000
													Expenses	Net Change	
0	Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	0
4001	Peyton Thomas & Jannie Marie Hairston Endowed Scholarship Fu	57,090.94	57,090.94	-	23,020.26	(4,593.73)	-	75,517.47	(350.00)	2,400.00	244.75	646.20	3,290.95	(3,640.95)	3529.1
4002	College Endowment	350,000.00	350,000.00	-	200,000.08	5,342.23	-	555,342.31	-	15,804.00	2,268.67	3,937.50	22,010.17	(22,010.17)	21212.16
4003	Christopher Endowed Scholarship	44,000.00	44,000.00	-	23,266.84	(1,986.99)	-	65,279.85	-	2,300.00	261.94	495.00	3,056.94	(3,056.94)	2666.53
4004	Mary Williams Endowed	15,736.56	15,736.56	-	8,550.24	3,735.03	-	28,021.83	-	-	95.79	-	95.79	(95.79)	953.39
4005	Leslie M & Suzanne Baker Endow Sch	246,488.47	246,488.47	-	137,355.30	11,064.53	-	394,908.30	-	1,554.41	2,772.99	4,327.40	4,327.40	(4,327.40)	14938.96
4006	Doris Lee Hairston Dye endow	11,825.00	11,825.00	-	5,752.47	226.91	-	17,804.38	-	502.00	74.01	-	576.01	(576.01)	-125.24
4007	Mary & Rufus Hairston Endow. Sch	1,040,000.00	1,040,000.00	-	626,761.52	56,355.56	-	1,723,117.08	-	61,141.00	7,145.92	11,700.00	79,986.92	(79,986.92)	63058.77
4008	Chelyn Cheryl Conner Endowed Scholarship	13,304.00	13,304.00	-	5,981.53	5,896.85	-	23,182.38	2,000.00	-	67.01	-	67.01	1,932.99	669.4
4009	East Area Council Sch.	30,000.00	30,000.00	-	17,065.78	4,979.48	-	52,045.26	-	1,343.00	193.49	337.50	1,873.99	(1,873.99)	1818.21
4010	EL Davis	1,680.00	-	1,680.00	-	227.12	-	1,907.12	-	-	-	-	-	(0.86)	484.34
4011	Goler AME Zion Endow.	8,000.00	8,000.00	-	483.48	-	-	8,483.48	-	-	0.86	-	0.86	(0.86)	493.82
4012	Class of 81 Manderline Scales Endowed Scholar	9,990.70	9,065.70	-	493.28	(55.18)	335.00	9,838.80	2,100.00	-	0.54	-	0.54	2,099.46	1212.33
4013	BIG FOUR	20,000.00	20,000.00	-	12,907.66	1,704.47	-	34,612.13	-	1,113.00	146.99	-	1,259.99	(1,259.99)	4560.64
4014	W & P Blackwell Endow. Sch.	75,250.00	75,250.00	-	42,476.50	(433.44)	-	117,293.06	-	6,219.00	481.26	846.57	7,546.83	(7,546.83)	6432.03
4015	Class of 1958	112,405.27	112,405.27	-	62,025.21	(3,525.44)	-	170,905.04	9,100.00	4,000.00	704.57	1,162.17	5,866.74	3,233.26	1401.02
4016	Class of 1946 Endowed	23,123.61	23,123.61	-	14,191.56	3,755.88	-	41,071.05	-	-	160.90	-	160.90	(160.90)	1515.04
4017	Schexnider/Pleasants Endowed Scholarship	25,000.00	25,000.00	-	13,453.25	4,359.29	-	42,812.54	-	-	151.71	281.25	432.96	(432.96)	600.4
4018	Kennedy & Diggs Family Endow	-	-	-	-	-	-	-	-	-	-	-	-	-	0
4019	Graduating Class Endow	9,909.59	9,909.59	-	3,249.60	229.97	-	13,389.16	-	-	33.87	-	33.87	(33.87)	9091.01
4020	Logan T. & Vivian H. Burke Endow Scholarships	150,021.52	150,021.52	-	81,212.40	9,808.32	-	241,042.24	-	-	916.50	1,687.74	2,604.24	(2,604.24)	12120.88
4021	Ellen & Andrew Schindler Endow Sch.	200,000.00	200,000.00	-	108,211.55	(12,648.67)	-	295,562.88	-	5,200.00	1,221.14	2,250.00	8,671.14	(8,671.14)	551.03
4022	WSSU Alumni Queens Endowed	9,100.00	9,100.00	-	2,985.27	(222.16)	-	11,863.11	-	-	31.11	-	31.11	(31.11)	1011.89
4023	Harold & Davida Martin Endowed Sch	16,700.49	16,700.49	-	9,923.14	1,826.55	-	28,450.18	-	-	112.17	-	112.17	(112.17)	4151.79
4024	Elva Jones Endow. Scholarship	73,031.73	72,597.73	-	33,809.16	7,270.94	(936.00)	112,741.83	5,841.00	-	377.28	755.91	1,133.19	4,707.81	1531.62
4025	Class of 1953 End. Sch.	25,275.79	25,275.79	-	14,450.36	476.78	-	40,202.93	-	-	163.89	284.34	448.23	(448.23)	3036.48
4026	Class of 1954 End. Sch.	50,105.00	50,105.00	-	27,426.68	(4,015.48)	-	73,516.20	-	1,900.00	309.83	563.67	2,773.50	(2,773.50)	863.51
4027	1000 Rams 1000 Donors Endowed	14,250.33	14,250.33	-	4,524.13	6,841.93	-	25,616.39	-	-	46.84	-	46.84	(46.84)	28169.79
4028	Atkins Gleason Carew Endowment	464,797.40	464,797.40	-	266,049.48	(41,061.45)	-	689,785.43	-	-	3,018.37	5,228.97	8,247.34	(8,247.34)	12120.88
4029	Anne Reynolds Forsyth Endow. Sch	200,000.00	200,000.00	-	107,280.75	(14,482.82)	-	292,797.93	-	7,700.00	1,209.62	2,250.00	11,159.62	(11,159.62)	10909.13
4030	BB&T Merit	180,000.00	180,000.00	-	95,688.04	10,425.62	-	286,113.66	-	-	1,077.95	2,025.00	3,102.95	(3,102.95)	1009.09
4031	Barney and Catherine Pettie Hart WSSU Choir Endowed Scholars	16,655.00	16,655.00	-	7,900.79	999.15	-	25,554.94	-	750.00	87.12	-	837.12	(837.12)	3255.96
4032	Class of 1955 End. Sch.	56,990.00	56,990.00	-	32,439.46	(4,596.39)	5,000.00	89,833.07	5,000.00	-	368.36	584.88	953.24	4,046.76	1470.01
4033	Henry Jones, Jr. Endow	24,931.80	24,931.80	-	13,340.16	4,444.67	1,000.00	43,716.63	1,030.00	-	149.36	-	149.36	806.64	25454.37
4034	John & Peggy Taylor Endow. Student Tech. Fund	420,000.00	420,000.00	-	130,580.99	22,186.19	-	572,767.18	-	8,397.00	1,367.07	7,875.00	17,639.07	(17,639.07)	14983.48
4035	John G. Medlin Endow. Scholarship	247,226.44	247,226.44	-	140,410.77	(41,831.22)	-	345,805.99	-	10,600.00	1,591.83	2,781.30	14,973.13	(14,973.13)	2222.58
4036	Class of 1973 Endowed Scholarship Fund	44,870.58	44,430.58	-	12,566.35	(990.51)	1,363.00	57,369.42	11,977.00	1,100.00	131.97	370.05	1,602.02	10,374.98	606.45
4037	Larry and Carrie Poole	10,000.00	10,000.00	-	4,699.62	2,645.83	-	17,345.45	-	-	51.75	-	51.75	(51.75)	1225.56
4038	Lucille Mauge Endowed	20,214.86	20,214.86	-	12,444.22	(11,507.77)	-	21,151.31	-	-	141.14	-	141.14	(141.14)	3045.24
4039	Rebecca O. Bailey Endowed Scholarship	50,250.00	50,250.00	-	29,142.40	(6,556.86)	-	72,835.54	-	1,900.00	331.00	565.32	2,796.32	(2,796.32)	45454.76
4040	Reynolds American Endow. Sch.	750,000.00	750,000.00	-	458,440.85	(22,386.45)	-	1,186,054.40	-	27,915.00	5,231.48	8,437.50	41,583.98	(41,583.98)	1696.57
4041	Ruth W. Payne Endow	27,996.32	27,996.32	-	15,516.08	(268.54)	-	43,243.86	-	-	175.48	314.97	490.45	(490.45)	6060.68
4042	Sara Lee Int'l Endowed Fund	100,000.00	100,000.00	-	55,521.50	60.43	-	155,581.93	-	-	628.10	1,125.00	1,753.10	(1,753.10)	6669.36
4043	Sophia Pierce	110,050.00	110,050.00	-	48,368.46	(14,523.41)	-	143,895.05	-	3,700.00	533.51	1,238.07	5,471.58	(5,471.58)	1951.93
4044	Joseph H. Daniels Endowment	33,637.00	33,387.00	-	12,158.31	652.48	750.00	46,947.79	1,871.00	1,100.00	131.18	357.36	1,588.54	282.46	0
4046	J.M. & B.H. DAVENPORT MUSIC ENDOW	1,245.00	-	1,245.00	-	-	-	1,245.00	-	-	-	-	-	-	0
4047	John Henry Martin Endowment	29,105.34	26,815.34	-	18,178.09	(1,910.87)	495.00	43,577.56	2,290.00	1,000.00	209.15	301.68	1,510.83	779.17	1624.85
4048	The Cedric S. and Mae L. Rodney Endowed Undergraduate Resear	21,065.00	21,065.00	-	11,770.27	2,206.91	-	35,042.18	-	-	132.25	-	132.25	(132.25)	1276.69
4051	John and Peggy Taylor	-	-	-	-	-	-	-	-	-	-	-	-	-	0
4065	J Alston Atkins Lecture Endowment	86,496.21	86,496.21	-	50,713.45	3,318.96	-	140,528.62	-	-	576.59	973.08	1,549.67	(1,549.67)	5242.16
4066	WSSU Class of 1962 Endowed Scholarship	44,045.00	44,045.00	-	18,610.09	(8,923.88)	-	53,731.21	500.00	-	204.41	489.87	694.28	(194.28)	2648.27
4068	John and Clarice Scarritt Scholarship for Education Abroad	14,290.00	14,290.00	-	5,529.31	(922.10)	-	18,997.21	-	-	59.29	-	59.29	(59.29)	865.29
4069	Aurelia and Samuel McFadden Endowed Scholarship	10,000.00	10,000.00	-	6,282.74	(1,373.11)	-	14,909.63	-	-	71.36	-	71.36	(71.36)	606.45
4070	Donald J. & Deborah R. Reaves Endowed Scholarship	337,896.27	337,896.27	-	160,665.55	(5,560.90)	25,000.00	518,000.92	-	10,400.00	1,792.56	3,801.33	15,993.89	(15,993.89)	19488.38
4071	Fannie M. Williams Endowed Scholarship	11,281.73	11,281.73	-	7,574.39	1,764.24	-	20,620.36	-	-	86.55	-	86.55	(86.55)	683.66
4072	Herrell-Bell Endowed Scholarship Fund	6,945.00	6,845.00	6,445.00	-	(23.74)	(6,845.00)	6,421.26	400.00	-	-	-	400.00	-	0
4073	Rachel E. Diggs Wilkinson Endowed Scholarship	110,000.00	110,000.00	-	72,699.50	(1,912.33)	-	180,787.17	-	4,200.00	834.90	1,237.50	6,272.40	(6,272.40)	6667.03
4074	Diggs Art Gallery Endowment	110,050.00	110,050.00	-	78,462.00	1,423.91	-	189,935.91	-	-	906.26	1,238.07	2,144.33	(2,144.33)	6669.36
4075	Warren C. & Gladys D. Oldham Endowed	28,375.00	28,375.00	-	18,962.50	1,785.41	250.00	49,372.91	-	1,708.00	217.96	319.23	2,245.19	(2,245.19)	1709.52
4076	Lelia, John & Ruth Vickers Endowed Scholarship	100.00	-	100.00	-	-	-	100.00	-	-	-	-	-	-	0
4077	R. H. Barringer Endowment	20,000.00	20,000.00	-	12,311.73	3,265.38	-	35,577.11	-	700.00	139.63	-	839.63	(839.63)	1212.33
4078	William U. & C. Estell Harris Endowed Scholarship	103,367.52	101,218.04	-	32,850.96	(12,429.65)	(6,878.36)	114,760.99	2,431.75	2,400.00	347.83	1,135.53	3,883.36	(1,451.61)	5811.66
4079	Harden '74 & Janet Wheeler Endowed Scholarship Fund	-	-	-	(0.02)	-	(0.02)	-	-	-	-	-			

WINSTON-SALEM STATE UNIVERSITY FOUNDATION
BOARD OF TRUSTEES ENDOWMENT FUND
BALANCE SHEET as of
March 31, 2019
WITH COMPARISON TO PRIOR QUARTERS

	RESTRICTED FUNDS			ENDOWED FUNDS			TOTAL ALL FUNDS		
	31-Mar-19	31-Dec-18	VARIANCE	31-Mar-19	31-Dec-18	VARIANCE	31-Mar-19	31-Dec-18	VARIANCE
ASSETS									
Cash	39,878	127,453	(87,575)	196,647	303,432	(106,785)	236,524	430,885	(194,361)
Cash with Fiscal Agent	-	-	-	-	-	-	-	-	-
Investments	-	-	-	14,222,298	13,435,580	786,718	14,222,298	13,435,580	786,718
Other	-	-	-	-	-	-	-	-	-
TOTAL ASSETS	39,878	127,453	(87,575)	14,418,945	13,739,012	679,933	14,458,822	13,866,465	592,357
LIABILITIES AND FUND EQUITY									
LIABILITIES									
Due to Restricted Funds	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-
FUND EQUITY									
Fund Balances:									
Endowment Invested	-	-	-	14,222,298	13,435,580	786,718	14,222,298	13,435,580	(786,718)
Quasi-Endowment - Restricted	-	-	-	-	-	-	-	-	-
Other Restricted Funds	39,878	127,453	(87,575)	196,647	303,432	(106,785)	236,525	430,885	194,360
TOTAL FUND EQUITY	39,878	127,453	(87,575)	14,418,945	13,739,012	679,933	14,458,823	13,866,465	592,358
TOTAL LIABILITIES AND FUND EQUITY	39,878	127,453	(87,575)	14,418,945	13,739,012	679,933	14,458,823	13,866,465	592,358

**WINSTON-SALEM STATE UNIVERSITY FOUNDATION
BOARD OF TRUSTEES ENDOWMENT FUND
STATEMENT OF CHANGES IN FUND EQUITY
Statement of Change March 31, 2019
WITH COMPARISON TO PRIOR QUARTERS**

	RESTRICTED FUNDS			ENDOWED FUNDS			TOTAL ALL FUNDS		
	<u>31-Mar-19</u>	<u>31-Dec-19</u>	<u>VARIANCE</u>	<u>31-Mar-19</u>	<u>31-Dec-19</u>	<u>VARIANCE</u>	<u>31-Mar-19</u>	<u>31-Dec-19</u>	<u>VARIANCE</u>
REVENUES:									
Private Gifts, Grants and Contracts	-	-	-	598,250	514,007	84,243	598,250	514,007	84,243
Interest and Investment Income	-	-	-	-	-	-	-	-	-
Unrealized Gain(Loss) on Securities Held by Fiscal Ag	-	-	-	559,064	(105,173)	664,237	559,064	(105,173)	664,237
Realized Gain(Loss) From Sale on Securities	-	-	-	-	-	-	-	-	-
Transfers from Restricted	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	1,157,314	408,834	748,480	1,157,314	408,834	748,480
EXPENDITURES:									
Academic Support	-	-	-	-	-	-	-	-	-
Scholarships	218,826	88,330	130,496	-	-	-	218,826	88,330	130,496
Admin. Fees/Trust Fees	152,878	99,000	53,878	-	-	-	152,878	99,000	53,878
Transfers to Endowment	-	-	-	416,511	-	416,511	416,511	-	416,511
TOTAL EXPENDITURES	371,704	187,330	184,374	416,511	-	416,511	788,214	187,330	600,884
NET INCREASE (DECREASE)	(371,704)	(187,330)	(184,374)	740,803	408,834	331,969	369,099	221,504	147,595
FUND EQUITY BEGINNING	411,582	314,783	96,799	13,678,141	13,330,178	347,963	14,089,723	13,644,961	444,761
FUND EQUITY December 31, 2018	39,878	127,453	(87,575)	14,418,945	13,739,012	679,933	14,458,823	13,866,465	592,358

WINSTON-SALEM STATE UNIVERSITY FOUNDATION
BOARD OF TRUSTEES ENDOWMENT FUND
BALANCE SHEET as of
March 31, 2019
WITH COMPARISON TO PRIOR QUARTERS

	RESTRICTED FUNDS			ENDOWED FUNDS			TOTAL ALL FUNDS		
	31-Mar-19	31-Dec-18	VARIANCE	31-Mar-19	31-Dec-18	VARIANCE	31-Mar-19	31-Dec-18	VARIANCE
ASSETS									
Cash	39,878	127,453	(87,575)	196,647	303,432	(106,785)	236,524	430,885	(194,361)
Cash with Fiscal Agent	-	-	-	-	-	-	-	-	-
Investments	-	-	-	14,222,298	13,435,580	786,718	14,222,298	13,435,580	786,718
Other	-	-	-	-	-	-	-	-	-
TOTAL ASSETS	39,878	127,453	(87,575)	14,418,945	13,739,012	679,933	14,458,822	13,866,465	592,357
LIABILITIES AND FUND EQUITY									
LIABILITIES									
Due to Restricted Funds	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-
FUND EQUITY									
Fund Balances:									
Endowment Invested	-	-	-	14,222,298	13,435,580	786,718	14,222,298	13,435,580	(786,718)
Quasi-Endowment - Restricted	-	-	-	-	-	-	-	-	-
Other Restricted Funds	39,878	127,453	(87,575)	196,647	303,432	(106,785)	236,525	430,885	194,360
TOTAL FUND EQUITY	39,878	127,453	(87,575)	14,418,945	13,739,012	679,933	14,458,823	13,866,465	592,358
TOTAL LIABILITIES AND FUND EQUITY	39,878	127,453	(87,575)	14,418,945	13,739,012	679,933	14,458,823	13,866,465	592,358

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).

RESOLUTION HONORING

Mrs. Sue Henderson

WHEREAS, Mrs. Sue Henderson, was appointed to the Board of Trustees of Winston-Salem State University by the North Carolina Board of Governors in 2009;

WHEREAS, Mrs. Henderson, served with much distinction and provided sound leadership throughout her service as a member of the Board of Trustees of Winston-Salem State University; and

WHEREAS, Mrs. Henderson served as Vice Chair of the Board of Trustees, as chair of the Academic Affairs Committee, and as a member of the Advancement Committee, the Personnel and Tenure Committee, the Grievance Committee, the Executive Committee, and the Governance, Advocacy, Trusteeship, and Ethics Committee;

NOW, therefore, be it resolved that the Winston-Salem State University Board of Trustees expresses its gratitude to Mrs. Henderson for her valuable commitment and devoted service.

This the 14th day of June, 2019.

William U. Harris

Chair, Board of Trustees, Winston-Salem State University

Elwood J. Robinson

Chancellor, Winston-Salem State University

RESOLUTION HONORING

Mr. Scott Wierman

WHEREAS, Mr. Scott Wierman, was appointed to the Board of Trustees of Winston-Salem State University by the North Carolina Board of Governors in 2015;

WHEREAS, Mr. Wierman served with much distinction and provided sound leadership throughout his service as a member of the Board of Trustees of Winston Salem-State University; and

WHEREAS, Mr. Wierman served as Secretary of the Board of Trustees, and as a member of the Academic Affairs Committee, the Advancement Committee, the Executive Committee, the Endowment Committee, and the Governance, Advocacy, Trusteeship, and Ethics Committee;

NOW, therefore, be it resolved that the Winston-Salem State University Board of Trustees expresses its gratitude to Mr. Wierman for his valuable commitment and devoted service.

This the 14th day of June, 2019.

William U. Harris

Chair, Board of Trustees, Winston-Salem State University

Edward F. Edinger

Chancellor, Winston-Salem State University