

**Winston-Salem State University**  
**Board of Trustees Meeting**  
**Minutes**  
**September 20, 2024**  
**9:00 a.m.**

**I. Call to Order**

Chair Kathleen Kelly called the meeting to order.

The following trustees were present at call to order: Kathleen Kelly, Bill Miller, Brent Moore, L'Tanya Bailey, Matthew Cullinan, Tyrone McNair, Jr., Drewry Nostitz, Pam Oliver, Ricky Sides, Robert Barr, Laura Gerald. Trustee Carlos Pauling was in attendance virtually. Trustee Alex Johnson was absent.

**II. Report of the Nominating Committee**

Trustee Nostitz provided a report on behalf of the nominating committee for the upcoming slate of nominees for the 2024-2025 trustees for officer consideration. They are as follows:

Board Chair: Bill Miller

Board Vice-Chair: Brent Moore

Board Secretary: Alex Johnson

**III. Board Officers Election**

After receipt of the slate of nominees, Chair Kelly called for nominations of positions from the floor. No nominations from the floor were presented. A motion was made to close the nominations and proceed with voting. The motion passed unanimously.

Voting was conducted by voice, and the following officers were elected unanimously:

Board Chair: Bill Miller

Board Vice-Chair: Brent Moore

Board Secretary: Alex Johnson

**IV. Conflict of Interest Statement**

Chairman Miller 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.

## **V. Roll Call**

Present Members: Kathleen Kelly, Bill Miller, Brent Moore, L'Tanya Bailey, Matthew Cullinan, Tyrone McNair, Jr., Drewry Nostitz, Pam Oliver, Ricky Sides, Robert Barr, Laura Gerald

Virtual Attendee: Carlos Pauling

Absent: Alex Johnson

## **VI. Adoption of Consent Agenda**

Motion: Resolved, that the Winston-Salem State University Board of Trustees accept the consent agenda as presented. The motion passed unanimously.

- A. Approval of June 14, 2024 Full Board Meeting Minutes
- B. Approval of July 9, 2024 Called Meeting Minutes
- C. Approval of July 29, 2024 Called Meeting Minutes
- D. Approval of Engineering Services for Elva Jones HVAC Replacement
- E. Approval of Designer Selection for Eller Hall Renovation and Elevator Addition
- F. Authorization of Campus Master Plan Consultant Search
- G. Repurpose of Mackenzie Scott and Move Funds to UNC Management
- H. Internal Audit Plan 2024-2025

## **VII. Report of Chancellor Brown**

Chancellor Brown provided an update on her first 60 days at Winston-Salem State University (WSSU), reflecting on her experiences and accomplishments during this period. She shared the current enrollment data, offering a demographic breakdown and comparing the 2023-2024 enrollment targets to the current numbers, providing insight into the University's progress.

In addition to the enrollment update, Chancellor Brown highlighted several student stories and engagement opportunities that she participated in since her arrival. These experiences showcased the vibrant campus life and the connection between students, faculty, and staff.

Key highlights from her report included:

- Faculty and Staff Professional Development: Emphasizing the importance of continuous growth and support for WSSU's faculty and staff.
- Athletic Success: Acknowledging the achievements of WSSU's athletic programs, further demonstrating the University's commitment to excellence.
- WSSU Day of Giving and WSSU Day (September 27, 2024): Celebrating these initiatives as opportunities to showcase the talent and dedication of WSSU's faculty, staff, and students.

These achievements contribute to the University's strategic branding and enhance its positive reputation within the Winston-Salem community. Chancellor Brown noted that WSSU is committed to maintaining its national reputation for equity and upward mobility.

Concluding her report, Chancellor Brown shared plans for the upcoming semester, aligning these goals with WSSU's mission to continue progressing in a positive direction.

### **VIII. Report of Board Chair**

Chair Miller expressed his gratitude for the opportunity to serve as the newly elected WSSU Board Chair, emphasizing his commitment to advancing the mission of the University. He noted that he aims to identify opportunities to strengthen the resolve and progress of the institution during his tenure. Chair Miller also extended thanks to Trustee Kelly for her leadership and support throughout the University's transitions, acknowledging her efforts in strengthening relationships with various University entities.

Additionally, Chair Miller provided a brief overview of the Board of Trustees (BOT) Workshop held on September 19, 2024, which was facilitated by Mrs. Artis Cowan Hampshire. The workshop offered valuable insights and guidance to Trustees, helping them understand their roles and capabilities in making a significant impact on the University.

Looking ahead, Chair Miller shared his vision for the Board over the next 12 months and encouraged Trustees to continue their dedicated work for the advancement and betterment of WSSU.

### **IX. Report of the Committees**

The Board received reports from the following committees:

- a. Audit, Risk, and Compliance (Trustee Bailey)
- b. Finance and Administration (Trustee Cullinan)

### **X. Adoption of Committee Meeting Reports\***

Motion: Resolved, that the Winston-Salem State University Board of Trustees accept the committee meeting reports as given. The motion passed unanimously.

### **XI. Motion to Go into Closed Session**

Motion: Resolved, that the Winston-Salem State University Board of Trustees accept the motion to go into closed session. The motion passed unanimously.

### **XII. Closed Session**

Motion: Resolved, that the Winston-Salem State University Board of Trustees to accept the motion to come out of closed session, the motion was seconded. The motion passed unanimously.

Minutes of the closed session were prepared separately.

### **XIII. Statement of Actions Taken in Closed Session**

Chair Miller reported that while in closed session, the Board received updates on confidential audit and litigation matters.

### **XIV. Announcements**

Announcements about the following events were provided:

- A. **WSSU Day of Giving-Friday, September 27, 2024**
- B. **Free Screening & Reception: Driving Innovation: A Spotlight on Motorsports Management at WSSU**
- C. **WSSU Homecoming (November 2-9, 2024)**
- D. **WSSU Board of Visitors Meeting (November 7, 2024)**
- E. **WSSU Fall Commencement (December 13, 2024)**
- F. **YES US Virgin Island Basketball Tournament (December 13-15, 2024)**
- G. **WSSU Foundation Board Meeting (January 18, 2025)**

### **XV. Old Business**

### **XVI. New Business**

### **XVII. Next Full Board Meeting-Friday, December 6, 2024**

### **XVIII. Adjournment**

The meeting adjourned at 12:15 p.m.

Submitted by Deidra R. Gilliard.

**Winston-Salem State University**  
**Board of Trustees**  
**Meeting Minutes**  
**October 1, 2024**  
**5:00pm**

1. Call to Order

The meeting was called to order by Chair Bill Miller at 5:00pm

2. Roll Call

The following trustees were present for roll call:

Bill Miller, Brent Moore, Alex Johnson, L'Tanya Bailey, Robert Barr, Matt Cullinan, Laura Gerald, Kathleen Kelly, Tyrone McNair, Jr., Pamela Oliver, Carlos Pauling, and Ricky Sides.

3. Conflict of Interest Statement

Chair Miller read the following statement:

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

No conflicts were noted.

4. Closed Session

A motion to convene in closed session *to 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)* was made and seconded. The Board then recessed in Closed Session.

5. Statement Regarding Action Taken in Closed Session

While in closed session, the Board considered the qualifications and conditions of appointment of the University's Chief of Staff.

6. Adjournment

Submitted by Deidra R. Gilliard



**Board of Trustees  
Action Item Cover Sheet**

Meeting Date:	December 6, 2024
Background:	<p>In accordance with UNC Policy Manual 700.1.1.1[R] Regulations on Minimum Requirements for Undergraduate Admissions, an annual report of the admission of Mirst-time undergraduate students requiring special consideration and Chancellor’s Exceptions for not meeting minimum admission requirements and/or minimum course requirements must be provided to the WSSU Board of Trustees.</p> <p>These exceptions are reported annually to UNC System OfMices.</p>
Situation:	This attached report is being provided as information in accordance with regulation.
Requested Action:	No action requested; informational item.
Attachments:	Memo from Provost Graham re: Report to the Board of Trustees – Admissions Exceptions



**ANTHONY GRAHAM, PH.D.**

**PROVOST AND VICE CHANCELLOR  
FOR ACADEMIC AFFAIRS**

**TO:** Board of Trustees Academic Affairs Committee

**DATE:** Thursday, December 5, 2024

**RE: Report to the Board of Trustees – Admissions Exceptions**

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

Chancellor's Exceptions may be applied to any first-time undergraduate who:

- Does not meet the SAT/ACT minimum requirement and/or
- Does not meet the minimum high school GPA requirement
- Does not meet minimum course requirement

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

Chancellor's Exceptions Summary:

- Total Number of First Time Applicants Accepted 2023-2024 Academic Year: 7,154 (8.30.24)
- Fall 2024 Total Freshmen Enrollment: 931
- One percent of the total number of applicants accepted: 71
- Total Number of Chancellor's Exceptions for Fall 2024: 4
- Number enrolled Fall 2024: 4
- Student Demographic Details
  - Gender Demography
    - Male: 1
    - Female: 3
  - High School Grade Point Average
    - Average Admit GPA: 2.94
    - Average Exception GPA: 2.64
  - SAT/ACT Data
    - Average SAT (reported): None
    - Average ACT (reported): None
  - Special Population (Athletes, Band): None

**WINSTON-SALEM STATE UNIVERSITY**

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Winston-Salem State University is a constituent institution of the University of North Carolina  
*An Equal Opportunity Employer*



**Board of Trustees  
Action Item Cover Sheet**

Meeting Date:	December 6, 2024
Background:	In the fall of 2022, the UNC System Office in collaboration with the UNC Faculty Assembly examined policies and regulations related to faculty, focusing on six specific areas related to faculty development and support with a goal of bringing clarity and fairness to all aspects of faculty governance. Resulting from this work was a directive from the UNC System for all UNC institutions to develop an institutional level policy that aligned with the newly written UNC Policy 400.3.1 Teaching Effectiveness with the requirement that the institution's Board of Trustees approve the institutional policy for submission to the UNC System on or before January 1, 2025.
Situation:	WSSU administrators have worked with faculty to develop an institutional policy on teaching effectiveness that addresses the three components of the UNC System policy: (1) identifying instruments for evaluating teaching; (2) interpreting and using teaching evaluation instruments; and (3) practices related to teaching evaluations.
Requested Action:	The board adopt the proposed Teaching Effectiveness Policy
Attachments:	Document titled: Teaching Effectiveness





## Teaching Effectiveness

### I. Executive Summary

Winston-Salem State University (WSSU) reaffirms its commitment to high-quality teaching as a foundational pillar of its mission, in alignment with the University of North Carolina (UNC) System Teaching Effectiveness Policy (400.3.1). The University prioritizes teaching effectiveness as essential to undergraduate and graduate education excellence. This policy provides a framework to assess, support, and continuously enhance teaching effectiveness at WSSU, ensuring student-centered and outcome-driven instruction.

### II. Definitions

The following definitions operationalize key concepts that undergird this policy:

1. **Teaching Effectiveness:** Involves creating student-centered learning environments that prioritize clear learning objectives, foster critical and creative thinking, and engage students equitably. Effective teaching is demonstrated through course design, achievement of learning outcomes, reflective teaching practice, and commitment to professional growth.
2. **Teaching Activities:** Include but are not limited to classroom instruction, community-engaged teaching, and mentoring, encompassing tasks such as course development, academic advising, lab supervision, internship oversight, and any instructional responsibilities that contribute to student success.
3. **Evaluation Inputs:** Teaching effectiveness at WSSU will be evaluated using multiple inputs, specifically peer assessments, student feedback, and faculty self-assessment, as mandated by the UNC System

### III. Guidelines

1. **Scope:** This policy applies to all faculty with benefits-earning appointments of 0.75 Full-Time Equivalent (FTE) or greater and who are assigned teaching duties. Teaching effectiveness for faculty with appointments of less than 0.75 FTE and Graduate Teaching Assistants (GTAs) will be managed according to departmental or academic unit plans.
2. **Evaluation Components:**
  - **Peer Assessment:** Conducted by faculty colleagues through classroom observation, review of course materials, and evaluation of pedagogical approaches. For online courses, this process includes reviewing course design, student engagement, and online teaching methodologies. These assessments shall occur at least once per appointment period or post-tenure review interval. For full-time, tenured faculty, peer assessment should occur, at the latest, between the second and third year after granting tenure or the previous post-tenure review. Peer assessments shall be delivered in written form and faculty members shall have the right to provide an optional written response.
  - **Student Feedback:** Gathered through structured evaluation instruments administered each academic term that provide anonymous student insights on course structure, materials, teaching approaches, and instructor interaction.
  - **Self-Assessment:** Faculty members critically reflect on their teaching practices, identifying areas of strength and setting actionable goals for improvement. Self-assessments are a part of annual and comprehensive evaluations.

3. **Annual Review and Professional Development:** Teaching effectiveness is a core element of faculty annual reviews, comprehensive evaluations, and promotion or tenure considerations. Academic units will include faculty development plans to address areas identified for improvement in teaching effectiveness.
4. **Professional Development Support:** WSSU will offer professional development opportunities to support faculty in enhancing their instructional practices. This includes peer review training, student feedback analysis, and other strategies for instructional improvement.
5. **Rewarding Teaching Excellence:** Recognizing teaching excellence through university-wide awards supports WSSU's commitment to exceptional teaching. Faculty excellence will be acknowledged through awards that align with the UNC System's standards.
6. **Improvement Plans:** Faculty whose teaching does not meet workload expectations will participate in a Faculty Development Plan that is co-created with department chairs. This plan will outline improvement goals, a timeline to demonstrate growth outcomes, and specific actions that enhance teaching performance.

#### **IV. Applicability**

This policy applies to all tenure-track, tenured, termed and professional-track faculty members with benefits-earning appointments (0.75 FTE or greater) at WSSU whose duties include teaching. Specific applications of this policy to adjunct, part-time, or other non-benefit-earning instructional staff will be managed by individual academic units.

Responsible Division: Provost & Academic Affairs

History: Adopted/Amended: *Draft Policy Version #1 – November 19, 2024*



**Board of Trustees  
Action Item Cover Sheet**

Meeting Date:	December 6, 2024
Background:	During the 2023-24 academic year, the UNC System updated Policy 400.1 Academic Program Planning. With this revision, UNC System leadership directed all UNC institutions to develop an institutional level policy that aligned with Policy 400.1 with the requirement that the institution's Board of Trustees approve the institutional policy for submission to the UNC System on or before January 1, 2025.
Situation:	WSSU administrators have worked with faculty to develop an institutional policy on Academic Program Review that articulates that the Chancellor shall regularly review their institution's academic programming to ensure the maintenance sound and balanced educational program that is consistent with the functions and mission of the institution.
Requested Action:	The board adopt the proposed Academic Program Review Policy
Attachments:	Document titled: Academic Program Review



## **Academic Program Review**

### **I. Executive Summary**

Consistent with UNC Policy 400.1, credential-conferring academic programs are required to complete an Academic Program Review (APR) at least every seven years from the date of the preceding review, from the program's implementation date, or on such schedule as the UNC President may prescribe by regulation. The APR process will be inclusive of faculty from the respective academic units as part of the institution's commitment to shared governance. The Chancellor shall be prepared to take action to expand, contract, or discontinue academic programs based on the APR. Summary reports will be reviewed by the WSSU Board of Trustees and submitted to the UNC System President annually.

### **II. Definitions**

Academic Program Review: A comprehensive and systematic process of assessing an academic program's effectiveness and alignment with the institutional mission and relevance to the state of North Carolina's needs.

Academic Program: A sequence of courses and related activities that result in the awarding of an academic degree. At WSSU, these include bachelor's, master's, and doctoral degrees. These are listed in the UNC System Academic Program Inventory.

### **III. Policy Statement**

Winston-Salem State University is committed to providing an academic experience that fosters the development of graduates who transform their communities. Fundamental to this commitment is the delivery of high-quality academic programs that are relevant to a rapidly changing global landscape. To ensure that students are prepared in alignment with the university's mission, vision, and values, departments must engage in a systematic review that engages in the thoughtful, reflective study of the design and delivery of their programs.

The successful completion of an APR will result in the creation of a data-informed plan that will guide the strategic priorities of the academic unit in program revision and resource needs. The APR's intended outcomes are:

- Ensure program alignment with the university's mission, values, and commitments,
- Assess the quality and relevance of academic programs and units,
- Inform the development, delivery, and operational effectiveness of each unit,
- Satisfy institutional accreditation and UNC System requirements for self-assessment and continuous improvement.

APRs shall, at minimum, evaluate the criteria established in UNC Policy 400.1.

A review made for another entity, including but not limited to a programmatic accreditor or a professional licensing board, that satisfies the evaluation criteria of UNC Policy 400.1 may be submitted to the UNC President in lieu of a separate report. If a review made for another entity partially satisfies the evaluation

criteria of this policy, the institution may supplement that review so that it satisfies this policy's evaluation criteria and submit that supplemented review to the UNC President.

The Chancellor shall be prepared to take action to expand, contract, or discontinue academic programs based on the APR. Summary reports will be reviewed by the WSSU Board of Trustees and submitted to the UNC System President annually.

Responsible Division: Provost & Academic Affairs  
History: Adopted: December 6, 2024

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Chair, Board of Trustees

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Secretary, Board of Trustees



**Board of Trustees  
Action Item Cover Sheet**

Meeting Date:	December 6, 2024
Background:	In the fall of 2022, the UNC System Office in collaboration with the UNC Faculty Assembly examined policies and regulations related to faculty, focusing on six specific areas related to faculty development and support with a goal of bringing clarity and fairness to all aspects of faculty governance. Resulting from this work was a directive from the UNC System for all UNC institutions to develop an institutional level policy that aligned with the newly written UNC Policy 400.3.3 Performance Review of Tenured Faculty and Chapter VI of The Code with the requirement that the institution's Board of Trustees approve the institutional policy for submission to the UNC System on or before January 1, 2025.
Situation:	WSSU administrators have worked with faculty to develop an institutional policy on Post-Tenure Review that includes a requirement for greater use of the annual performance review process to align with PTR expectations and progress, and the inclusion in the Five-year PTR review of a faculty self-evaluation component.
Requested Action:	The board adopt the proposed Post-Tenure Review Policy
Attachments:	Document titled: Post-Tenure Review



## **Post-Tenure Review**

### **I. Executive Summary**

Winston-Salem State University (WSSU) conducts periodic post-tenure reviews for tenured faculty to support professional growth, acknowledge outstanding performance, and establish a pathway for improvement, when necessary, consistent with the UNC System Policy 400.3.3 and Chapter VI of The Code of the UNC System. This review upholds the principles of tenure, academic freedom, and due process, without modifying tenure's protections or requiring tenured faculty to requalify for their status. A successful promotion application can substitute for post-tenure review if submitted 3-5 years following the most recent tenure, promotion, or post-tenure review.

### **II. Definitions**

This section operationalizes definitions for key concepts that undergird this policy:

1. **Post-Tenure Review (PTR):** A comprehensive, periodic evaluation of a tenured faculty member's performance, conducted no less than every five years.
2. **Five-Year Goals:** Objectives set by each tenured faculty member in consultation with their department head, outlining expectations and professional targets for the next post-tenure review cycle.
3. **Faculty Development Plan:** A structured improvement plan for faculty who do not meet expectations; this plan includes improvement goals, a timeline to demonstrate growth outcomes, and specific actions that enhance teaching performance.

### **III. Guidelines**

#### **A. Purpose and Scope**

The Post-Tenure Review (PTR) is a comprehensive evaluation occurring every five years for tenured faculty. This process, mandated by the Board of Governors (BOG) of the University of North Carolina, encourages continuous improvement and renewal in faculty performance.

The post-tenure review process is designed to:

1. Reinforce the value of tenure and academic freedom by providing a positive and transparent review structure.
2. Recognize and reward excellence in faculty performance.
3. Promote professional development and enhance faculty members' skills and goals.
4. Align faculty contributions with university goals and individual five-year objectives.
5. Ensure tenured faculty fulfill their professional responsibilities to the university and the UNC System.

- B. Establishing Directional Goals:** At the start of each five-year PTR cycle, the faculty member and department chair set directional goals, used to track progress. Senior faculty and the chair review milestones related to these goals annually.

**C. Scheduling and Postponement:** PTR occurs every five years following the conferral of tenure; however, postponements for reasons such as illness, educational leave, or personal crisis can be requested. Approval is required from the department chair, dean, and provost, and filed with the Office of Faculty Affairs

**D. Administrative Exemption:** Faculty in administrative roles (0.50 FTE or greater) or on special appointments are exempt from PTR until they complete five years post-administrative service.

**E. Documentation Requirements:** Faculty undergoing PTR must submit:

- A 3–5-page executive summary outlining accomplishments in teaching, scholarship, and service aligned with the established directional goals or departmental criteria.
- Evidence supporting the narrative.
- An updated curriculum vitae.

The department provides annual evaluations for the five-year period, ensuring past reviews support the PTR process.

**F. Review Committee Composition:** Each department elects a PTR Committee of at least three tenured faculty members of equal or higher rank than the faculty member under review. The department chair is excluded from serving on the committee. The faculty member being reviewed will not have the option of selecting members of the Post-Tenure Review Committee. If a department is unable to elect a group of at least three rank-appropriate tenured faculty members, the dean in consultation with the department chair will coordinate the election of tenured, rank-appropriate faculty from similar departments to constitute the Post-Tenure Review Committee.

### **G. Evaluation Process**

1. **Dossier Preparation:** The faculty member must prepare a professional dossier that includes:
  - Annual evaluations for each year comprising the current review cycle.
  - An updated curriculum vitae that at a minimum illustrates teaching responsibilities, scholarship or creative activity, and professional engagement (e.g., university committees, membership in professional organizations, service to professional organizations, community service, and so forth).
  - Documentation of five-year goals.
  - Self-assessment of professional achievements in teaching, research, and service.
2. **Rating Definitions:** The PTR Committee, Department Head, and Dean will provide an evaluation finding consistent with one of the following outcomes:
  - **Outstanding Performance:** Consistently surpasses goals.
  - **Satisfactory Performance:** Regularly achieves goals.
  - **Unsatisfactory Performance:** Does not consistently meet goals.
3. **Levels of Review:** The Post-Tenure Review process includes an evaluation at three distinct levels:
  - **The Post-Tenure Review Committee:** Provides a written assessment of the faculty member's teaching, research, and service with an overall rating of "Outstanding



Performance,” “Satisfactory Performance,” or “Unsatisfactory Performance.” An Unsatisfactory Performance report must include a statement of the faculty member’s primary responsibilities and specific descriptions of shortcomings as they relate to the faculty member’s responsibilities

The report shall be reviewed by the department chair before it is presented to the faculty member by the chair of the Post-Tenure Review Committee. The department chair forwards the committee’s report and the faculty member’s materials to the dean who must provide an independent evaluative review.

- **Department Head:** Offers a statement on the committee's assessment, including concurrence or variation, and assigns an overall rating and provides the report to the faculty member.

The faculty member shall have no less than fourteen (14) calendar days to provide an optional response to the review committee and department chair’s assessments prior to all documents being forwarded to the Dean for the final rating.

- **Dean:** Issues the final rating after reviewing previous evaluations.

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

4. **Compliance and Documentation:** All evaluation reports are certified for compliance with WSSU and UNC policies and submitted to the Provost and Vice Chancellor of Academic Affairs.

#### **H. Faculty Success Plan**

When a faculty member receives an “Unsatisfactory Performance” rating, then the department chairperson must co-construct with the affected faculty member a Faculty Success Plan. This corrective action plan is designed as a development period for the faculty member that cannot exceed three years. The Faculty Success Plan must include:

1. **Areas for Improvement:** A clear outline of performance issues and associated responsibilities.
2. **Specific Goals and Timeline:** Concrete steps, timelines, and resources needed for improvement, with periodic progress meetings.
3. **Resources and Support:** Allocation of necessary resources and mentoring to support improvement efforts.
4. **Consequences:** Clear statement of potential disciplinary actions if specified improvements are not achieved.

The Faculty Success Plan is reviewed and agreed upon by the faculty member, department chairperson, and dean. If an agreement cannot be reached, the dean with the provost's approval finalizes the plan.

## **I. Appeals**

Faculty members who receive a post-tenure review of “Unsatisfactory Performance” may appeal that review and/or the Faculty Development Plan to the Faculty Grievance Committee according to the procedures of that committee.

Faculty members subject to serious sanctions or dismissal may appeal the decision to the Faculty Grievance Committee as outlined in Section XI of the Faculty Grievance Procedures in the *Winston-Salem State University Faculty Handbook* and the operating procedures of that committee. These procedures align to Section 603 of The Code of the University of North Carolina.

## **IV. Applicability**

This policy applies to all tenured faculty at Winston-Salem State University, excluding those in specific administrative roles. It ensures that post-tenure reviews are conducted in a manner that values tenure protections while promoting continued excellence in teaching, research, and service.

Responsible Division: Provost & Academic Affairs

History: Adopted/Amended: *Draft Policy Version #1 – November 19, 2024*



**Board of Trustees  
Action Item Cover Sheet**

Meeting Date:	December 6, 2024
Background:	The mandate for internal auditing is found in the North Carolina General Statute (NC GS) Chapter 143, Article 79, the Internal Auditing Act, which sets guidelines for internal auditing within state agencies, which includes adhering to the current Internal Audit Standards (Global Standards) of the Institute of Internal Auditors' International Professional Practices Framework. NC GS 116-40.7, Internal Auditors, establishes the independent audit function at state universities. OIA will also be governed by audit related requirements from the University of North Carolina (UNC) Board of Governors, the UNC System OfVice, and the NC Council of Internal Auditing.
Situation:	The charter for the OfVice of Internal Audit needs to be updated to more accurately reVlect these standards.
Requested Action:	The Board of Trustees adopt the revised charter for the OfVice of Internal Audit
Attachments:	OfVice of Internal Audit Charter – Redlined Version OfVice of Internal Audit Charter – Clean Version



## OFFICE OF INTERNAL AUDIT CHARTER

### **I. PURPOSE/MISSION**

The mission of the Office of Internal Audit (IA) is to enhance and protect organizational value by providing risk-based and objective assurance, advice and insight. IA helps the university accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The purpose of the Office of Internal Audit (OIA) is to strengthen the university's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

### **II. MANDATE**

The mandate for internal auditing is found in the North Carolina General Statute (NC GS) Chapter 143, Article 79, the Internal Auditing Act, which sets guidelines for internal auditing within state agencies, which includes adhering to the current Internal Audit Standards (Global Standards) of the Institute of Internal Auditors' International Professional Practices Framework. NC GS 116-40.7, Internal Auditors, establishes the independent audit function at state universities. OIA will also be governed by audit related requirements from the University of North Carolina (UNC) Board of Governors, the UNC System Office, and the NC Council of Internal Auditing.

Circumstances may justify a follow-up discussion between the Chief Audit Officer (CAO), the Audit, Risk and Compliance Committee (ARCC) of the university Board of Trustees, and senior management on the internal audit mandate or other aspects of the internal audit charter. Such circumstances may include but are not limited to significant changes in the Global Standards; reorganization within the university; changes in leadership; changes in the university's strategies or risk profile; or new laws or regulations that may affect OIA's services.

### **III. INDEPENDENCE AND OBJECTIVITY**

The CAO will be positioned at a level in the university that enables internal audit services and responsibilities to be performed without interference from management, thereby establishing the independence and objectivity of the internal audit function. The CAO reports administratively to the Chancellor and the Vice Chancellor for Institutional Integrity and functionally to the ARCC of the university Board of Trustees in a manner outlined in the section on *Accountability*. OIA staff shall report to the CAO. The CAO will confirm to the ARCC, at least annually, the organizational independence and objectivity of OIA as part of

the regularly scheduled ARCC meetings or upon request from the Chair of the ARCC.

#### **III.V. SCOPE**

The scope of OIA services covers the entire breadth of the university and its affiliates, including all university's activities, assets, information in any form, and personnel. The scope of work of OIA 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:

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

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

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

#### **VI. INDEPENDENCE AND OBJECTIVITY**

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

#### **X.V. AUTHORITY**

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1. The CAO and staff are authorized to:

- a. Have unrestricted access to all functions, records, property, and personnel, in a manner consistent with North Carolina law [and UNC System Policies](#).
- b. Have full and ~~independent~~free access to the ARCC.
- c. Allocate resources, set frequencies, select subjects, determine scopes of work, and apply techniques required to accomplish audit objectives.
- d. Obtain the necessary assistance of personnel in units of the university where they perform audit ~~servicess~~, as well as other specialized services from within or outside the university.

2. The CAO and staff are **not** authorized to:

- a. Perform any operational duties for the university or its affiliates.
- b. Initiate or approve accounting transactions external to [OIA](#).
- c. Direct the activities of any university employee not employed by or assigned to [OIA](#).

#### **XI.VI. ACCOUNTABILITY**

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

1. Provide ~~an~~assessments 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.
2. 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.
3. Provide information periodically on the status and results of the annual audit plan and the sufficiency of ~~department~~ [OIA](#) resources.
4. Coordinate with and provide oversight of other control and monitoring functions ~~such as enterprise (risk management, compliance, IT and information security, legal, ethics, environmental, safety, and external audit).~~

#### **XI.VII. RESPONSIBILITY**

The CAO and ~~OIA~~staff shall have the responsibility to:

1. ~~Conform with the Global Standards, including~~Apply and uphold the principles and rules of ~~conduct in the Code of Ethics and Professionalism: integrity, objectivity, competency, due professional care, and confidentiality established by the Institute of Internal Auditors (IIA).~~
2. 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 and any significant updates to the Chancellor and ARCC for review and approval.
3. Implement the annual audit plan, as approved, including, and as appropriate, any special tasks or projects requested by management and the ARCC. Communicate the impact of resource limitations on the internal audit plan to the Chancellor and ARCC as appropriate.
  4. Maintain a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of the audit mandate and this Charter.
  5. Establish and maintain a quality assurance and improvement assessment program (QAIP) that covers all aspects of the internal audit function, inclusive of internal and external assessments, that supports continuous improvement by which the CAO assures the operation of internal auditing activities. Annually communicate results to the ARCC and senior management.
  6. Perform advisor consulting services, beyond internal auditing's assurance services, to assist management in meeting its objectives and to proactively address issues. Examples may include facilitation and advisory services.
  7. 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.
  8. Periodically report to the Chancellor and the ARCC summarizing the results of audit activities.
  9. Communicate appropriate and significant risk findings to the University's General Counsel.
  - 9-10. Follow-up on engagement observations and confirm the implementation of recommendations or actions plans and communicate results to the Chancellor, ARCC, and other senior management.
  - ~~10-11.~~ Keep the Chancellor and the ARCC informed of emerging trends and successful practices in internal auditing.
  - ~~11-12.~~ Provide significant goals and results to the ARCC.
  - ~~12-13.~~ Assist in the investigation of significant suspected fraudulent activities within the university and notify the Chancellor and the ARCC of the results.
  - ~~13-14.~~ Consider the scope of work of the external auditors and regulators, as appropriate, for the purpose of providing optimal audit coverage to the university.
  - ~~14-15.~~ Provide audit and/or activity reports to the University of North Carolina Board of Governors, and the UNC System Office, the North Carolina (NC) Council of Internal Auditing Office of State Budget Management, and the NC Office of the State Auditor.

Revised version approved by the Board of Trustees Audit, Risk, and Compliance Committee on December 5, 2024.

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### XIII. STANDARDS OF AUDIT PRACTICE

IA will meet or exceed the International Standards for the Professional Practice of Internal Auditing (Standards) of the IIA.

Internal Audit is also subject to the North Carolina Internal Audit Act, established by North Carolina General Statute.

Effective Date: This charter becomes effective upon adoption by the Board of Trustees. Modified:  
September 21, 2012  
March 21, 2014  
December 9, 2016  
December 12, 2019  
March 17, 2023  
[December 6, 2024](#)

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Chairman, WSSU Board of Trustees

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Secretary, WSSU Board of Trustees

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## **OFFICE OF INTERNAL AUDIT CHARTER**

### **I. PURPOSE**

The purpose of the Office of Internal Audit (OIA) is to strengthen the university's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

### **II. MANDATE**

The mandate for internal auditing is found in the North Carolina General Statute (NC GS) Chapter 143, Article 79, the Internal Auditing Act, which sets guidelines for internal auditing within state agencies, which includes adhering to the current Internal Audit Standards (Global Standards) of the Institute of Internal Auditors' International Professional Practices Framework. NC GS 116-40.7, Internal Auditors, establishes the independent audit function at state universities. OIA will also be governed by audit related requirements from the University of North Carolina (UNC) Board of Governors, the UNC System Office, and the NC Council of Internal Auditing.

Circumstances may justify a follow-up discussion between the Chief Audit Officer (CAO), the Audit, Risk and Compliance Committee (ARCC) of the university Board of Trustees, and senior management on the internal audit mandate or other aspects of the internal audit charter. Such circumstances may include but are not limited to significant changes in the Global Standards; reorganization within the university; changes in leadership; changes in the university's strategies or risk profile; or new laws or regulations that may affect OIA's services.

### **III. INDEPENDENCE AND OBJECTIVITY**

The CAO will be positioned at a level in the university that enables internal audit services and responsibilities to be performed without interference from management, thereby establishing the independence and objectivity of the internal audit function. The CAO reports administratively to the Chancellor and the Vice Chancellor for Institutional Integrity and functionally to the ARCC of the university Board of Trustees in a manner outlined in the section on *Accountability*. OIA staff shall report to the CAO. The CAO will confirm to the ARCC, at least annually, the organizational independence and objectivity of OIA as part of the regularly scheduled ARCC meetings or upon request from the Chair of the ARCC.

### **IV. SCOPE**

The scope of OIA services covers the entire breadth of the university and its affiliates,

including all university's activities, assets, information in any form, and personnel. The scope of work of OIA 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:

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

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

OIA will provide the same level of services, described in this charter, to the University of North Carolina School of the Arts.

## V. AUTHORITY

1. The CAO and staff are authorized to:
  - a. Have unrestricted access to all functions, records, property, and personnel, in a manner consistent with North Carolina law and UNC System Policies.
  - b. Have full and independent access to the ARCC.
  - c. Allocate resources, set frequencies, select subjects, determine scopes of work, and apply techniques required to accomplish audit objectives.
  - d. Obtain the necessary assistance of personnel in units of the university where they perform audit services, as well as other specialized services from within or outside the university.
2. The CAO and staff are **not** authorized to:
  - a. Perform any operational duties for the university or its affiliates.
  - b. Initiate or approve accounting transactions external to OIA.
  - c. Direct the activities of any university employee not employed by or assigned to OIA.

## **VI. ACCOUNTABILITY**

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

1. Provide assessments 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.
2. 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.
3. Provide information periodically on the status and results of the annual audit plan and the sufficiency of OIA resources.
4. Coordinate with and provide oversight of other control and monitoring functions such as enterprise risk management, compliance, IT and information security, legal, ethics, environmental, safety, and external audit.

## **VII. RESPONSIBILITY**

The CAO and OIA shall have the responsibility to:

1. Conform with the Global Standards, including the principles and rules of Ethics and Professionalism: integrity, objectivity, competency, due professional care, and confidentiality.
2. 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 and any significant updates to the Chancellor and ARCC for review and approval.
3. Implement the annual audit plan, as approved, including, and as appropriate, any special tasks or projects requested by management and the ARCC. Communicate the impact of resource limitations on the internal audit plan to the Chancellor and ARCC as appropriate.
4. Maintain a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of the audit mandate and this Charter.
5. Establish and maintain a quality assurance and improvement program (QAIP) that covers all aspects of the internal audit function, inclusive of internal and external assessments, that supports continuous improvement. Annually communicate results to the ARCC and senior management.
6. Perform advisory services, beyond internal auditing's assurance services, to assist management in meeting its objectives and to proactively address issues.
7. 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.
8. Periodically report to the Chancellor and the ARCC summarizing the results of audit

- activities.
9. Communicate appropriate and significant risk findings to the University's General Counsel.
  10. Follow-up on engagement observations and confirm the implementation of recommendations or actions plans and communicate results to the Chancellor, ARCC, and other senior management.
  11. Keep the Chancellor and the ARCC informed of emerging trends and successful practices in internal auditing.
  12. Provide significant goals and results to the ARCC.
  13. Assist in the investigation of significant suspected fraudulent activities within the university and notify the Chancellor and the ARCC of the results.
  14. Consider the scope of work of the external auditors and regulators, as appropriate, for the purpose of providing optimal audit coverage to the university.
  15. Provide audit and/or activity reports to the UNC Board of Governors, the UNC System Office, NC Council of Internal Auditing, and the NC Office of the State Auditor.

Revised version approved by the Board of Trustees Audit, Risk, and Compliance Committee on December 5, 2024.

Effective Date: This charter becomes effective upon adoption by the Board of Trustees. Modified:  
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December 6, 2024

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Chairman, WSSU Board of Trustees

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Secretary, WSSU Board of Trustees



**Board of Trustees  
Action Item Cover Sheet**

Meeting Date:	December 6, 2024
Background:	<p>For certain construction projects that tend to be more student-auxiliary centered (Residence Halls, Student Activity Centers, Athletics related, etc.), the University borrows funds (typically through tax-exempt bond issuances) to construct the project. For certain projects that do not have revenue stream, a debt service fee is charged to the student to repay the debt.</p> <p>In 2021-22, WSSU retired and reQinanced a portion of auxiliary-related debt that reduced total debt service payments by \$8.2M over the next 22 years and resulted in an economic gain of \$6.9M. According to UNC Policy, we are to retire the debt service fee that was related to the debt being retired.</p>
Situation:	Current conditions allow for a decrease the Debt Service Fee by \$28 to offset the reduced expenses due to the debt reQinancing.
Requested Action:	The Board adopt the plan to reduce the Debt Service Fee and maintain current Tuition and Fee levels without any increases
Attachments:	PowerPoint Slides (3)

# FY 2026 Tuition and Fees

- Background/Justification
  - For certain construction projects that tend to be more student-auxiliary centered (Residence Halls, Student Activity Centers, Athletics related, etc.), the University borrows funds (typically through tax-exempt bond issuances) to construct the project. For certain projects that do not have revenue stream, a debt service fee is charged to the student to repay the debt.
  - In 2021-22, WSSU retired and refinanced a portion of auxiliary-related debt that reduced total debt service payments by \$8.2M over the next 22 years and resulted in an economic gain of \$6.9M. According to UNC Policy, we are to retire the debt service fee that was related to the debt being retired.
- Proposal
  - Decrease the Debt Service Fee by \$28 to offset the reduced expenses due to the debt refinancing. (Original fee was \$91, \$63 was reduced in FY25 and the remaining in FY26)

**Action Item:** Approve the plan to reduce the Debt Service Fee and maintain current Tuition and Fee levels without any increases.

## CURRENT DEBT SERVICE FEE 2024-25

Campus/Project	2024-25 Debt Service Fees	Fiscal Year Fee will Expire*	Current Bond Issue(s)
Civitan Park	28.00	2021	Series 2017
North Campus Acquisition/Improvements	127.00	2043	Series 2022
Restore the Core	139.00	2043	Series 2022
Student Activities Center	66.00	2043	Series 2022
<b>Total</b>	<b>360.00</b>		

# TUITION AND FEE PROPOSALS FOR 2025-26

		2025 26 Tuition			
Tuition Category		2024-25 Tuition	Proposed Increase	% Change	2025-26 Rate
Undergraduate Resident		\$ 3,401.00	\$ -	0.0%	\$ 3,401.00
Undergraduate Nonresident		\$ 14,057.00	\$ -	0.0%	\$ 14,057.00
Graduate Resident		\$ 3,872.00	\$ -	0.0%	\$ 3,872.00
Graduate Nonresident		\$ 14,407.00	\$ -	0.0%	\$ 14,407.00

		2025 26 Fees			
General Fees and Debt Service		2024-25 Fees	Proposed Increase	% Change	2025-26 Fees
Athletics		\$ 780.00	\$ -	0.0%	\$ 780.00
Health Services		\$ 430.00	\$ -	0.0%	\$ 430.00
Student Activity		\$ 568.00	\$ -	0.0%	\$ 568.00
Educational & Technology		\$ 436.00	\$ -	0.0%	\$ 436.00
Campus Security		\$ 60.00	\$ -	0.0%	\$ 60.00
Subtotal - General Fees		\$ 2,274.00	\$ -	0.0%	\$ 2,274.00
Debt Services		\$ 360.00	\$ (28.00)	-8%	\$ 332.00
Total Proposed Fees		\$ 2,634.00	\$ (28.00)	-1%	\$ 2,606.00





**Board of Trustees  
Action Item Cover Sheet**

Meeting Date:	December 6, 2024
Background:	WSSU's delegated authority requires board approval for the execution of real property lease agreements.
Situation:	WSSU has a need to partner to provide off-campus housing options for students for the Spring 2025 academic semester and beyond, and has engaged Metropolitan Village Townhomes in that effort.
Requested Action:	The Board of Trustees authorize the appropriate university officials to enter into a Master Lease Agreement for student housing, in accordance with the specified terms and conditions.
Attachments:	PowerPoint Slides (3)

# Metropolitan Village

- **Objective:** To integrate Metropolitan Village Townhomes as a new off-campus housing option for WSSU students for the Spring 2025 academic semester and beyond.
- **Target Audience:** Juniors, Seniors, and Graduate Students
  - GPA minimum 2.8, good standing with University Conduct & Civility Office.
- **Key Features:** Fully furnished townhome units, comprehensive amenities, and strategic support from WSSU HRL



# Premises Details

- **Units Reserved:** 10 - 3 Bedroom, 3.5 Bathroom Townhomes
- **Bedrooms:** 30 Bedrooms
- **Occupancy:** 30 WSSU Ram Residents
  - 1 Graduate Hall Director
- **Utilities and Amenities**
- **Included:** Laundry, Internet, Water, Sewer, Parking
- **Electricity:** Paid by Housing & Residence Life Department
- **Additional Amenities:** On-Call Maintenance, pest control, and annual testing



# Master Lease Agreement Details

- **Rent:** \$2,300 monthly per unit at 10 units, \$23,000 monthly for 18 months lease from January 1, 2025, through June 30, 2026.
- **Total Lease:** Approx. **\$414K**
- **Income Collected:** Approx. **\$480K**

*\*All amenities included (internet, waste management, water, etc.) except for electricity. University will be responsible for electricity cost estimated at approximately \$15K annually. University revenues exceed lease agreement.*

**\*Action Item** – The Board of Trustees authorizes the appropriate university officials to enter into a Master Lease Agreement for student housing, in accordance with the specified terms and conditions.



**Board of Trustees  
Action Item Cover Sheet**

Meeting Date:	December 6, 2024
Background:	<i>UNC System Capital Project Procedure Guidance For Capital Projects From General Fund Sources</i> calls for approval of certain project related expenses by the University's Board of Trustees.
Situation:	The KR Williams Renovation and Expansion Project is at the stage of development that requires the engagement of a Commissioning Agent. The System capital project procedure requires the board's action related to this item.
Requested Action:	The Board of Trustees of Winston Salem State University approves the appointment of the following commissioning agents as its First, second, third choices respectively for the KR Williams Renovation and Expansion Project. This authorization will allow the University to enter into a contract for commissioning services
Attachments:	PowerPoint Slides (2)

# Action Item #1 – Approve Commissioning Agent for KR Williams Renovation and Expansion Project

## Commissioning Agents for KR Williams Renovation and Expansion:

### Commissioning Agent (Cx) Selection Process

- Appoint Selection Committee (4)
- RFQ Solicitation
- Receipt/Validation of Responses
- Reference Checks
- Evaluation/Short Listing
- Interviews (Committee)
- Ranking/Recommendation
- BOT Approval/Delegation

### Role of a Commissioning Agent on a Project:

Commissioning is the process to certify that building systems, such as building envelope, mechanical, electrical, plumbing, and others integral to building operation are operating as designed by way of functional testing.

# Action Item #1 – Approve Commissioning Agent for KR Williams Renovation and Expansion Project

Final Rank Order of Commissioning Agents for KR Williams Reno and Expansion Project		
Project:	KR Williams Reno and Expansion	
Date:	11/20/2024	
Final Rank Order	Firm	Location
1	Commissioning WorCx	Jamestown, NC
2	RMF Engineering	Raleigh, NC
3	SKA Engineers	Greensboro, NC

**Action Item:** The Board of Trustees of Winston Salem State University approves the appointment of the following commissioning agents as its first, second, third choices respectively for the KR Williams Renovation and Expansion Project. This authorization will allow the University to enter into a contract for commissioning services.



**Board of Trustees  
Action Item Cover Sheet**

Meeting Date:	December 6, 2024
Background:	<p>Winston-Salem State University prepared its legislative agenda for the upcoming 2025 long session when the state's biennium budget items will be negotiated. The proposals are submitted with the hope WSSU will receive funding from the NC Legislature at a time when funding may be limited to do relief efforts stemming from damage caused by Hurricane Helene as well as a general philosophical shift in how higher education is funded by the general Assembly.</p> <p>The list of items will be discussed along with some background and rationale for the items listed.</p>
Situation:	<p>WSSU legislative priorities seek funding for a wide range of initiatives designed to support the following:</p> <ul style="list-style-type: none"><li>• WSSU's historical mission and vision of the institution as a leader in social mobility, particularly for First-generation scholars</li><li>• Adult learners (specifically the "some college, no degree" segment) who wish to complete their 4-year degree</li><li>• The Health Sciences/Nursing academic program via a; and</li><li>• General investment in the school in a manner not dissimilar from other HMSIs in the state while recognizing that WSSU is the public higher education partner for one of the state's large and growing) city.</li></ul>
Requested Action:	The Board of Trustees approve the proposed 2025 legislative priorities
Attachments:	Document title: <i>2025 long session budget requests and policy proposals</i>





# WINSTON-SALEM STATE UNIVERSITY

## 2025 LONG SESSION BUDGET REQUESTS AND POLICY PROPOSALS

### **U (RE)TURN DEGREE COMPLETION PILOT**

#### **OVERVIEW**

Unpaid balances on student accounts are often a practical barrier to degree completion for many adult learners who wish to return to school. This program would provide resources to those who need initial support before returning to complete a 4-year degree.

#### **TARGET STUDENT POPULATION**

- Some College, No Degree learners

#### **DATA POINTS AND/OR KEY INSIGHT(S)**

The "Some College, No Degree" population is a key target for the state of North Carolina. Anecdotally, we are aware that there are students who would like to re-enroll can be dissuaded based on cost barriers beyond tuition such as unpaid parking tickets, account receivable balances, transcript fees, etc. By providing grant assistance, students can start the process of completing their elusive degree with one fewer hurdle in the way.

**FUNDING REQUEST = \$250,000 (NON-RECURRING)**

## **NURSING FELLOWS PROGRAM**

### **BRIEF OVERVIEW**

Modeled after the successful Teaching Fellows Program, the Nursing Fellows Pilot Program would provide a form of merit-based tuition assistance to incoming students in exchange for a commitment to serve the citizens of North Carolina as a healthcare professional for an agreed-upon period.

### **KEY INITIATIVES ADDRESSED**

- Access and Affordability
- Regional Economic and Workforce Development
- Critical workforce needs

### **TARGET STUDENT POPULATION**

- Aspiring incoming healthcare workers
- RNs looking to complete their BSN

### **DATA POINTS AND/OR KEY INSIGHT(S)**

The population in North Carolina is getting older, which highlights the long-identified need for additional healthcare workers across the state. WSSU is well positioned to lead this initiative given the school's reputation for producing talented and skilled health sciences graduates.

In addition, because of the presence of several healthcare employers in Winston-Salem and the Piedmont Triad region, W-S would be a good training ground for aspiring nurses and other healthcare workers.

**FUNDING REQUEST = \$2,500,000 (RECURRING)**

## **SELMA BURKE SCHOLARSHIP FOR EXCEPTIONAL STUDENTS**

### **OVERVIEW**

In an effort to attract exceptional entering students, this proposed recurring funding from the General Assembly would be directed to WSSU. It's also a recognition that the Winston-Salem community does not get recurring funding for higher education on par with other regions of the state.

Ms. Selma Burke is a native of Mooresville, NC who graduated from the Slater Industrial and Slater Normal School (later Winston-Salem State University) in 1922. Years later, she left the nursing field and pursued her passion for sculpture which ultimately led to her winning a nationwide contest for the commission of a bronze relief portrait of President Franklin Roosevelt. Burke's profile of Roosevelt is widely acknowledged as the basis for his image on the U.S. dime.

Burke described herself as "a people's sculptor" and intended for her art to speak to wide audiences. Her work often focused on the human body and she used brass, bronze, alabaster, and limestone, among other materials. Her sculptures included figures and busts of prominent African Americans such as John Brown, Duke Ellington, Mary McLeod Bethune, and A. Philip Randolph.

Selma Burke represents not only WSSU's proud tradition of excellence in the field of nursing but also Winston-Salem as the City of Arts and Innovation. Funding a merit scholarship in her honor WSSU

### **KEY INITIATIVES ADDRESSED**

- WSSU and Winston-Salem branding and investment
- UNC System – Access and Affordability

### **TARGET STUDENT POPULATION**

- Exceptional students defined by institutional eligibility criteria

### **DATA POINTS AND/OR KEY INSIGHT(S)**

At this time, WSSU does not get funding from the General Assembly for subsidized tuition or merit aid. This scholarship would in effect replicate the Cheatham-White Scholarship currently offered by NC A&T and NC Central.

**FUNDING REQUEST = \$750,000 (RECURRING)**

## **TEACHING EDUCATION APPRENTICE PROGRAM**

### **OVERVIEW**

Other jurisdictions across the country have leveraged a registered apprenticeship model to recruit, train, and retain qualified educators. Specifically, in Louisiana, the Louisiana Workforce Commission has partnered with Southern University and A&M College for its first Registered Apprenticeship Teachers program. Southern is the first historically Black university to participate in such a program.

A Registered Apprenticeship approach offers an opportunity to address some of the challenges associated with recruitment and retention while also creating new professional pathways so prospective educators can become and remain teachers. In particular, cost can be a barrier that discourages potential teachers from entering the field, and the required clinical experience can often require participants to work without pay to complete their necessary hours, thereby deterring prospective candidates from starting or completing some programs. Registered Apprenticeship eliminates some of the cost pressures associated with traditional teacher programs by including an earn-as-you-learn component.

In light of WSSU's history as a teachers' college and in an effort to position the school as a preferred institution for aspiring minority teachers, this program could serve as a point of differentiation for the school as well as a pilot for gathering insights into the efficacy of this model in other parts of the state.

### **KEY INITIATIVES ADDRESSED**

- WSSU branding focus on "teaching and nursing"
- Regional Economic and Workforce Development
- Critical workforce needs

### **TARGET STUDENT POPULATION**

- Aspiring teachers
- Urban Education/Council of Great City Schools districts
  - WS/Forsyth County
  - Guilford County

### **DATA POINTS AND/OR KEY INSIGHT(S)**

Recent funding of school choice vouchers for North Carolina will likely see a migration of current educators taking jobs in private and charter schools. This may further impact

students in urban districts. Given WSSU's proximity to two large urban districts, implementing an apprenticeship program could be a useful tool for both prospective employers and prospective employees.

**FUNDING REQUEST = \$250,000 (RECURRING)**