



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

**Committee on Legal, Audit, Risk, and Compliance
Wednesday, December 10, 2025
11:00 a.m.**

AGENDA

Call to Order Glenn Adams, Committee Chair

Welcome and Opening Remarks Glenn Adams

Roll Call Karen Bussey

Approval of Minutes: September 24, 2025

Information Items:

A. Enterprise Risk Management Update Elizabeth Hunt
Assistant Vice Chancellor for Risk and Compliance

B. Police Chief Introduction Wanda Jenkins
General Counsel and Vice Chancellor for Legal, Audit, Risk, and Compliance

Damon Williams
Associate Vice Chancellor for Police and Public Safety/Chief of Police

Action Items:

There are no action items to be presented at this committee meeting.

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, September 24, 2025

11:30 a.m.

The Committee on Legal, Audit, Risk, and Compliance (LARC) of the Fayetteville State University Board of Trustees convened Wednesday, September 24, 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 11:30 a.m.

ROLL CALL

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

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

APPROVAL OF MINUTES

It was moved by Trustee Donald Moore and seconded by Trustee Jerry Gregory that the June 11, 2025, minutes be approved as printed. The motion carried.

COMMITTEE UPDATE – DATA PRIVACY

Assistant Vice Chancellor Beth Hunt provided an overview of Fayetteville State University's Non-Discrimination and Title IX training. This training, which is regularly delivered to faculty, staff, and students, outlines the university's commitment to the protection of individuals' rights under federal and state law.

FSU's nondiscrimination statement affirms that the university does not discriminate against applicants, students, or employees. The University provides reasonable accommodation to students, employees, and visitors through Disability Services. Additionally, FSU has developed policies and procedures in line with Title IX guidance prohibiting discrimination on the basis of sex, including upholding protections for individuals based on pregnancy or related conditions. To support nursing mothers, FSU provides a dedicated Lactation Station equipped with personal care supplies and other amenities.

Students may report or file discrimination and Title IX complaints through written or online notice, or by submitting a student conduct form. The university has established policies and procedures to ensure prompt, fair, and impartial resolution of reports. Supportive services are available to all parties involved, regardless of whether a formal complaint is filed. FSU strictly prohibits retaliation against individuals who report alleged discrimination or engage in protected activity.

ACTION ITEM

The committee approved one action item. The 2025-26 risk assessment and workplan is being presented for recommendation by the Legal, Audit, Risk and Compliance Committee to the full Board of Trustees for approval. Once approved, the Internal Audit Work Plan will be submitted to the UNC System and NC Council of Internal Auditing.

It was moved by Trustee Donald Moore and seconded by Jerry Gregory to approve the University's 2025-26 Internal Audit Risk Assessment and Fiscal Year 2026 Internal Audit Work Plan. The motion carried.

ADJOURNMENT

The Committee on LARC adjourned at approximately 11:48 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**

December 10, 2025

OFFICE OF RISK AND COMPLIANCE

Elizabeth Hunt
Assistant Vice Chancellor for Risk and Compliance
December 10, 2025

ENTERPRISE RISK MANAGEMENT

University-wide processes to address enterprise risk management (ERM), including risks related to compliance with laws and ethical standards at the system level, and to complement and support the risk management and compliance processes and activities of the constituent institutions.

The enterprise risk management processes established at each constituent institution shall include components and appropriate 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

FSU

2025 RISK REGISTER

Risk Categories	Major Risk	Risk Title	Description	Risk Owner
Health & Safety	Mental Health	Campus Safety & Mental Health	Campus safety related to student and employee mental health.	Risk and Public Safety
Financial	Student Retention	Enrollment	Performance-based funding adjustments and the potential for budget reductions.	Academic Affairs
Financial	Financial	Deferred Maintenance	Maintenance delays can result in increased costs, diminished safety, and reduced operational efficiency over time.	Business & Finance
Operational	Cyber Security	Cyber Security	Protection of IT facilities, services, and stored data from unauthorized access, use, disclosure, disruption, modification, and destruction.	ITS
Legal, Regulatory & Compliance	Regulatory Compliance	Regulatory Changes	Regulatory changes can increase financial and legal risk.	Legal, Audit, Risk and Compliance

RISK MITIGATION

Risk mitigation is a subset of risk management that specifically focuses on reducing the likelihood or impact of identified risks.

Key aspects include:

- **Developing Mitigation Strategies:** Creating actionable plans to lessen the effects of risks. This may involve implementing controls, processes, or technologies to reduce risk exposure.
- **Implementing Controls:** Putting in place measures to monitor and manage risks effectively. This can include training, safety protocols, or technological solutions.
- **Continuous Evaluation:** Regularly reviewing and updating risk mitigation strategies as new risks emerge or existing risks evolve.

RISK MITIGATION ACTIVITIES

Risk mitigation opportunities are proactively identified during reporting and review phases of the enterprise risk management framework.

1. Accept: Make a deliberate decision to accept the risk and not develop any further plans to control it.
2. Monitor: Review the risk universe for any changes that may influence the impact of the risk.
3. Avoid: Change the risk processes and requirements to eliminate or reduce the risk.
4. Control: Develop further risk mitigation plans to minimize the impact and/or likelihood of the risk.
5. Transfer: Reassign responsibility of the risk to another department or stakeholder in the organization for acceptance.

- Mental Health Crisis Response
- Community Engagement and Effective Communication
- Emergency and Crisis Operations Processes



DEFERRED MAINTENANCE

- Storage Upgrades
- Classroom Remodeling
- New Equipment Purchases
- Mandatory Faculty and Staff Trainings

ENROLLMENT/FUNDING



- ROI Study
- Budget Management
- Workforce Analysis
- Resource Repurposing
- State Mini-Budget
- Non-Resident Tuition

CYBERSECURITY

- Security Operations
- Incident Response Plan
- Risk and Vulnerability Management
- Security Outreach and Awareness
- Data Loss Prevention

Resources

- Cyber Security briefings
- NC Emergency Management Security Task Force



REGULATORY COMPLIANCE

DAVE Act

The DAVE Act requires the North Carolina Office of the State Auditor to establish a Division of Accountability, Value, and Efficiency.

CHIPS and Science Act

The CHIPS and Science Act mandates that all covered individuals on federal research projects funded by the Department of Energy (DOE) complete research security training by 2025. The CITI Program's Research Security Training is a recommended course.

ADA Digital Accessibility Compliance (deadline April 2026)

The U.S. Department of Justice has issued a final rule under Title II of the Americans with Disabilities Act requiring websites and mobile applications to meet specific digital accessibility standards.

NEW and EMERGING RISKS



- Grants Compliance
- Event Management
- Crisis Communications
- Artificial Intelligence
- Research Security

UNC SYSTEM ENTERPRISE RISK MANAGEMENT RETREAT

- UNC System Use of AI
- Budget and Finance
- Internal Audit and ERM
- University-Owned State Property
- Research Security in Context



RISK MONITORING

- ERM will include regular status updates on progress, barriers, dependencies, and adjustments of scope.
- Upon completion of risk mitigation, ERM will provide an analysis of the residual risks after the implementation.
- ERM will provide a risk management report for the top five risks.

QUESTIONS