



WSSU

**WSSU Board of Trustees
Regular Full Board Meeting
Monday, September 15 at 2:00 p.m.
Virtual Meeting**

Meeting Agenda

- I. Call to Order Brent Moore, Board Chair
- II. Conflict of Interest Statement Brent Moore
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.
- III. Roll Call Kelley Mills, Chief of Staff
- IV. Gavel Transfer Bill Miller, Immediate Past Chair and
Brent Moore, Chair
- V. Adoption Meeting Minutes Brent Moore
 - a. Adoption of Meeting Minutes from WSSU Board Committee of the Whole Meeting on March 13, 2025
 - b. Adoption of Meeting Minutes of WSSU Regular Board Meeting on March 14, 2025
 - c. Adoption of Meeting Minutes of WSSU Called Board Meeting on April 15, 2025
 - d. Adoption of Meeting Minutes of WSSU Regular Board Meeting on June 12, 2025
 - e. Adoption of Meeting Minutes of WSSU Called Board Meeting on July 25, 2025
 - f. *Adoption of Meeting Minutes of WSSU Executive Committee Meeting on June 19, 2025 (Voice Vote from Members Present at June 19, 2025 Meeting)*
 - g. *Adoption of Meeting Minutes for the Equality Policy Subcommittee Meeting on August 25, 2025 (Voice Vote from Members Present at August 25, 2025 Meeting)*
- VI. Chair's Report Brent Moore
- VII. Chancellor's Report Bonita Brown, Chancellor
 - a. Informational Item | Athletic Strategic Plan
- VIII. Committee Reports and Recommended Action Items
 - a) Academic and Student Experience Committee
 - 1. Academic and Student Experience Committee Report
 - 2. Informational Item | Chancellor's Exception Report

- b) Finance, Administration, and Stewardship Committee
 - 1. Finance, Administration, and Stewardship Committee Report
 - 2. Action Item | Authorization of Tennis Court Resurfacing Project
- c) Audit and Grievance Committee
 - 1. Audit and Grievance Committee Report
 - 2. Action Item | Approval of Revised Audit Plan

IX. Closed Session

Following a successful motion, the Board of Trustees will convene in Closed Session to prevent the disclosure of information that is privileged or confidential pursuant to the law of this State or of the United States, or not considered a public record within the meaning of Chapter 132 of the General Statutes, under N.C.G.S. § 143-318.11.

- a. Adoption of Closed Session Meeting Minutes of WSSU Regular Board Meeting on March 14, 2025
- b. Adoption of Closed Session Meeting Minutes of WSSU Called Board Meeting on April 15, 2025

X. Closed Session Report Out Brent Moore

XI. Adjournment Brent Moore

**Winston-Salem State University
Committee Meeting of the Whole
Meeting Minutes
March 13, 2025
3:30 p.m.**

I. Call to Order

Trustee Miller called the meeting to order.

II. Conflict of Interest Statement

Trustee 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 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.

III. Roll Call

Board members present: Bill Miller, Brent Moore (via Zoom), Alex Johnson, Robert Barr, Laura Gerald, Drewry Nostitz, Pam Oliver, Carlos Pauling
Board members absent: L’Tanya Bailey, Matt Cullinan, Kathleen Kelly, Tyrone McNair, Ricky Sides

IV. Information and Discussion Item | University Budget Presentation to Include All Funds Budget and Capital Campaign Topics

Chancellor Brown narrated a multi-presenter presentation that painted an overview of the university’s holistic budget. She initiated the presentation with an explanation of WSSU’s 5 buckets of funding – state funds, auxiliary funds, tuition and fees, research / grant dollars, and donor funding – and how each of these funds are impacted by our operational and strategic work.

Chancellor Brown called on Ms. McClinton to do a detailed review of the FY26 All Funds Budget and noted that questions from the board would be welcome as the item was on the full board agenda for action on March 14, 2025.

At the conclusion of Ms. McClinton’s presentation, Chancellor Brown called on Mr. Turman to provide an overview of the university’s plans for a Capital Campaign, within the context of the university’s overall financial positioning. Mr. Turman provided preliminary details on WSSU’s 5-year \$50M Capital Campaign. Trustees encouraged the team to consider the campaign’s relationship to overall academic and strategic planning, as well as overall feasibility.

Supporting document: Committee of the Whole PPT Presentation (38 Slide PPT)

V. Adjournment

A motion and second to adjourn was made at approximately 3:30pm.

**Winston-Salem State University
Board of Trustees Meeting Minutes
March 14, 2025
9:00 a.m.**

I. Call to Order

Chair Bill Miller called the meeting to order.

II. Conflict of Interest Statement

Chair 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 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.

III. Roll Call

The following trustees were present at roll call: Bill Miller, Brent Moore (via Zoom), Alex Johnson, L'Tanya Bailey, Robert Barr, Laura Gerald, Tyrone McNair (via Zoom), Drewry Nostitz, Pam Oliver, Carlos Pauling, Ricky Sides

Trustees Absent: Matthew Cullinan, Kathleen Kelly

IV. Adoption of Meeting Minutes

A motion was made to adopt the minutes for the WSSU Board Meeting on December 6, 2024 and the WSSU Special Called Board Meeting on March 3, 2025. The minutes were approved unanimously.

V. Board Chair's Report

Chair Miller gave a brief report which focused on thanking the trustees for the work they were doing to support the Chancellor and Winston-Salem State University, during which he highlighted special gratitude for the connections, visits, consultations, and representations they have made on behalf of the university. He also thanked the Chancellor for her intentionality in leading the university forward in the midst of uncertain times. He encouraged all those working on behalf of the university to welcome all guests that are needed at the table for the university's work to be successful.

VI. Chancellor's Report

Chancellor Brown's report included a summary of activities since the December board meeting including her State of the Campus address, WSSU's CIAA activities, the Ramilly Road Tour, the Clash at Bowman Grey, as well as legislative visits, her engagement with Greater Winston-Salem, Inc., Kirkpatrick Townsend, Faculty Coffees on campus. She also shared an update on the timing of the Provost's Search.

VII. Committee Reports and Recommended Action Items

A. Academic and Student Experience Committee

Trustee Barr provided a committee report from the March 13, 2025 meeting, which noted that the

committee received the following:

- information on WSSU's proposed peer list
- information on WSSU's academic programs that exceed 120 credit hours -- WSSU only has one, which is the Nursing Program
- information about WSSU's efforts to respond to the February 5 memorandum from the UNC System, which outlined the suspension of certain general education and major-specific course requirements in light of recent federal regulatory action
- a presentation on WSSU's Career and Graduate School Expo

Information on the Proposed Peer List and the Report on the 120+ Credit Hour Program was transmitted to the full board in its packet of materials for the March 14, 2025 meeting.

Trustee Barr also noted the following items were reviewed by the committee and were recommended by the committee for action by the full board:

- promotion and tenure appointments for Melissa Robin Bowman Foster, Mueni Muiiu, Nathan Savage, Rennae Stowe, Dawn Tafari, and Gregory Taylor
- emerita faculty appointment for Dr. Lynn Zubov.

At the close of his report the board entertained a motion to approve the proposed promotion and tenure appointments for Melissa Robin Bowman Foster, Mueni Muiiu, Nathan Savage, Rennae Stowe, Dawn Tafari, and Gregory Taylor. The item was motioned, seconded, and approved unanimously.

The board also entertained a motion to approve the emerita faculty appointment for Dr. Lynn Zubov. The item was motioned, seconded, and passed unanimously.

B. Audit and Grievance Committee

Trustee Bailey provided a committee report which noted that the committee met on March 13, 2025 and heard a report provided by Mr. Rod Isom, Chief Audit Officer. During the committee report, Mr. Isom shared that:

- the Office of Internal Audit has student interns who are gaining industry experience and enhancing key business skills
- three audit engagements have been completed since the last meeting and no reportable observations were noted in those engagements
- an Internal Audit external quality assessment review (QAR) has been completed and the office received the highest rating of *Generally Conforms* with no gaps identified
- key updates and information related to the new audit standards; these included Internal Audit's new strategic plan and essential conditions for the board
- external executive risk perspectives, which Internal Audit will use for benchmarking purposes as WSSS begins its annual risk assessment process.

There were no action items put forward by the Audit and Grievance Committee for action.

C. Committee on Trustees and Governance

Trustee Pauling shared that the Committee on Trustees and Governance met on March 13, 2025 and reviewed the following:

- recommendations for the 2025-2026 board calendar

- recommendations for membership to WSSU's Board of Trustees of the Endowment Fund.

He also noted that the committee heard from Dr. Ivey Brown on a few housekeeping matters, including due dates for the trustee ethics training and submission of annual statement of economic interests; the upcoming need conduct officer nominations; and the web location of updated charters and nomination of officers.

At the close of his report, the board entertained a motion to approve the 2025-2026 board calendar ad presented. The item was motioned, seconded, and passed unanimously.

The board also entertained a motion to approve the following recommendations for membership to WSSU's Board of Trustees of the Endowment Fund:

- Bill Miller, Chair, WSSU Board of Trustees (*term end at expiration of WSSU Board Chair term*)
- Bonita Brown, Chancellor, WSSU)(*term end at expiration of Chancellor appointment*)
- Matt Cullinan, Chair, WSSU Finance, Administration and Stewardship Chair (*term end at expiration of term as Finance Administration and Stewardship Committee Chair*)
- Laura Gerald, Member, WSSU Board of Trustees (*term end on June 30, 2027*)
- Alex Johnson, Member, WSSU Board of Trustees (*term end on June 30, 2027*)
- Brent Moore, Members, WSSU Board of Trustees (*term end on June 30, 2027*)

The item was motioned, seconded, and passed unanimously.

D. External Relations Committee

Trustee Nostitz shared that the External Relations Committee met on March 13, 2025 and received a presentation on the Evolving Landscape of Higher Education from Mr. Richard Davis. Mr. Davis updated the committee on recent executive orders and other policy shifts affecting higher education. He also provided information regarding the advancement of WSSU's legislative agenda priorities, and the next steps WSSU is taking to continue its engagement with legislators. She also noted that Mr. Kevan Turman shared the Advancement Office's intent to work on updating the University's Gift Acceptance Policy.

There were no action items put forward by the External Relations Committee for action.

E. Finance, Administration, and Stewardship Committee

Trustee Miller, on behalf of Trustee Cullinan, noted that that Finance, Administration, and Stewardship Committee met on March 13, 2025 and received a capital projects update from Mr. Reggie Lee, which included renderings for the KR Williams project. He also noted Ms. Lisa McClinton also provided an update on FY25 quarterly spending.

He also noted that the immediately following the Finance, Administration and Stewardship Committee meeting trustees convened as a Committee of the Whole to review and discuss the proposed All Funds Budget for FY26.

Trustee Miller also noted the following items were reviewed by the committee and were recommended by the committee for action by the full board:

- recommendations for campus master planning firms and

- recommendations for the commissioning agent for the Hauser Renovation and Expansion Project.

At the close of his report the board entertained a motion to approve the list of recommended vendors (Perkins & Will (first), Sizemore Group (second) and Vines Architecture (third)) as the campus master planning firm. The item was motioned, seconded, and approved unanimously.

The board also entertained a motion to approve the list of recommended vendors (RMR (first), CMTA (second) and McKim and Creed (third)) as the Commissioning Agent for the Hauser Renovation and Expansion Project. The item was motioned, seconded, and approved unanimously.

Finally, the board entertained a motion to approve the proposed FY26 All Funds Budget. The item was motioned, seconded, and approved unanimously.

VIII. Closed Session

A motion to convene in closed session was made, seconded, and approved unanimously. Minutes of the closed session were prepared separately.

IX. Adjournment

A motion and second to adjourn was made at approximately 10:45am.

Winston-Salem State University
Board of Trustees Meeting Minutes
April 15, 2025
5:00 p.m.

I. Call to Order

Chair Bill Miller called the meeting to order via Zoom.

II. Conflict of Interest Statement

Chair 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.

III. Roll Call

The following trustees were present at roll call: Bill Miller, Alex Johnson, L'Tanya Bailey, Brent Moore, Carlos Pauling, Matthew Cullinan, Ricky Sides.

The following trustees joined after roll call, but were present for voting: Drewry Nostitz (5:05pm), Kathleen Kelly (5:12pm) Tyrone McNair (5:20pm), Robert Barr (5:24pm)

The following trustees were absent: Laura Gerald, Pam Oliver

IV. Closed Session

A motion was made 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 and under N.C.G.S. 143-318.11(a)(6). The motion was seconded and approved; the board then recessed in closed session. Minutes for closed session were prepared separately.

A motion was made and seconded to reconvene in open session.

V. Closed Session Report Out

Chair Miller reported that while in closed session, the board reviewed contract terms for Tierra Terry, the prospective Women's Basketball Coach.

VI. Consideration and Approval of Contract Terms

The board entertained a motion to approve the contract terms for Tierra Terry, the proposed Head Women's Basketball Coach. The item was motioned, seconded, and approved unanimously

VII. Adjournment

VIII. A motion and second to adjourn was made at approximately 5:50 p.m.

**Winston-Salem State University
Board of Trustees Meeting Minutes
June 12, 2025
9:00 a.m. (Virtual Meeting)**

A. Call to Order

Chair Bill Miller called the meeting to order.

B. Conflict of Interest Statement

Chair 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 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

Trustees present: Bill Miller, L’Tanya Bailey, Carlos Pauling, Kathleen Kelly, Tyrone McNair (joined at 9:29am), Ricky Sides

Trustees Absent: Alex Johnson, Brent Moore, Drewry Nostitz, Laura Gerald, Matt Cullinan, Pam Oliver, Robert Barr

C. Strategic Planning Session with Representatives from Credo Consulting

Chancellor Brown introduced Brian Ralph of Credo Consulting. Brian sought input from the members present on the following questions:

- Where do you see WSSU in 2035?
- What institutional strengths should be built on with this strategic plan remix?
- What opportunities exist to diversify revenue streams or funding models?
- Where do you believe WSSU has the most impact? Where would you like to see WSSU have more of an impact?
- What are your thoughts about the Unleash the Genius Strategic Plan?
- What emerging trends (e.g., AI, demographic shifts) must WSSU prepare for?
- If you were writing the headline for WSSU in 2030, what would it say?

The input will be synthesized by the Credo team as a part of the overall work they are doing for the Strategic Plan.

D. Action Item | Adoption of Meeting Minutes

The Board took no action because a quorum was not present.

E. Action Item | Approval of Tenure Recommendations

The Board took no action because a quorum was not present.

F. Action Item | Authorization to Seek Accreditation with the Higher Learning Commission

The Board took no action because a quorum was not present.

G. Action Item | Approval of Revised Audit Plan

The Board took no action because a quorum was not present.

H. Adjournment

Chair Miller briefly acknowledged outgoing Trustees Kelly, Sides, McNair and Nostitz; the meeting was adjourned thereafter.

Draft Until Approved

Winston-Salem State University
Board of Trustees Meeting Minutes
July 25, 2025
4:30 p.m. (Virtual Meeting)

A. Call to Order

Chair Bill Miller called the meeting to order.

B. Conflict of Interest Statement

Chair 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 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.

C. Roll Call

Trustees present: Bill Miller, Alex Johnson, L'Tanya Bailey, Brent Moore, Carlos Pauling, Harold Eustache, Todd Collins, Laura Gerald, Maliyah Winters, Pam Oliver, Robert Barr, Victor Holloway
Trustees absent: Matthew Cullinan

D. Annual Board Officer Elections

Trustee Miller introduced Dr. Ivey Brown, who served as the executive staffer to the Committee on Trustees and Governance and supported the Nominating Subcommittee in its work. Dr. Brown gave a brief overview of the nomination process and considerations that were given when developing the proposed slate of officer. It was also noted that Trustees Bailey, Gerald, and Cullinan served as members of the Nominating Subcommittee.

Dr. Brown, on behalf of the subcommittee, noted that the recommended slate of officers was:

- Brent Moore, Chair
- Alex Johnson, Vice Chair
- Carlos Pauling, Secretary

Each officer was put forth for election, duly motioned, seconded, and approved unanimously.

E. Adjournment

The meeting was adjourned at approximately 4:55 p.m.

**Winston-Salem State University
Board of Trustees Executive Committee
Meeting Minutes
June 19, 2025
5:00 p.m. (Virtual Meeting)**

A. Call to Order

Chair Bill Miller called the meeting to order.

B. Conflict of Interest Statement

Chair 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 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.

C. Roll Call

Executive Committee members present: Bill Miller, Robert Barr, Drewry Nostitz, L'Tanya Bailey, Carlos Pauling

Executive Committee members: Brent Moore, Alex Johnson, Matt Cullinan

D. Action Item | Approval of Tenure Recommendations

Provost McKenzie presented the recommendation that the Executive Committee approve Dr. Kenny Holt be granted tenure and the rank of full professor as he is hired as dean, and Dr. Chad Betters be tenured at the rank of associate professor of rehabilitation counseling. The item was motioned, seconded, and approved unanimously.

E. Action Item | Authorization to Seek Accreditation with the Higher Learning Commission

Provost McKenzie presented the recommendation that the Executive Committee endorse WSSU moving forward with its accreditation with the Higher Learning Commission in accordance with Session Law 2023-132/House Bill 8. The item was motioned, seconded, and approved unanimously.

F. Action Item | Approval of Revised Audit Plan

Rod Isom, Chief Audit Officer presented a revised Audit Plan. The item was motioned, seconded, and approved unanimously.

G. Adjournment

The meeting was adjourned at approximately 5:10 p.m.

**Winston-Salem State University
Board of Trustees
Equality Policy Subcommittee
Meeting Minutes
August 25, 2025
5:00 p.m. (Virtual Meeting)**

A. Call to Order

Chair Brent Moore called the meeting to order.

B. Conflict of Interest Statement

Chair Moore 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 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.

C. Roll Call

Subcommittee members present: Brent Moore, Alex Johnson, Carlos Pauling, Bill Miller, Pam Oliver
Subcommittee members absent: None

D. Report and Discussion | Review of Equality Policy Compliance

Chancellor Bonita Brown, Vice Chancellor and General Counsel Ivey Brown, and Vice Chancellor for Student Affairs Dr. Mel Johnson-Norwood provided a joint presentation on WSSU’s compliance with the UNC System’s Equality Policy.

Vice Chancellor Brown provided an overview of the Equality Policy and WSSU’s past compliance efforts. He noted that the policy, adopted in May 2024 to replace the former DEI mandate, requires annual reporting to the System Office and review by Board subcommittees. WSSU filed its first report in August 2024 and is preparing its 2025 submission, with this meeting serving as one of the final review steps.

Vice Chancellor Johnson-Norwood highlighted examples from WSSU’s forthcoming 2025 Certification and Report on Equality within the University of North Carolina, noting that the university continues to adjust job roles and descriptions, reinforce expectations through campus-wide communications, and provide faculty and staff training to ensure understanding of neutrality and equality in practice.

Chancellor Brown emphasized that compliance work is ongoing and continuous. She noted that WSSU has demonstrated its ability to remain nimble and responsive to changing policy requirements while keeping student success at the center of its mission.

E. Adjournment

The meeting was adjourned at approximately 5:35 p.m.

Draft Until Approved

WINSTON-SALEM STATE UNIVERSITY

DEPARTMENT OF ATHLETICS

STRATEGIC PLAN 2025 – 2030



WSSU RAMS



TABLE OF CONTENTS

Introduction	2
The Planning Process	3
SWOT Analysis	
Priorities	4
The Planning Committee	
Goals, Objectives, and Strategies	
Data Gathering and Analysis	
Vision, Mission, and Core Values	5
GOAL 1: Accountability and Effectiveness	7 - 8
GOAL 2: Competitive Excellence	9 - 10
GOAL 3: Financial Sustainability	11 - 12
GOAL 4: Stakeholder Engagement	13 - 14
GOAL 5: Student Success	15 - 16



WSSU ATHLETIC STRATEGIC PLAN

INTRODUCTION

The Winston-Salem State University (WSSU) Department of Athletics Strategic Plan for 2025–2030 will guide the university's athletic program over the next five years as WSSU Athletics aims to rise as a premier Division II program. Five strategic goals were developed: Student Success, Competitive Excellence, Financial Sustainability, Accountability and Effectiveness, and Stakeholder Engagement.

This strategic plan results from a year-long collaboration by a planning committee that included representatives from the WSSU Department of Athletics and various campus units. Input was gathered from focus groups and individual stakeholders, such as student-athletes, faculty, staff, student leaders, campus administrators, alumni, former student-athletes, corporate partners, athletics donors, and community members. This broad involvement underscores the department's commitment to inclusivity and will help shape the future of WSSU Athletics, ensuring an outstanding experience for all student-athletes.

The WSSU Athletics Strategic Plan aligns closely with the university's overarching Strategic Plan, "WSSU 2030 Unleash the Genius," setting clear goals and objectives that reflect the university's commitment to student success and exceptional institutional growth. This plan reinforces the five key strategic goals established by the university: Increase Student Enrollment, Improve Undergraduate Degree Efficiency, Increase Four-Year Completion Rates, Enhance Operational Efficiency, and Strengthen Partnerships with Constituents. The WSSU Athletics Strategic Plan will be benchmarked, monitored, and measured annually, prioritizing the financial resources needed to execute successfully.



THE PLANNING PROCESS

SWOT ANALYSIS

In the Summer of 2023, Athletics staff participated in a SWOT survey and analysis session during the department retreat. Staff identified and listed key areas of strengths, weaknesses, opportunities, and threats. That SWOT session provided background and context for the beginning of the strategic planning initiative. Those collaborative exercises also strengthened the commitment of staff to pursue continued excellence for the Department of Athletics.

STRENGTHS



- Strong Leadership
- Teamwork and Collaboration
- Passion and Dedication
- Family Atmosphere
- Commitment to Excellence
- Community and Alumni Support
- Recognizable Brand and Tradition
- Adaptability and Caring Environment



WEAKNESSES

- Improved Communication
- Organizational Structure and Accountability
- Facilities and Resources
- Professional Development and Collaboration
- Community Engagement and Outreach
- Funding and Sponsorships

SWOT ANALYSIS

OPPORTUNITIES



- Rebuilding and Enhancing the Brand
- Student-Athlete Development Programs
- Revenue and Facility Improvements
- Collaborative Leadership
- Community Engagement and Relationships
- Alumni and Donor Support
- Monetization and Resource Utilization
- Economic and Social Impact on the Community



THREATS

- Funding / Financial Challenges
- Accountability
- Team Dynamics
- Staff Retention
- Facilities and Resources
- Negative Perception and Alumni Relations
- Competitiveness and Vision



PRIORITIES

The Winston-Salem State University Department of Athletics initiated its planning process in the Spring of 2024. Athletic Director Etienne Thomas identified five overarching priorities to guide the planning effort. These priorities served as the context for the development of goals, objectives, and strategies outlined in the document. The strategic priorities which guided this plan are: Student Success, Competitive Excellence, Financial Sustainability, Accountability and Effectiveness, and Stakeholder Engagement.

THE PLANNING COMMITTEE

A planning committee was formed to implement the strategic planning process. Co-Chairs were recruited and appointed to the committee. The committee members represented a cross-section of the campus community. Their unique and critical perspectives were instrumental in guiding the development of the planning document. Through various committee and subcommittee meetings, the planning committee was able to define comprehensive steps needed to achieve the vision of this strategic plan.

GOALS, OBJECTIVES, AND STRATEGIES

During the initial phase of the planning initiative, the planning committee was able to develop and achieve consensus on specific goals from the priorities communicated by the Athletic Director. Following the creation of these goals, a set of objectives and strategies for the objectives were developed. The objectives lay the framework for how the goals will be met and can serve as a measurement to the accomplishment of each goal. Each strategy is a more specific way that each objective can be met. The execution of all strategies and subsequent completion of the objectives herein will aid the Department of Athletics in achieving the stated goals in the strategic plan.

DATA GATHERING AND ANALYSIS

The planning committee conducted a series of focus group sessions to broaden the input needed to develop a robust and transformative plan. Numerous stakeholders, including student-athletes, faculty, staff, student leaders, campus administrators, alumni, former student-athletes, corporate partners, athletics donors and community partners were interviewed. The participants provided thoughtful, engaging, and direct feedback to the planning committee members. These focus group sessions allowed the planning committee the opportunity to solicit and incorporate valuable feedback into the objectives and strategy process. We are thankful for the participant input. Their feedback has assisted the committee in establishing a roadmap for the Department of Athletics for the next 5 years.





VISION

To become a championship-caliber athletics program that empowers student-athletes to excel academically, compete athletically, and foster meaningful connections within the community, while upholding the values of integrity, fairness, and holistic development.



MISSION STATEMENT

The purpose of intercollegiate athletics at Winston-Salem State University is to foster an environment where student-athletes can achieve national recognition for both academic and athletic excellence, while becoming engaged leaders in the community. Athletics plays an integral role in the university experience, enhancing the institution's visibility and promoting a positive public image.



CORE VALUES

Accountability

Excellence

Integrity

Service

Teamwork





GOAL 1

Accountability and Effectiveness

WSSU Athletics will provide an efficient framework for measuring progress, identifying areas of success, and addressing challenges to drive continuous improvement and overall success within the organization.

OBJECTIVE 1: Ensure compliance with NCAA, UNC System, and CIAA standards for all WSSU stakeholders.

Strategy: *Create* uniform compliance standards across all athletic teams to ensure consistency about player eligibility, academic achievement, and personal and professional conduct.

Strategy: *Utilize* NCAA's Best Practices for tracking Countable Athletic Related Activity (CARA), verifying that 20 hours per week, with no more than four hours per day spent on athletics-related training and meetings.

Strategy: *Ensure* travel-related requirements comply with relevant NCAA, UNC System, CIAA, and WSSU-related internal fiduciary and risk processes.

Strategy: *Streamline* reporting procedures and strengthen internal systems to improve operational efficiency within the athletics department.

Strategy: *Require* staff and student-athletes to model positive behavior and set meaningful goals to include all university conduct policies and regulations.

Strategy: *Require* compliance with team competitions and practices relevant to NCAA, UNC System, CIAA, and WSSU-related internal fiduciary and risk processes.

Strategy: *Produce* a fact sheet about NCAA rules for dissemination to faculty and staff with regard to academic integrity and permissible and nonpermissible benefits.

OBJECTIVE 2: Ensure that WSSU Department of Athletics complies with Title IX regulations providing equitable participation opportunities for male and female student-athletes based on their enrollment ratios.

Strategies: *Conduct* a Participation Gap Analysis (PGA) to assess the gender ratio of the undergraduate student body and compare it to athletic participation rates to ensure proportionality aligns with Prong 1 compliance. Identify and address any gaps through data-driven decision-making.

Strategy: *Expand* athletic opportunities for women to introduce new women's sports teams that align with student interest and institutional capacity.

Strategy: *Ensure* roster management practices support proportionality without cutting men's programs unfairly.

Strategy: *Enhance* the recruitment and retention of female student-athletes, by working with admissions, academic support services, student-athlete leadership programs, and recruiting staff to increase outreach to prospective female student-athletes.

Strategy: *Support* admissions and university-wide efforts to increase male enrollment and retention by leveraging athletics as a recruitment tool to prospective male students.

Strategy: *Monitor* and report compliance progress by establishing a Title IX compliance committee within the Athletics Department to review data, track progress, and report findings annually with university leadership and stakeholders.



OBJECTIVE 3: Standardize training to include compliance with Federal and State regulations, such as Title IX and the Clery Act.

Strategy: *Mandate* student-athletes attend required training, including but not limited to sessions about gambling and sports betting education, Title IX, hazing prevention, and other ongoing training as required.

Strategy: *Encourage* students who are eligible for financial aid to complete the FAFSA application. Advise students to work with the Office of Scholarships and Financial Aid. Inform students that the information about financial support is posted in their account.

OBJECTIVE 4: Implement a robust reporting framework to enhance communication within both the Athletics department and the university.

Strategy: *Require* that communication within the Athletics department is timely and consistent to effectively convey important deadlines, requirements, and events.

Strategy: *Strengthen* external communication to ensure stakeholders are informed of important deadlines, requirements, and events.

OBJECTIVE 5: Develop a comprehensive accountability framework to ensure transparent performance evaluation and adherence to organizational goals and standards.

Strategy: *Create* an Accountability Committee to ensure the goals of the Athletics Strategic Plan are met.

Strategy: *Participate* in and complete the Institutional Assessment and Research (IAR) annual Watermark Goal Planning and Assessment process each year, setting target goals to ensure compliance with SACSCOC reporting and assessment requirements.



GOAL 2

Competitive Excellence

WSSU Athletics will establish a culture of excellence wherein every student-athlete, coach, and staff member attain success.

OBJECTIVE 1: Improve student-athlete performance and well-being by integrating resources such as mental health support, sports psychology, strength and conditioning programs, rehabilitation services, sports medicine, and nutrition guidance.

Strategy: *Integrate* injury prevention programs into sports performance services to enhance athlete safety and resilience.

Strategy: *Perform* pre- and post-performance assessments to support the development of tailored training programs that foster student-athletes' success and well-being.

Strategy: *Expand* the sports performance team by recruiting specialists such as certified athletic trainers, sports psychologists, sports nutritionists, and certified strength and conditioning coaches.

Strategy: *Ensure* that student-athletes have access to nutritious food options both on campus and while traveling for university representation.

Strategy: *Invest* in advanced equipment to support elite-level strength and conditioning, athletic training, and nutritional needs.

OBJECTIVE 2: Attract top-tier coaches to optimize the development of student-athletes.

Strategy: *Recruit* skilled and experienced coaches to enhance athletic performance and support student-athletes.

Strategy: *Develop* strategies to retain top-tier coaches.

Strategy: *Assess* effective staff retention strategies to incorporate into Athletic Department staff development initiatives.

Strategy: *Expand* recruiting efforts for coaching staff beyond North Carolina, offering competitive pay packages to attract and retain skilled coaches committed to student-athlete success.

Strategy: *Create* a supportive work environment including offering competitive compensation and contracts to retain talented staff members.

Strategy: *Provide* opportunities for professional development for all athletics coaches and staff.

OBJECTIVE 3: Ensure sports programs have the ability, resources, and development to recruit, retain, and train high-caliber student-athletes.

Strategy: *Provide* comprehensive support and resources to ensure a well-rounded and positive experience for student-athletes, both on and off the field.

Strategy: *Develop* targeted retention strategies, including mentorship programs, mental health support, and proactive engagement, to build loyalty and minimize student-athlete attrition to the transfer portal.

Strategy: *Expand* scholarship packages that will rival competing institutions including creating a centralized resource to educate student-athletes on available scholarships and financial support.

Strategy: *Secure* on-campus or university leased housing options for student-athletes who need a stable living environment that supports their academic and athletic commitments.



OBJECTIVE 3: Continued

Strategy: **Ensure** facilities, coaching staff, travel budgets, scholarships, and marketing efforts are equitably distributed between men's and women's programs.

Strategy: **Conduct** bi-annual reviews to confirm compliance with Title IX financial and resource distribution.

Strategy: **Increase** recruiting budget.

Strategy: **Develop** student-athlete satisfaction and retention assessment tools.

OBJECTIVE 4: Promote a winning culture and standard of excellence on and off the playing field by setting competitive goals for all athletics programs.

Strategy: **Field** competitive men's and women's programs that will finish overall in the top five of the CIAA annually.

Strategy: **Achieve** athletics team success to compete for the Loretta Taylor Women's All-Sports Award and the C.H. Williams Men's All-Sports Award.

OBJECTIVE 5: Upgrade training and competition facilities to meet the required standard for achieving success in competitions.

Strategy: **Optimize** the use of existing athletic facilities to accommodate team training, host events, and facilitate community activities.

Strategy: **Create** a prioritized facility inventory that aligns with the University's Master Plan.

Strategy: **Secure** funding sources to address high-priority needs, including repairs and renovations across all facilities.

Strategy: **Develop** operational facilities plan that includes maintenance schedules and usage guidelines for both internal and external purposes, ensuring compliance with state, university, and federal regulations.



GOAL 3

Financial Sustainability

Broaden revenue streams, increase philanthropic support, and implement prudent financial strategies to optimize resource utilization.

OBJECTIVE 1: Increase fundraising initiatives to grow the budget to \$7 million.

Strategy: **Increase** self-generated revenue by 2% each year.

Strategy: **Retain** at least 100% of current season ticket holders and increase new season ticket holders by 50%.

Strategy: **Expand** annual fund scholarship support by 40% per year.

Strategy: **Grow** corporate sponsorship by 65% per year.

Strategy: **Identify** ten major gifts per year.

Strategy: **Submit** at least four grant proposals to the NCAA and foundations that support intercollegiate athletics.

Strategy: **Create** a gender equity plan to grow women's sports.

Strategy: **Form** partnerships with corporations, local businesses, and community organizations to create new funding streams, enhancing WSSU's financial stability and resources.

Strategy: **Build** a consistent and reliable fundraising and cultivation program that regularly engages donors, alumni, and partners, reinforcing trust and commitment to long-term support.

Strategy: **Implement** a multi-tiered incentive program that provides different levels of recognition and rewards based on donation amounts, motivating higher contributions and enhancing donor experiences.

Strategy: **Secure** additional funding sources to support program growth and sustainability.



OBJECTIVE 2: Expand funding by creating and strengthening new and existing revenue streams.

Strategy: **Perform** a demographic analysis of current and potential fan bases.

Strategy: **Allocate** additional resources to marketing and in-game fan engagement initiatives.

Strategy: **Design** fan experiences that boost ticket sales and encourage active game day participation from individual ticket holders.

Strategy: **Pursue** sponsorships and partnerships within the community to financially support WSSU Athletics, fostering collaborative relationships that enhance resources and opportunities for the program.

Strategy: **Establish** a structured outreach program targeting alumni, encouraging small, recurring donations to build a stable and sustainable financial base.

Strategy: **Utilize** alumni entrepreneurs as trusted service providers.

Strategy: **Focus** on building enduring relationships by providing regular updates, recognizing contributions, and involving donors in WSSU's journey to cultivate a loyal base of supporters.

OBJECTIVE 3: Assess policy and procedures of current department spending activities and budget checks and balances.

Strategy: **Align** the budget and adjust for industry fluctuations based on realistic revenue projections annually.

Strategy: **Create** a detailed plan to transparently demonstrate the impact of donor contributions, highlighting their positive influence on student success.

Strategy: **Implement** a medical billing process.

Strategy: **Analyze** audit results to enhance departmental efficiency.

Strategy: **Establish** an inventory system for tracking and maintaining all athletic equipment and apparel to manage fixed assets effectively.



GOAL 4

Stakeholder Engagement

Engage proactively with university partners, alumni, and the Winston-Salem community by maintaining regular communication, conducting outreach initiatives, and fostering active engagement.

OBJECTIVE 1: Enhance visibility to increase awareness and involvement of Athletics within the University community.

Strategy: *Ensure* WSSU student-athletes serve as ambassadors for recruitment efforts, using their stories and successes to attract prospective students and build interest in WSSU programs.

Strategy: *Pursue* partnerships with NASCAR, the Winston-Salem Chamber of Commerce, and other prominent industries in the area, fostering unique sponsorships and cross-promotional opportunities that benefit both WSSU Athletics and local organizations.

Strategy: *Conduct* a market analysis of WSSU's Athletics economic impact in the Triad region, nationally and globally.

OBJECTIVE 2: Create an athletics experience that is welcoming to fans and offers ample opportunities for engagement and participation.

Strategy: *Provide* additional fan engagement opportunities such as concessions, beverages, enhanced ADA areas, and entertainment to optimize the game day experience.

Strategy: *Develop* a fan engagement feedback communication plan to seek and incorporate feedback into game day planning.

Strategy: *Incorporate* new ideas to attract new fans to WSSU Athletics through targeted outreach and communication.

Strategy: *Create* a game day operation manual to ensure consistency in providing a safe and valuable fan experience.



OBJECTIVE 3: Develop an Athletics brand that is distinctive yet aligned with the university brand.

Strategy: *Invest* in branding initiatives to elevate the visibility and reputation of the Athletics program.

Strategy: *Create* a strong WSSU Athletics brand that highlights values, commitment to excellence, and competitive success, making WSSU Athletics a desirable destination for recruits, sponsors, and fans.

Strategy: *Develop* an inventory process to ensure consistent logo use on athletics facilities, equipment, and uniforms to reflect a professional and competitive image that attracts top talent and instills pride.

OBJECTIVE 4: Celebrate the current successes and future ambitions of WSSU Athletics while honoring its history.

Strategy: *Highlight* the achievements and inspiring stories of WSSU student-athletes to enhance the program's impact, strengthen community support, and elevate WSSU's reputation.

Strategy: *Disseminate* a WSSU Department of Athletics Annual Report to celebrate achievements across all platforms, utilizing effective marketing to build the reputation of WSSU Athletics, inspire community pride, and attract further support and interest.

OBJECTIVE 5: Prioritize alumni engagement to enhance the experience of current student-athletes and boost overall alumni satisfaction.

Strategy: *Develop* strategies to deepen relationships with the community and alumni, fostering a strong support network for WSSU Athletics.

Strategy: *Create* more opportunities for students to engage with and support athletics, building school spirit and loyalty.



GOAL 5

Student Success

Offer student-athletes well-rounded experiences to equip them for success as leaders and citizens post-graduation.

OBJECTIVE 1: Provide initiatives and resources to improve the well-being of student-athletes.

Strategy: *Connect* student-athletes to mental health resources tailored to student-athletes' needs, ensuring they have access to support that promotes emotional well-being and resilience.

Strategy: *Establish* dedicated resources and programs to bridge cultural gaps for international student-athletes, providing targeted support that addresses their unique challenges and helps them feel valued within the WSSU community.

Strategy: *Partner* with the Faculty Athletic Representative to engage faculty and the university leadership in addressing the policies and procedures that impact student-athletes.

Strategy: *Implement* a comprehensive program for integrated sports performance.

Strategy: *Hire* a dedicated life skills coach to guide student-athletes in personal development, career preparation, and life management, and support their success beyond sports.

Strategy: *Engage* student-athletes in personal and professional development opportunities such as career exploration and development, professional etiquette, and financial literacy.

OBJECTIVE 2: Implement a range of support services and programs to uphold the university's commitment to academic excellence among all student-athletes.

Strategy: *Achieve* a department grade point average (GPA) of 3.0.

Strategy: *Achieve* an overall Academic Success Rate (ASR) of 70%.

Strategy: *Achieve* a Federal Graduation Rate (FGR) of 60%.

Strategy: *Implement* a comprehensive academic support system to track progress to ensure that all student-athletes achieve their academic goals and graduate.

Strategy: *Hire* additional academic counselors to increase the number of academic counselors available to student-athletes.

Strategy: *Facilitate* dialogue between faculty and university and Athletics staff to foster a greater understanding of the roles and responsibilities of student-athletes.

Strategy: *Conduct* workshops on time management, study skills, and academic planning specific to the unique challenges faced by student-athletes.

Strategy: *Establish* partnerships and mentorship opportunities with corporations to create professional development opportunities, internships, and potential career pathways for student-athletes.

Strategy: *Create* workshops for student-athletes and parents during university orientations.

Strategy: *Engage* student-athletes in academic development opportunities and study halls appropriate to their need based on their current and overall academic progress, with an individually tailored educational enhancement plan in place.

Strategy: *Facilitate* student-athlete participation in high-impact educational practices in and outside the classroom to complement their curricular activities.



OBJECTIVE 3: Foster a culture that encourages meaningful connections among student-athletes, their teams, fellow athletes, and the broader community.

Strategy: *Encourage* coaches to integrate academic milestones into their definition of team success and regularly communicate this priority to student-athletes.

Strategy: *Create* hands-on learning opportunities within the Department of Athletics that align with academic student learning objectives for all students.

OBJECTIVE 4: Develop a student-athlete leadership program aimed at enhancing individual leadership qualities, citizenship, civility, ethics, and interpersonal skills essential for today's workforce.

Strategy: *Develop* a leadership program that will equip student-athletes with essential soft skills and critical thinking skills, preparing them for success both on and off the field.

Strategy: *Achieve* 1,500 hours of community service annually by partnering with local schools, organizations, and businesses to encourage student-athletes to give back, reinforcing a sense of community responsibility and connection.

OBJECTIVE 5: Maintain a consistent ranking in the top third of the CIAA for Graduation Success Rate, including acknowledging the achievements of student-athletes at both regional and national levels.

Strategy: *Develop* a formal recognition program that highlights student-athletes' academic achievements through regional and national awards, ceremonies, public announcements, and acknowledgment in athletics publications through social media, the WSSU Athletics website, and during university events to foster pride and motivate others.

Strategy: *Nominate* high-performing student-athletes for regional and national awards to increase the visibility of their academic accomplishments.

Strategy: *Connect* current student-athletes with alumni who have achieved academic and athletic success to provide mentorship and guidance on balancing athletic and academic commitments.







200 C.E. GAINES CENTER
601 S. MARTIN LUTHER KING, JR. DRIVE
WINSTON-SALEM, NC 27110
(336) 750-2143



Board Action Item Cover Sheet

Board Meeting Date:

September 15, 2025

Committee Name and Committee Meeting Date:

Academic and Student Experience Committee, September 15, 2025

Background:

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.

Situation:

This attached report is being provided as information in accordance with regulation.

Impact/Benefit:

Requested Action:

No action requested; this is a transmittal item.

Attachments:

Memo from Provost Lawrence



STEVIE L. LAWRENCE, PH.D.

**PROVOST AND VICE CHANCELLOR
FOR ACADEMIC AFFAIRS**

TO: Board of Trustees Academic Affairs Committee

DATE: September 10, 2025

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 Expectations 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 75 students or one percent (1%) of the total number of first-time undergraduate applicants accepted in the academic year of admittance, whichever is greater. 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 2024-2025 Academic Year: 8,086 (9.4.25)
- Fall 2025 Total Freshmen Enrollment: 1003
- One percent of the total number of applicants accepted: 80
- Total Number of Chancellor's Exceptions for Fall 2025: 7
- Number enrolled 2025: 7
- Student Demographic Details
 - Gender Demography
 - Male: 4
 - Female: 3
 - High School Grade Point Average
 - Average Admit GPA: 2.83
 - Average Exception GPA: 2.81
 - SAT/ACT Data
 - Average SAT (reported): None
 - Average ACT (reported): 22
 - Special Population (Athletes, Band): None

Sincerely,

A handwritten signature in blue ink, appearing to read "Stevie L. Lawrence II".

Stevie L. Lawrence II, Ph.D.

Provost & Vice Chancellor for Academic Affairs

WINSTON-SALEM STATE UNIVERSITY
202 BLAIR HALL • WINSTON-SALEM, NORTH CAROLINA • 27110
PHONE: (336) 750-2200 • FAX (336) 750-2202 • E-MAIL: lawrencsl@wssu.edu

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

**Policy on Minimum Eligibility Requirements for Undergraduate Admission for the
University of North Carolina System**

- I. Purpose. The University of North Carolina (UNC) Board of Governors has, since 1988, established minimum requirements for undergraduate admission to any constituent institution. These requirements serve to provide a common set of minimum standards to be considered for admission as an undergraduate student. Completion of these standards does not guarantee admission to any UNC System institution or program of study. Exceptions and special considerations to these minimum eligibility requirements are provided in Sections 700.1.1.1[R], 700.1.1.2[R], 700.7.1, and 700.7.1[R] of the UNC Policy Manual.
- II. High School Diploma. All students should hold a high school diploma or its equivalent.
- III. Minimum Course Requirements. The following courses must be completed at the high school level, although those courses may be completed at an earlier time (e.g., middle school).
- A. English: four course units emphasizing grammar, composition, and literature.
- B. Mathematics: four course units in any of the following combinations:¹
1. Algebra I, algebra II, geometry, and one unit beyond algebra II; or
 2. Algebra I, algebra II, and two units beyond algebra II; or
 3. Common core math I, II, and III, and one unit beyond common core math III; or
 4. Integrated math I, II, III, and one unit beyond integrated math III; or
 5. NC Math 1, 2, 3, and one unit beyond NC Math 3 identified as meeting the 4th level

¹Students applying to the University of North Carolina School of the Arts must only complete three mathematics courses in order to be eligible for admission.

mathematics requirement for admission to UNC System institutions.

C. Science: three course units, including at least:

1. One life science unit (e.g., biology, ecology, zoology); and
2. One non-life science unit (e.g., astronomy, chemistry, earth science, environmental science, physical science, physics); and
3. One laboratory science unit.

D. Social Studies: two course units, including one unit in U.S. history.²

E. Two additional academic courses from English, mathematics, science, social studies, world languages, or computer science. *(Note: these courses should be selected in alignment with a student's academic and career objectives. Completion of two sequential world language courses is recommended.)*

F. Applicants who require special consideration: Constituent institutions shall develop a policy for evaluating applications from students who have not completed all minimum course requirements and shall at least include provisions addressing students with a documented Individualized Education Plan (IEP) or 504 plan. The institutional policy shall be approved by the board of trustees in accordance with regulations promulgated by the president.

IV. Recommended Courses. While the minimum course requirements serve as the cornerstone of the UNC System admissions policy, students are encouraged to pursue a challenging and rigorous high school curriculum aligned with their academic and career objectives. Completion of the minimum course requirements does not guarantee admission to any individual UNC System institution. As such, students should consult with their high school counselor regarding additional courses recommended by individual UNC System institutions. Additionally, students should:

A. Consider taking the most rigorous courses available at their high school that they can successfully complete.

B. Ensure to complete an academically challenging course load in their senior year, even if they have completed the minimum course requirements.

V. High School Grade Point Average and Standardized Test Scores. All applicants for admission, except those exempted by UNC Policy or regulation, must meet the following criteria for admission.

A. For students entering in the Fall 2024 or Spring 2025 semesters:

1. High School GPA: A minimum weighted GPA of 2.5; or
2. Standardized Test Scores: Students are not required to submit a standardized test score. If a student does not meet the minimum High School GPA requirement, they may gain admission

²An applicant who does not have the unit in U.S. history may be admitted on the condition that at least three semester hours in that subject be passed by the end of the sophomore (second) year.

eligibility with a composite ACT score of 19, or combined SAT (mathematics and evidence-based reading and writing) of 1010.

B. For students entering in the Fall 2025 or Spring 2026 semesters:

1. High School GPA: A minimum weighted GPA of 2.5.
2. Standardized Test Scores: Students with a weighted High School GPA greater than or equal to 2.50 and less than 2.80 are required to submit a standardized test score (ACT or SAT).

C. For students entering in the Fall 2026 semester and beyond:

1. High School GPA: A minimum weighted GPA of 2.5.
2. Standardized Test Scores: Students with a weighted High School GPA greater than or equal to 2.50 and less than 2.80 are required to submit a standardized test score of a 17 or higher on the ACT or a 930 or higher on the SAT.

The chancellor of each respective constituent institution may, subject to the approval of the president and the Board of Governors, require all students with a weighted High School GPA of 2.80 or greater to also submit a standardized test score. The Board of Governors must grant any such approval before December 1, two academic years prior to the implementation of the requirement.

D. Chancellor's Exceptions: Chancellors shall develop a policy for evaluating applications from students who have not met the school grade point average and/or standardized test score requirements. The maximum number of chancellor's exceptions is limited to one percent of the total number of applicants accepted as first-time undergraduates each year, or 75 students, whichever is greater. The institutional policy shall be approved by the board of trustees in accordance with regulations promulgated by the president.

VI. Additional Admissions Requirements. Chancellors may identify standards for admission that exceed the minimums identified in this policy, including but not limited to, essays, letters of recommendation, and higher high school GPAs or standardized test scores. These requirements shall be approved by the board of trustees in accordance with regulations promulgated by the president.

VII. Graduates of Cooperative Innovative High Schools (Early College). Each UNC constituent institution must offer to any student who graduated from a cooperative innovative high school program with an associate degree and who applies for admission to a constituent institution the option of being considered for admission as a first-time (freshman) or as a transfer student.

A. The constituent institution shall also provide written information to the student regarding the consequences that accompany each option and any other relevant information that may be helpful to the student when considering which option to select.

B. The Board of Governors shall report annually regarding the number of students who graduated from a cooperative innovative high school program with an associate degree and which option was chosen by those students when applying for admission to a constituent institution.

VIII. Graduates of North Carolina School of Science and Mathematics (NCSSM). Each UNC constituent institutionⁱ must offer first-time (freshman) admission to any applicant attending the residential program at NCSSM. Such offer of admission shall be contingent upon the applicant:

- A. Successfully completing all NCSSM graduation requirements and remaining enrolled and in good standing at NCSSM through the time of the student's graduation. For the purposes of this policy, "in good standing" shall mean with no pending disciplinary charges or pending academic violations that could lead to dismissal as of the date of graduation;
- B. Meeting the academic program requirements as outlined in Section 700.1.1.3[R] of the UNC Policy Manual;
- C. Completing all application requirements established by the constituent institution by a standard public deadline; and
- D. Satisfying the provisions of Section 700.5.1[R] of the UNC Policy Manual.

This guaranteed offer of admission shall apply only to acceptance to the respective constituent institutions, and shall not apply to any specific school, major, or program of study within the constituent institutions.

IX. Notification of Stakeholders and Educational Policymakers. The president is directed to develop plans and further recommendations to inform key stakeholders and education policymakers of the changes in requirements.

X. Other Matters

- A. Effective Date. The requirements of this policy shall be effective on the date of adoption by the Board of Governors, as defined in the various sections herein. Reference to the fall semester shall include students who attended the institution for the first time in the prior summer term.
- B. Report on Implementation. The president shall provide a report to the Committee on Educational Planning, Policies, and Programs at the February 2025 Board meeting and annually thereafter. The report shall include an analysis of admissions policies in place at other public universities along with available data on the impact of the policy on the constituent institutions.
- C. Relation to Federal and State Laws. The foregoing policy as adopted by the Board of Governors is meant to supplement, and does not purport to supplant or modify, those statutory enactments which may govern or relate to the subject matter of this policy.
- D. Regulations and Guidelines. This policy shall be implemented and applied in accordance with such regulations and guidelines as may be adopted from time to time by the president.

ⁱ In accordance with the unique mission and undergraduate admissions process employed at the University of North Carolina School of the Arts, it is exempted from this provision.



Board Action Item Cover Sheet

Board Meeting Date: September 15, 2025

Committee Name and Committee Meeting Date:

Finance, Administration, and Stewardship Committee | September 15, 2025

Background:

The UNC System Capital Project Procedure Guidance (last revised February 11, 2025) calls for projects that are funded with non-appropriated dollars and are projected to cost between \$100,000 to \$749,999 be authorized by the Board of Trustees. Once authorized, projects meeting these criteria can be advertised and project vendors (designers, engineers, etc) can be solicited and recommended to BOT for approval.

Situation:

The tennis courts, located in the parking lot area in front of the Anderson Center, are in disrepair and need to be resurfaced.

The proposed project will include grading for drainage, resurfacing, new net posts, provision of accessible paths to the courts, and handicap parking spot painting and signage.

The *Tennis Court Resurfacing* Project is estimated to cost approximately \$740,000 (which reflects \$75,000 in costs for the Designer and \$665,000 in costs for Construction), and in accordance with the UNC System Capital Project Procedure Guidance, we are seeking approval from the Board of Trustees so the project can be advertised for qualification packages from design professionals. Once advertised, qualifications are submitted to Design and Construction, firms are shortlisted and interviewed. Upon determining the top three candidates, a recommendation for a slate of project designers will be brought back to the board for endorsement.

Impact/Benefit:

The courts are used for teaching and athletics purposes. Resurfacing the tennis courts will provide a more adequate facility for both teaching tennis and the athletics use, as well as making it more accessible.

Requested Action:

Pending the favorable recommendation of the Finance, Administration, and Stewardship Committee, it is requested that the Board of Trustees authorize the Tennis Court Resurfacing Project as proposed.

Attachments:

None



Board Action Item Cover Sheet

Board Meeting Date:

September 15, 2025

Committee Name and Committee Meeting Date:

Audit & Grievance Committee | September 15

Background:

The North Carolina Internal Auditing Act (NC GS 143-746) requires state agencies to establish an internal auditing program that complies with current Standards (Global Internal Audit Standards) for the Professional Practice of Internal Auditing issued by the Institute for Internal Auditors. Each agency head shall annually certify to the Council that the audit plan was developed in accordance with required standards. Standard 9.4 Internal Audit Plan states that the chief audit executive (CAE) must create a plan (at least annually) that supports the achievement of the organization's objectives. The CAE must base the plan on a documented assessment of the organization's strategies, objectives, and risks. The assessment must be informed by input from the board and senior management as well as the CAE's understanding of the organization's governance, risk management, and control processes.

As noted in our June 19, 2025 materials for the Executive Committee of the Board, Standard 9.4 further states that the CAE must review and revise the plan as necessary and communicate timely to the board and senior management. The CAE must discuss the plan, including significant interim changes with the board and senior management. The plan and significant changes must be approved by the board. As such, IA's plan has been updated for the upcoming fiscal year to reflect the current risk landscape. As a reminder, the plan for the new fiscal year is due to the state by September 30.

Situation:

In accordance with Standard 9.4, the Audit Plan has been updated with two new projects and will be submitted to the state by September 30. Those two new projects are:

- OSA Higher Education Institutional Aid (Title III)
- QAR Peer Review

Impact/Benefit:

Without the presentation and approval of the updated audit plan, the Internal Audit function would be noncompliance with state laws and the university may struggle to reach its optimal performance levels.

Requested Action:

Pending the favorable recommendation from the Audit and Grievance Committee, the requested action is the for the Board of Trustees to approve the revised FY26 Audit Plan.

Attachments:

WSSU FY26 Audit Plan – Final (1 page)

The audit plan is based upon Internal Audit's (IA) unit risk assessment process and outlines the IA unit plans for the year based upon available resources and the impact of risks identified. The audit plan is a fluid document and is subject to change based upon current events that may pose a risk to the university, continuous risk monitoring efforts, and available resources. This document is for informational purposes only.

WSSU FY26 Audit Plan - Final

HRS

Summary of Hours Available for Plan	
Hours per FT Auditor:	2,080
Total Hours Available:	8,320
UNCSA Contract Hours:	1,800
Hours Available for WSSU:	6,520

* 4 FT Auditors

NEW PROJECTS ADDED

A	Continuation from Previous Year: <i>Projects carried over from the previous plan year.</i>	
	Planned Audit: Talent Management - Succession Planning	300
	Planned Audit: User Access	
	Investigation: HERD Reporting	

B	Planned Reviews: <i>Projects added to the plan as a result of the annual risk assessment process. Plan reviews are subject to change based upon risks.</i>	
	Human Resources Department Overview	2,170
	Crisis Management & Emergency Preparedness (Include System Office Emergency Communication Regulation)	
	Student Mental Health Services	
	Fundraising	
	Enrollment Management - Retention	
	Athletics Department Overview	
	IT Department Overview	

C	Continuous Monitoring & Requests: <i>Projects added to assist with continuous monitoring efforts of notable risks or projects requested by management.</i>	
	System Office Pcard/Tcard Regulation	200
	OSA Higher Education Institutional Aid (Title III)	

D	Follow-ups: <i>Previous reviews performed that identified findings. IA is required to follow-up to ensure management has taken corrective actions to resolve issue.</i>	
	Follow-up Project - Historical Observations	260
	Campus Safety Critical ARC Follow-up (External)	

E	Complaints & Hot Line Calls: <i>New complaints received this fiscal year that will result in a review.</i>	
	Contingency	100

F	Special Assignments: <i>Advisory engagements conducted on behalf of management & significant audit projects</i>	
	Self-Assessment Maturity Model	400
	Annual Risk Assessment	
	QAR - Peer Review	

ITEMS BELOW ARE ROUTINE MATTERS THAT MAY TAKE PLACE DURING THE AUDIT YEAR

G	Advisory & Special Assignments: <i>Special activities and assignments that are assigned to internal audit to assist and advise management. These activities below does not generally result in a audit report.</i>	
	Audit Committee	510
	University-wide Meetings/Consults	
	Assisting External Auditors & Oversight Agencies	
	Search Committees	
	University's Strategic Plan	
	Executive Staff	
	Compliance	
	UNCAA Committees	
	Enterprise Risk Management	
	Annual Risk Monitoring Memos	
	Technical Assistance	

H	Other: <i>Activities that assist the audit unit with planning, assessments, and continuous improvement efforts. The activities below does not generally result in a audit report.</i>	
	Audit Planning & Assessment	500
	IA Strategy, outreach, on-the-job training, assessment	
	Quality Assurance and Improvement - assessment, activities	
	University Administrative Assessment	
	Internal Policies and Procedures, CAATs, Best Practices, Website, Sharepoint	
	Staff Meetings	

I	Administration/Leave/Professional Development: <i>Administrative relative matters, time off, and professional development.</i>	
	Office Administration	2,080
	Time Off	
	Training & Webinars	

J	Potential Reviews not Planned: <i>Potential reviews identified from the annual risk assessment that are unable to be performed due to lack of resources at this time, but could be added during the year based upon assessment of risk and additional resources.</i>	
	Data Governance	
	Third Party Risk Management	
	Contract Routing Process	
	Associated Entities MOU	