



**Board of Trustees
Committee Meeting
Rudolph Jones Student Center
Room 242**

**Committee on Legal, Audit, Risk, and Compliance
Wednesday, March 25, 2026
11:30 a.m.**

AGENDA

Call to Order	Glenn Adams, Committee Chair
Welcome and Opening Remarks	Glenn Adams
Roll Call	Karen Bussey
Approval of Minutes:	December 10, 2025

Action Items:

A. LARC-1: 2026 Risk Register	Elizabeth Hunt <i>Assistant Vice Chancellor for Risk and Compliance</i>
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Information Items:

B. Compliance Reports, Investigation And Outcomes	Elizabeth Hunt <i>Assistant Vice Chancellor for Risk and Compliance</i>
C. Internal Auditor Introduction	Wanda Jenkins <i>General Counsel and Vice Chancellor for Legal, Audit, Risk, and Compliance</i> Robert Davis <i>Director of Internal Audit</i>

Committee Members: Glenn Adams, Kimberly Jeffries Leonard, Jerry Gregory, John McFadyen, Donald Moore

Staff Liaison: Wanda Jenkins
Board Professional: Tamara Davis

For further information, please contact:
Wanda Jenkins
General Counsel and Vice Chancellor for Legal, Audit, Risk and Compliance
910.672.1145

COMMITTEE ON LEGAL, AUDIT, RISK, AND COMPLIANCE

Wednesday, December 10, 2025

11:00 a.m.

The Committee on Legal, Audit, Risk, and Compliance (LARC) of the Fayetteville State University Board of Trustees convened Wednesday, December 10, 2025, in the Rudolph Jones Student Center, Multi-Purpose Room 242, and via Microsoft Teams. Committee Chair Glenn Adams called the meeting to order at 11:00 a.m.

ROLL CALL

The following trustees were in attendance in person: Mr. Glenn Adams, Mr. Jerry Gregory, Mr. John McFadyen, and Dr. Donald Moore.

Staff in attendance were Chancellor Darrell Allison, Atty. Wanda Jenkins, AVC Elizabeth Hunt, Atty. Benita Powell, Mr. Terrance Robinson, and Ms. Chneadra Floyd.

APPROVAL OF MINUTES

It was moved by Trustee John McFadyen and seconded by Trustee Jerry Gregory that the September 24, 2025, minutes be approved as printed. The motion carried.

COMMITTEE UPDATE

Assistant Vice Chancellor for Risk and Compliance Beth Hunt updated the Committee on the University-wide processes to address enterprise risk management (ERM), including risks related to compliance with laws and ethical standards at the system level. Each constituent institution will include components and procedures for:

1. Identifying risks that impact the constituent institution's goals;
2. Developing plans to monitor and mitigate risks;
3. Providing periodic updates to the chancellor and the board of trustees; and
4. Reporting significant enterprise risks to the president and, with the president's guidance, to the Board of Governors

AVC Hunt stated we will focus on campus safety and mental health. Emergency Management has completed storage upgrades, classroom remodeling, new equipment purchases, and training for faculty and staff. She updated the committee on Enrollment/Funding, Cybersecurity, and Regulatory Compliance. AVC Hunt updated the committee on the Director of Internal Audit search. The first interview has been completed. The search committee is in the process of pulling the top five candidates for the second and final interview. The goal is to hire in January 2026.

Next, General Counsel and Vice Chancellor Wanda Jenkins introduced Mr. Damon Williams as the new Chief of Police. Mr. Williams has more than 20 years of leadership in both municipal and university law enforcement. Mr. Williams returns to his alma mater, where he began his law enforcement career as part-time campus police officer.

Prior to closing, Committee Chair Glenn Adams shared the positive outcomes of FSU's recent state audit.

ADJOURNMENT

The Committee on LARC adjourned at approximately 11:28 a.m.

Respectfully submitted,

Glenn Adams, Chair

Tamara Davis, Recorder



BOARD OF TRUSTEES COMMITTEE ON LEGAL, AUDIT, RISK AND COMPLIANCE

Wanda L. Jenkins
**General Counsel and Vice Chancellor for Legal, Audit, Risk and
Compliance**
March 25, 2026

OFFICE OF RISK AND COMPLIANCE

Elizabeth Hunt
Assistant Vice Chancellor for Risk and Compliance

OFFICE OF RISK AND COMPLIANCE



2026 RISK REGISTER



UNIVERSITY ENTERPRISE RISK MANAGEMENT AND COMPLIANCE

- Requires each campus to annually collect, analyze, and present to the UNC System Office the campus's top 5 risks.
- Top 5 risks require approval of the University's Board of Trustees.

RISK CATEGORIES

Risk Categories	Major Risk	Description
Legal, Regulatory & Compliance	Regulatory Compliance	Regulatory changes increase the institution's exposure to compliance deficiencies, financial penalties, legal liabilities, and operational disruption by altering requirements that govern institutional processes, programs, and reporting obligations. Such changes heighten strategic and operational risk by introducing uncertainty, expanding oversight responsibilities, and increasing the potential for non-compliance that can impair mission delivery or institutional resilience.
Health & Safety	Mental Health	Elevated risk to campus safety that arises from increasing mental health challenges among students and employees, which may lead to crises that strain institutional resources, disrupt operations, or create unsafe campus conditions.
Operational	Talent Management	Workforce-related risks such as talent acquisition, retention, development, and engagement.
Financial	Financial	Maintenance delays elevate the institution's exposure to financial loss, safety hazards, and operational disruptions, increasing the likelihood of asset failure and compounding long-term institutional risk.
Operational	Cyber Security	Protection of IT infrastructure, critical systems, and institutional data from cyber threats—including unauthorized access, malicious use, data exfiltration, service disruption, system manipulation, and destructive attacks—that could compromise confidentiality, integrity, or availability.

PROBABILITY AND URGENCY

Risk Probability	
5	<p>Almost Certain</p> <p>Greater than 90% probability in the next 1-3 years, nearly sure to happen or already occurring</p>
4	<p>Likely</p> <p>Between 60% and 90% probability of occurring in the next 1-3 years</p>
3	<p>Possible</p> <p>Between 30% and 60% probability of occurring in the next 1-3 years, realistic that it may occur but less than certain</p>
2	<p>Unlikely</p> <p>Between 10% and 30% probability of occurring in the next 1-3 years</p>
1	<p>Rare</p> <p>Less than 10% probability of occurrence in the next 1-3 years, possible but not expected to occur</p>

Urgency	
3	<p>Immediate</p> <p>12-18 months</p>
2	<p>Near-term</p> <p>18 months to 5 years</p>
1	<p>Long-term</p> <p>More than 5 years</p>

TOP 5 RISKS

Risk Title	Risk Owner	Risk Impact	Risk Probability	Urgency
Regulatory Compliance	Legal, Audit, Risk and Compliance	Critical (High)	Almost Certain	Immediate
Mental Health and Campus Safety	Division of Student Affairs & Police and Public Safety Department	Critical (High)	Almost Certain	Immediate
Talent Management	Office of Human Resources	Substantial (Medium)	Almost Certain	Immediate
Deferred Maintenance	Finance and Administration; Enterprise Operations	Substantial (Medium)	Almost Certain	Immediate
Cyber Security and Data Security	Information Technology Services	Substantial (Medium)	Likely	Near-term

ACTION ITEM LARC-1: TOP 5 UNIVERSITY RISKS

Background:

UNC Policy 1300.7-University Enterprise Risk Management and Compliance requires each university to annually collect, analyze and present to the Chancellor and Board of Trustees for approval the campuses' top 5 risks.

Action:

This item requires a vote by the committee, with a vote by the full Board of Trustees.

Motion:

Move to accept the Top 5 University Risks, as presented, and recommend approval to the full board.

COMPLIANCE REPORTS, INVESTIGATIONS AND OUTCOMES

January 1, 2024 – March 6, 2026

COMMITTEE ON LEGAL, AUDIT, RISK, AND COMPLIANCE CHARTER

- It is the responsibility of the University to ensure adherence to laws, regulations, and policies.
- Reports concerning compliance activities are to be provided to the BoT LARC Committee.
- The BoT LARC Committee should review the programs and policies of the University designed by management to ensure compliance with applicable laws and regulations.

KEY COMPLIANCE AREAS

LEGAL and
REGULATORY
COMPLIANCE

ETHICS and
INTEGRITY

EMPLOYEE-
MANAGEMENT
CONFLICT

NON-
DISCRIMINATION

TYPES OF COMPLAINTS

Discrimination

Titles VI, VII, IX, ADA,
PWFA, FSU Policies

Harassment

Titles VI, VII, IX, ADA,
PWFA, FSU Policies

Retaliation

Titles VI, VII, IX, ADA,
PWFA, FSU Policies

Prohibited Sexual Conduct

FSU Policy

Other Misconduct

Other policy and legal non-compliance (e.g., hazing, ethical violations, research misconduct, state and federal violations)

Title VI prohibits discrimination based on race, color, or national origin in programs or activities that receive federal financial assistance.

Title VII prohibits employment discrimination based on race, color, religion, sex, and national origin.

Title IX prohibits sex-based discrimination in education programs and activities that receive federal financial assistance.

American with Disabilities Act (ADA) prohibits discrimination against an applicant or employee based on a disability.

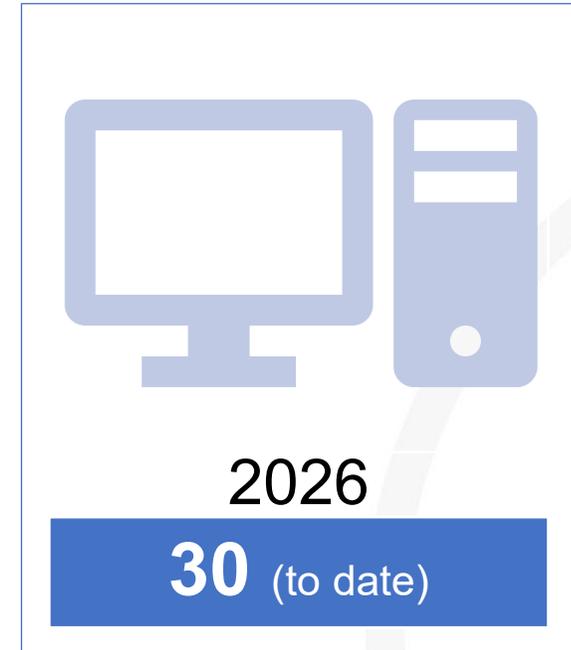
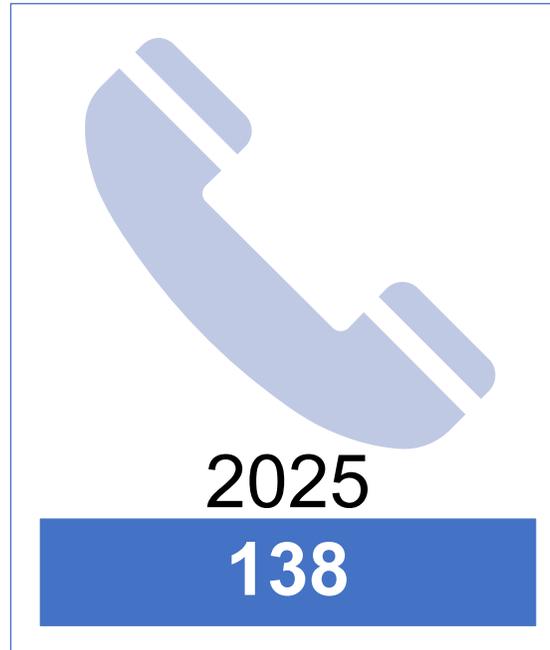
Pregnant Workers Fairness Act (PWFA) mandates that employers with 15+ employees provide reasonable accommodations for pregnancy, childbirth, or related medical conditions.

COMPLAINT REPORTING OPTIONS

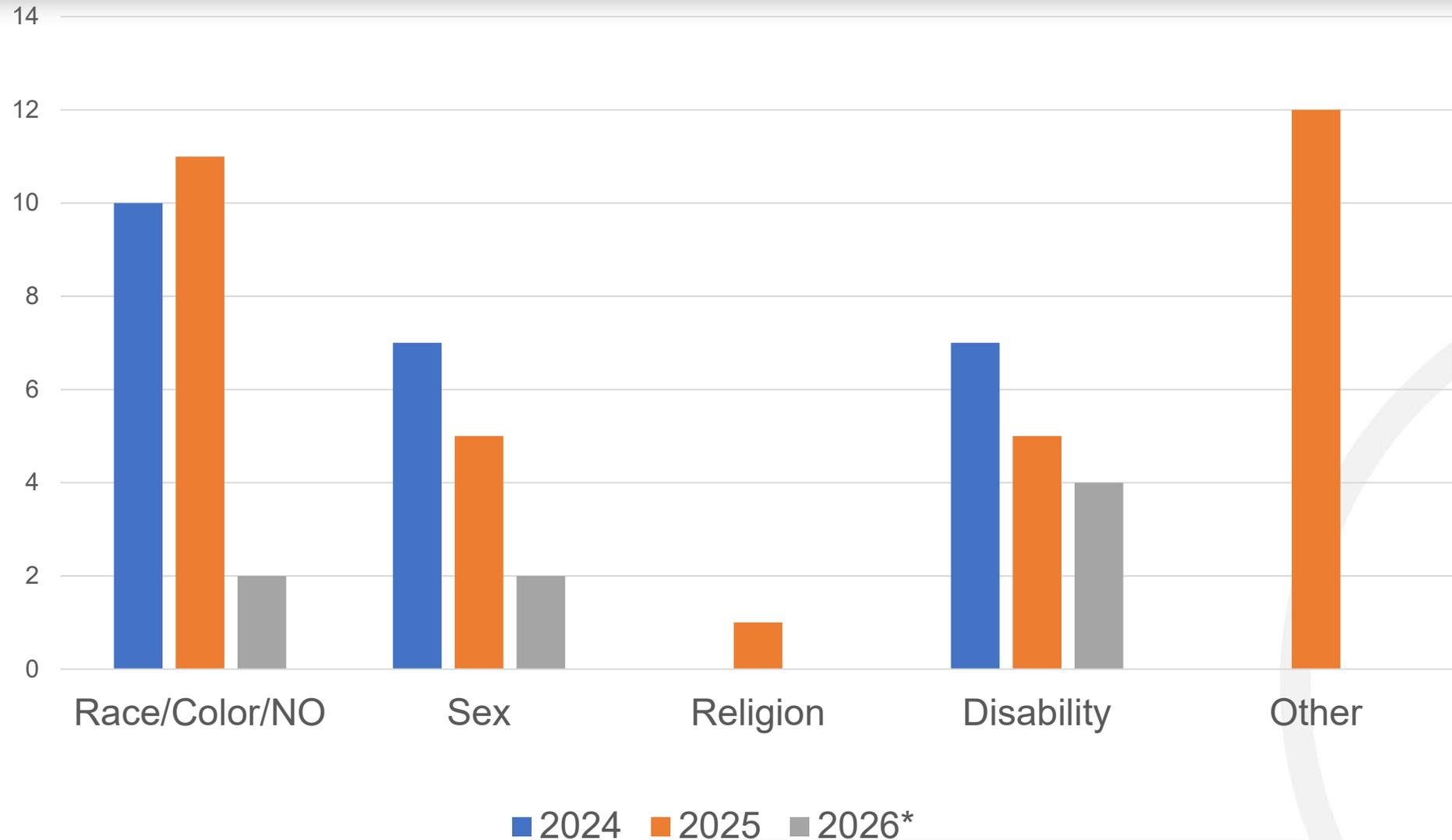
- Compliance Intake Form
- Ethics Helpline
- Human Resources Forms
- Student Conduct Maxient Reports
- Police Campus Appearance Tickets
- Mail/Phone/Email
- System Office/Office of State Auditor Hotlines



NUMBER OF REPORTS RECEIVED



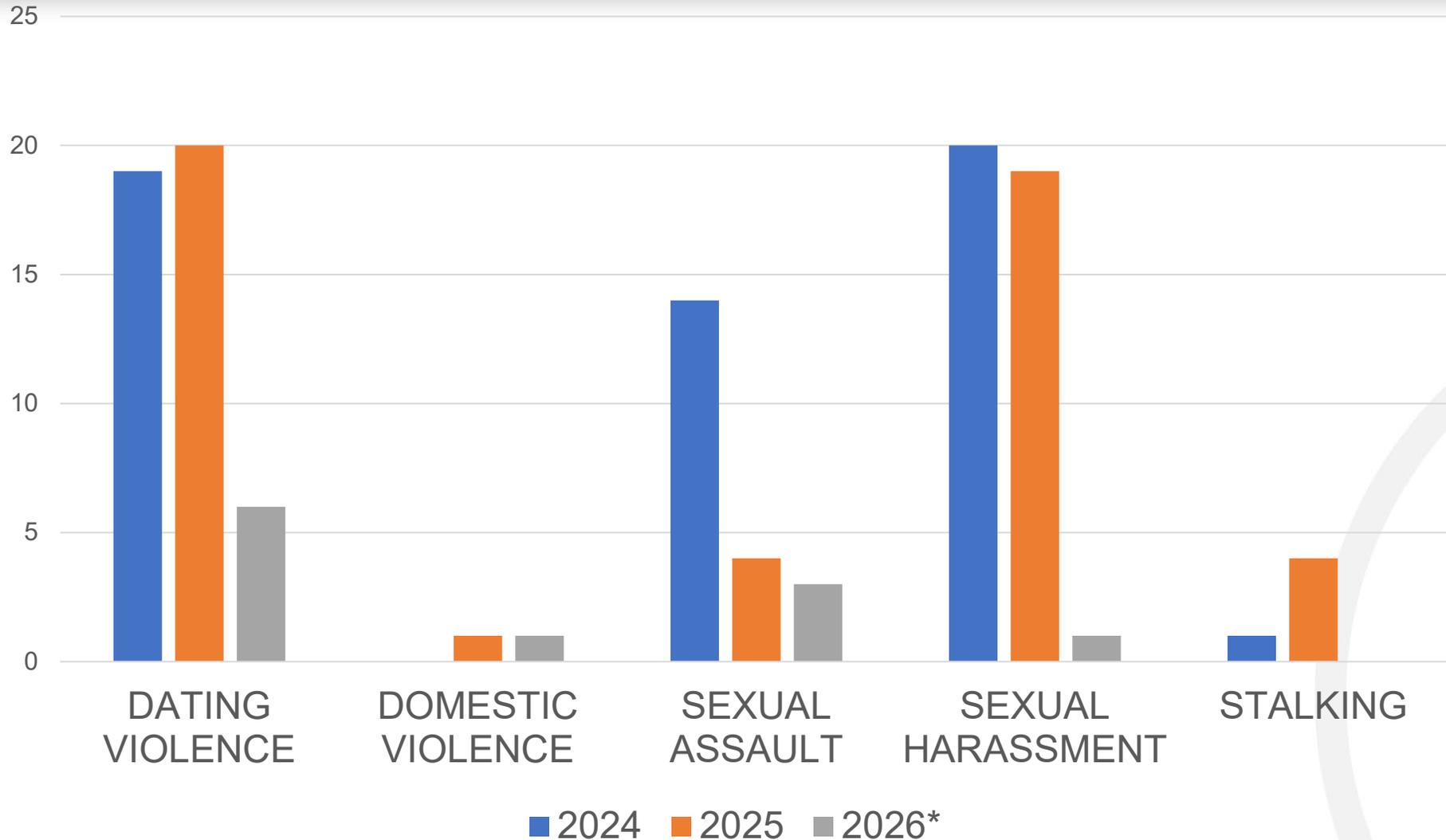
DISCRIMINATION/HARASSMENT ALLEGATIONS



DISCRIMINATION/HARASSMENT/RETALIATION OUTCOMES

D/H/R INVESTIGATIONS	2024	2025	2026*
SUBSTANTIATED	2	2	0
UNSUBSTANTIATED	9	14	1
DISMISSED	9	13	5
DEPARTMENT REFERRAL	10	19	3

PROHIBITED SEXUAL CONDUCT ALLEGATIONS



PROHIBITED SEXUAL CONDUCT OUTCOMES

PSC INVESTIGATIONS ARE INITIATED BY A WRITTEN
FORMAL COMPLAINT IN ACCORDANCE WITH THE
TITLE IX COMPLAINT RESOLUTION PROCESS

OUTCOME	2024	2025	2026*
SUBSTANTIATED (following a Title IX Hearing) FORMAL COMPLAINT FILED	1	0	0
UNSUBSTANTIATED FORMAL COMPLAINT FILED	1	0	0
NO FORMAL COMPLAINT FILED	36	39	3
SUPPORTIVE SERVICES	23	10	8

OTHER COMPLIANCE RELATED DATA

	2024	2025	2026
PROHIBITED SEXUAL CONDUCT Non-FSU Respondents/Accused	9	8	8
EMPLOYEE-MANAGEMENT DISPUTES	28	38	9
HAZING	0	0	2

TIME AND EFFORT (per allegation)

OUTCOME	TIME AND EFFORT
DISMISSALS	2.5 HOURS
INVESTIGATIONS	8 HOURS
PSC FORMAL COMPLAINTS	25 HOURS
HAZING INVESTIGATION	20 HOURS

PREVENTIVE MEASURES



PREVENTIVE MEASURES (includes but is not limited to the following)

Trainings

- Mandatory Equality & Nondiscrimination Trainings (Employees)
- Nondiscrimination Training (Search Committees)
- Prohibited Sexual Conduct Trainings
- Pregnancy and Related Conditions Training Title IX Training for Athletes
- Dorm Safety Tips

Processes

- Religious Observances Notification Process
- Hazing Notification and Investigation Process
- Pregnancy Notification and Accommodation Process

Policies/Plans

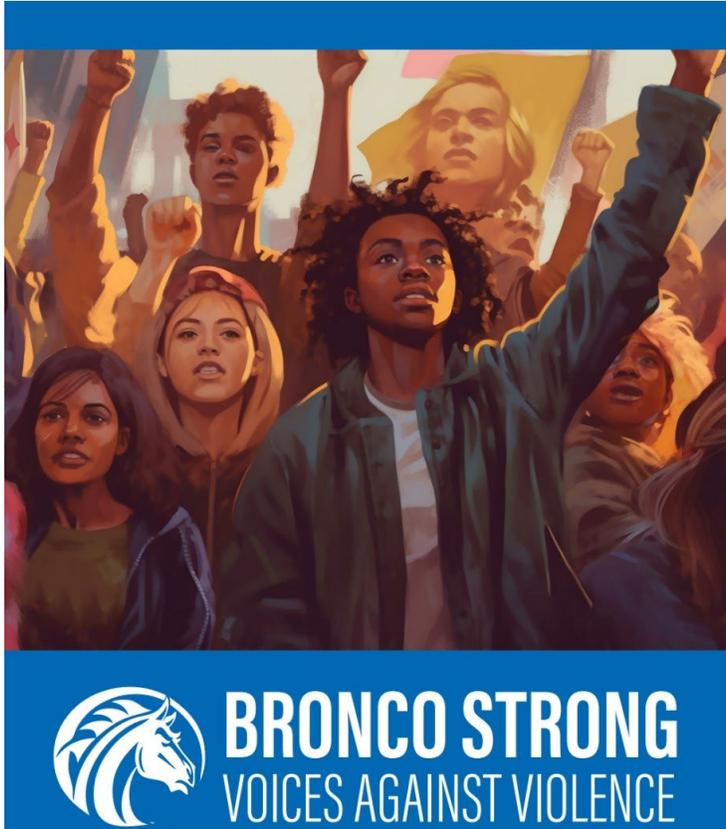
- Hazing (revisions to comply with new federal law and revisions to state law)
- Unlawful Discrimination and Harassment (revisions)
- ADA Risk and Compliance Plan

PREVENTIVE MEASURES TRAININGS - FALL, 2025

Date	Subject	Number of participants	Event
8/6/2025	Risk	15	Supplemental Pay Policy
8/6/2025	Nondiscrimination	50	TROT Orientation
8/11/2025	Title IX	200	Bronco Kickoff
8/11/2025	Risk	160	Supplemental Pay Policy
8/12/2025	Nondiscrimination	25	Residence Life
8/13/2025	Risk	40	Disruptive Behaviors in the Classroom
8/18/2025	Title IX	200	Training with Athletic Teams
8/29/2025	Title IX	10	Student Conduct Board Training
8/27/2025	Title IX	360	Greek Title IX training
9/5/2025	Risk	50	Supplemental Pay Policy
9/5/2025	Title IX	60	Air Force ROTC
9/9/2025	Risk	45	Equality and Nondiscrimination Training
9/10/2025	Risk	40	Equality and Nondiscrimination Training
9/11/2025	Risk	5	Equality and Nondiscrimination Training
9/11/2025	Risk	10	Equality and Nondiscrimination Training
9/15/2025	Risk	10	Equality and Nondiscrimination Training
9/19/2025	Risk	40	Equality and Nondiscrimination Training
9/24/2025	Title IX	15	Title IX Training & Nondiscrimination Training
9/30/2025	Title IX	60	Greek Title IX training x2
10/2/2025	Risk	130	Supplemental Pay
10/3/2025	Risk	45	Hostile Work Environment
1/6/2025	Title IX	60	Homecoming: Wellness Event
10/10/2025	Risk	40	Disruptive Behaviors in the Classroom
10/31/2025	Title IX	100	Dating and Domestic Violence
11/3/2025	Risk	60	Equality and Nondiscrimination Training

1830
trained in
2025!
**in addition to new student, new employee, and annual mandatory employee trainings*

PREVENTIVE MEASURES BYSTANDER INTERVENTION PROGRAM



The Bronco Strong: Voices Against Violence program is designed to enhance educational initiatives focused on preventing prohibited sexual conduct.

- The program incorporates the It's Your Business Bystander Intervention Program.
- The program will provide additional training and resources to campus public safety personnel involved in addressing reports of sexual violence.
- Campus public safety personnel will participate in the Blue Campaign, national a initiative to raise awareness of human trafficking.
- A digital edition of **Bronco Strong: Voices Against Violence** is available below for you to view and download.

Made possible through the generous support of University Advancement during Giving Tuesday 2025.

QUESTIONS





Board of Trustees

Agenda Item LARC-1

Executive Summary

MEETING DATE: March 25, 2026

COMMITTEE: Legal, Audit, Risk, and Compliance

SUBJECT: Review and Approval of Top 5 Major Risks

BACKGROUND: UNC Policy 1300.7-*University Enterprise Risk Management and Compliance* requires the UNC System to develop, implement, evaluate, and monitor a system-wide enterprise risk management process. This process requires each campus to annually collect, analyze and present to the Chancellor and Board of Trustees for approval the campuses' top 5 risks.

MOTION: Move that the top 5 risks, as presented, be approved.

Supporting Document(s) Included: Supplemental Document

Reviewed by: Wanda L. Jenkins
General Counsel and VC for Legal, Audit, Risk and Compliance

Date: 3/17/2026

Institution: Fayetteville State University

Your Institutional Top 5 Risks (Required):

Risk Categories	Major Risk	Risk Title	Description	Risk Owner	Is this risk sensitive or confidential ?	Risk Impact	Risk Probability	Urgency
Legal, Regulatory & Compliance	Regulatory Compliance	Regulatory Compliance	Regulatory changes increase the institution's exposure to compliance deficiencies, financial penalties, legal liabilities, and operational disruption by altering requirements that govern institutional processes, programs, and reporting obligations. Such changes heighten strategic and operational risk by introducing uncertainty, expanding oversight responsibilities, and increasing the potential for non-compliance that can impair mission delivery or institutional resilience.	Legal, Audit, Risk and Compliance	No	Critical (High)	Almost Certain	Immediate
Health & Safety	Mental Health	Campus Safety & Mental Health	Elevated risk to campus safety arising from increasing mental health challenges among students and employees, which may lead to crises that strain institutional resources, disrupt operations, or create unsafe campus conditions.	Division of Student Affairs & Police and Public Safety Department	No	Critical (High)	Almost Certain	Immediate
Operational	Talent Management	Talent Management	Workforce related risks such as talent acquisition, retention, development, and engagement.	Office of Human Resources	No	Substantial (Medium)	Almost Certain	Immediate
Financial	Financial	Deferred Maintenance	Maintenance delays elevate the institution's exposure to financial loss, safety hazards, and operational disruptions, increasing the likelihood of asset failure and compounding long-term institutional risk.	Finance and Administration; Enterprise Operations	No	Substantial (Medium)	Almost Certain	Immediate
Operational	Cyber Security	Cyber Security and Data Security	Protection of IT infrastructure, critical systems, and institutional data from cyber threats—including unauthorized access, malicious use, data exfiltration, service disruption, system manipulation, and destructive attacks—that could compromise confidentiality, integrity, or availability.	Information Technology Services	No	Substantial (Medium)	Likely	Near-term