WSSU 10 11 STRATEGIC PLAN ANNUAL REPORT

ACADEMIC EXCELLENCE

STUDENT SUCCESS

COMMUNITY ENGAGEMENT

EFFICIENCY, EFFECTIVENESS AND RESOURCES

UNIVERSITY CULTURE AND PRIDE
The 2010-2011 academic year was a time of transformation on the Winston-Salem State University campus as we began an ambitious effort to establish a new direction for the university. This effort was guided by 2010-2015 Strategic Plan. With a heavy focus on student success and academic excellence, we implemented strategies that are designed to ensure that our students are prepared to be competitive in the 21st Century.

A major component of this effort was curriculum reform as a means of providing our graduates with the skills needed to be successful in today’s knowledge-based, global economy. Today, our curriculum exposes students to the skill sets that they will need to be competitive – quantitative skills and analytical thinking, critical problem solving and improved communication abilities. Through Liberal Learning Seminars and an expanded curriculum, students are provided the opportunity to broaden their knowledge not only in specific subjects, but also in the approaches and methods of acquiring the knowledge and skills that they will need to thrive in the world they will face upon graduation.

Changing the curriculum for the first time in nearly 50 years was a challenging and exciting effort. There were, however, other outstanding accomplishments. We launched the RAMS Know H.O.W. mobile healthcare program that provides our students with hands-on learning opportunities while offering access to health screenings and other health-related information to the community. We were also able to support the community with the re-opening of the Child Development Center under the management of Family Services and the renovation and transformation of the former Boys and Girls Club into The Enterprise Center for the S. G. Atkins Community Development Corporation. Some of our other successes are highlighted in this report.

The 2010-2011 year was full of change and opportunities. Yet, we also faced on-going challenges created by another reduction in state funding. With the Strategic Plan as our guide, however, we were able to maintain the focus on using our scarce resources efficiently and effectively. We continue to strive to ensure that there is a significant return on every dollar that is invested in the future of our students.

We thank you for your past support and encourage to you to continue to join us in our efforts to make the changes necessary to sustain the proud heritage of Winston-Salem State University and, most importantly, to have a positive and lasting impact upon the lives of our students and their families.

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Donald Julian Reaves, Ph.D.,
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IMPROVING FACILITIES FOR TEACHING AND RESEARCH

INCREASING INTERNSHIP OPPORTUNITIES
Academic Excellence

Using dance to mimic the movements of bats may not seem the best way to learn science, but in the liberal learning seminar SciVis 2010, two exercise science majors did just that. Through scientific visualization, they were able to demonstrate the relationship between form and flight which allowed the two students to explore new ways of thinking.

The seminars are part of the university’s curriculum reform efforts that expand the way students are taught and also provide more flexibility in the classes they need to graduate. Changes were made to the 50-year-old curriculum as part of the Strategic Plan’s emphasis on preparing students to be successful in their careers by developing the problem-solving and critical-thinking skills that are needed in today’s global economy.

- Winston-Salem State University received reaffirmation of its accreditation from the Southern Association of Colleges and Schools (SACS) Commission on Colleges
- The university’s School of Health Sciences was approved for a doctoral program in physical therapy
- The College of Arts and Sciences received a $600,000 grant to support highly qualified, but economically disadvantaged students to study computer science and information technology and a $500,000 grant to improve undergraduate training and further studies for underrepresented minorities in the biomedical and behavioral sciences
- Students across disciplines presented their research to North Carolina legislators at the “Research in the Capital” event and to the campus during Undergraduate Research Week
Student Success

Thanks to the Second Chance Scholars Program, five students were able to return to Winston-Salem State and earn their degrees. The program was created to help students who were within 12-18 hours of graduating, but had to drop out because they did not have the financial support to complete their studies. Individual contributors from the Winston-Salem community stepped in to provide the funds necessary for a pilot program that made a difference in the lives of these five students.

One of the students, a young man who only needed one more semester, returned to school in January and continued to work while he finished his remaining courses. He graduated in May and has moved on to graduate school at Howard University because the Second Chance Scholars Program made an investment in his future.

- While Winston-Salem State University has increased its admission standards, the school has also partnered with Forsyth Technical Community College to develop a Dual Admissions Program that provides access to higher education for students who may not be prepared for the rigors of a four-year college.
- Twenty-nine first year occupational therapy students had an opportunity for some very special experiential learning. They were able to improve life for a young boy by outfitting a playhouse to meet his special needs caused by a rare neurological disease that affects his vision and his physical and mental abilities.
- As part of its Quality Enhancement Plan, the university opened the Office of the QEP Writing in the Major Program that works with students to improve their writing abilities.
Foster Collaboration

The Simon Green Atkins Community Development Corporation has been at the forefront of changing the face of the community surrounding Winston-Salem State University.

Working with the community and professional consultants, the CDC created an actionable blueprint for an area that is the “front door” for WSSU. The MLK Corridor Plan focuses on a three-mile area of the street that runs through the middle of the university’s campus.

Part of the plan involves economic development efforts and the CDC is taking a leadership role with the renovation of the former Boys and Girls Club Building. Once a center of community activity, the CDC is bringing the building back to life with the creation of The Enterprise Center, Winston-Salem’s only business incubator.

The Enterprise Center will provide space and professional support for the WSSU Center for Entrepreneurship to help small businesses grow, create new jobs and attract additional investment in the area. Beyond its role as a business incubator, the Center will also eventually provide space to meet community needs and, this summer, even became home to the Simon’s Green Acre, a community garden project started by staff and students from the university.
The WSSU Foundation and the Office of University Advancement have begun hosting quarterly sessions with community leaders as a way to share the Winston-Salem State University story throughout the Triad and beyond. The Chancellor’s Breakfast Briefings have provided information on everything from the impact of curriculum reform on employers to the scope of the university’s efforts to benefit the community.

WSSU hosted several local youth groups for the CIAA Basketball Tournament in Charlotte.
With a goal of optimizing its resources, Winston-Salem State University developed a master plan to ensure it preserves the history of the campus while offering students an environment that promotes learning and provides them with a greater sense of community.

A major step came in the spring with a ground-breaking for the new Student Activities Center that will include space for a variety of activities, an expanded food court and seating designed to be conducive to informational meetings, socializing and studying.

In addition to the new construction, the master plan provides for changes in energy efficiency requirements as the university embarks on renovations to transition some of the existing facilities into “green” buildings. Going “green” is designed to improve buildings with a project that will pay for itself as well.

With the master plan as a guide, the university will be able to better manage future growth in an efficient and effective manner that will benefit students and the overall look of the campus.

- When reductions in state appropriations forced the university to close its Child Development Center, efforts immediately began to develop an effective use of the building that would meet the needs of the campus and the community. Family Services now is providing quality preschool care and also offering opportunities to students for training and volunteering.
- An Information Technology Initiative was designed to align people, processes and technology necessary to implement the Strategic Plan goals that support students, faculty and staff.

Efficiency, Effectiveness + Resources

ENHANCE TECHNOLOGY INFRASTRUCTURE

IMPROVE PROCESSES, POLICIES AND PROCEDURES
University Culture and Pride

At Winston-Salem State, athletics have traditionally contributed to student development, generated pride in the university, enhanced alumni engagement, and increased community support. With its “Return to Glory” campaign, the Rams athletics department ended the 2010-11 year in style. Every team finished in the top three in all sports within the CIAA conference and won conference championships in women’s cross country, women’s indoor track and field, women’s tennis, softball, men’s cross country and baseball.

Winning may be important, but so is getting an education. The Department of Athletics demonstrated its on-going commitment to academic achievement when it opened the athletics learning lab. The revamped academic services helped 36 WSSU student-athletes earn degrees, including 15 who graduated with honors.
WSSU graduates from 2000 through 2009 represented one-third of the university’s alumni. Yet, these are the alums that are just getting started in jobs and often are paying back student loans, so they may think there isn’t anything they can do to help their alma mater. In an effort to make a difference, Jonathan Murray and Marques Johnson suggested creating a WSSU Young Alumni Council to encourage this group to recognize that even small amounts of money can make a difference for the school if enough people participate.

Using Facebook, Twitter and other forms of social media, the Young Alumni Council is reaching out to share tips for career-building, financial planning and other areas of personal development while encouraging the financial support of WSSU.
## Winston-Salem State University Foundation

Consolidated Statements
Consolidated Statements of Financial Position for Winston-Salem State University Foundation, Inc. and Subsidiary

**June 30, 2011 and 2010**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$3,005,320</td>
<td>$3,974,612</td>
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<tr>
<td>Restricted cash</td>
<td>3,289,943</td>
<td>3,867,804</td>
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<tr>
<td>Other investments</td>
<td>1,737,221</td>
<td>1,450,000</td>
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<tr>
<td>Accounts receivable</td>
<td>11,324</td>
<td>10,672</td>
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<tr>
<td>Lease obligation receivable, net</td>
<td>41,872,548</td>
<td>42,747,623</td>
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<tr>
<td>Pledges receivable, net</td>
<td>1,326,289</td>
<td>1,593,014</td>
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<tr>
<td>Investment securities</td>
<td>7,517,146</td>
<td>5,579,589</td>
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<tr>
<td>Property and equipment, net</td>
<td>1,824,653</td>
<td>1,829,855</td>
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<tr>
<td>Deferred financing costs, net</td>
<td>1,982,133</td>
<td>2,065,982</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$62,566,577</strong></td>
<td><strong>$63,119,151</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and other accruals</td>
<td>$299,876</td>
<td>$375,203</td>
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<tr>
<td>Bonds payable</td>
<td>49,140,000</td>
<td>50,310,000</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>49,439,876</strong></td>
<td><strong>50,685,203</strong></td>
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<tr>
<td>Net Assets</td>
<td></td>
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<tr>
<td>Unrestricted</td>
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<td></td>
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<tr>
<td>Undesignated</td>
<td>577,956</td>
<td>685,466</td>
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<tr>
<td>Board designated for endowment</td>
<td>311,059</td>
<td>–</td>
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<tr>
<td></td>
<td>889,015</td>
<td>685,466</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>5,537,678</td>
<td>5,288,594</td>
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<tr>
<td>Permanently restricted</td>
<td>6,700,008</td>
<td>6,459,888</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>13,126,701</strong></td>
<td><strong>12,433,948</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$62,566,577</strong></td>
<td><strong>$63,119,151</strong></td>
</tr>
</tbody>
</table>
Consolidated Statements of Activities for Winston-Salem State University Foundation, Inc. and Subsidiary

FOR THE YEAR ENDED JUNE 30, 2011 AND 2010

<table>
<thead>
<tr>
<th>SUPPORT AND REVENUE</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gifts and grants</td>
<td>$ 1,392,214</td>
<td>$ 1,395,366</td>
</tr>
<tr>
<td>Investment income</td>
<td>62,404</td>
<td>76,216</td>
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<tr>
<td>Unrealized gains (losses) on investments</td>
<td>886,006</td>
<td>291,586</td>
</tr>
<tr>
<td>Administrative fees</td>
<td>180,657</td>
<td>52,658</td>
</tr>
<tr>
<td>Passport income</td>
<td>69,614</td>
<td>70,525</td>
</tr>
<tr>
<td>Lease income</td>
<td>1,933,905</td>
<td>2,633,806</td>
</tr>
<tr>
<td>Other</td>
<td>527,014</td>
<td>305,241</td>
</tr>
<tr>
<td><strong>TOTAL SUPPORT AND REVENUE</strong></td>
<td><strong>5,051,814</strong></td>
<td><strong>4,825,398</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Scholarships</td>
<td>384,103</td>
<td>482,632</td>
</tr>
<tr>
<td>Special programs</td>
<td>1,087,365</td>
<td>802,385</td>
</tr>
<tr>
<td>Housing expenses</td>
<td>0</td>
<td>650,752</td>
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<tr>
<td>Management and general</td>
<td>489,848</td>
<td>738,245</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>89,051</td>
<td>93,512</td>
</tr>
<tr>
<td>Interest</td>
<td>2,217,414</td>
<td>2,253,639</td>
</tr>
<tr>
<td>Unrelated business income tax</td>
<td>1,249</td>
<td>1,418</td>
</tr>
<tr>
<td>Fundraising expense</td>
<td>90,031</td>
<td>73,530</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>4,359,061</strong></td>
<td><strong>5,096,113</strong></td>
</tr>
</tbody>
</table>

| Change in Net Assets                        | 692,753         | (270,715)       |
| Net Assets, Beginning                       | 12,433,948      | 12,704,663      |
| Net Assets, Ending                          | $ 13,126,701    | $ 12,433,948    |
The University's financial position, as a whole, showed a slight decrease during the fiscal year ended June 30, 2011. Its combined net assets decreased $522,326.02 from the previous year, which is a decrease of approximately 0.4 percent.

**Condensed Financial Information**

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>$ Change</th>
<th>% Chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>$21,111,730.23</td>
<td>$24,173,019.12</td>
<td>($3,061,288.89)</td>
<td>-12.7%</td>
</tr>
<tr>
<td>Noncurrent Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital</td>
<td>152,200,739.87</td>
<td>150,994,383.59</td>
<td>1,206,356.28</td>
<td>0.8%</td>
</tr>
<tr>
<td>Other</td>
<td>25,704,978.72</td>
<td>26,125,602.51</td>
<td>(420,623.79)</td>
<td>-1.6%</td>
</tr>
<tr>
<td>Total Assets</td>
<td>199,017,448.82</td>
<td>201,293,005.22</td>
<td>(2,275,556.40)</td>
<td>-1.1%</td>
</tr>
</tbody>
</table>

### LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>$ Change</th>
<th>% Chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>7,977,700.49</td>
<td>8,446,469.16</td>
<td>(468,768.67)</td>
<td>-5.5%</td>
</tr>
<tr>
<td>Noncurrent Liabilities</td>
<td>70,151,029.98</td>
<td>71,435,491.69</td>
<td>(1,284,461.71)</td>
<td>-1.8%</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>78,128,730.47</td>
<td>79,881,960.85</td>
<td>(1,753,230.38)</td>
<td>-2.2%</td>
</tr>
</tbody>
</table>

### NET ASSETS*

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>$ Change</th>
<th>% Chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in Capital Assets, Net of Related Debt</td>
<td>85,347,734.14</td>
<td>81,772,233.91</td>
<td>3,575,500.23</td>
<td>4.4%</td>
</tr>
<tr>
<td>Restricted:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonexpendable</td>
<td>15,661,547.06</td>
<td>15,086,895.20</td>
<td>574,651.86</td>
<td>3.8%</td>
</tr>
<tr>
<td>Expendable</td>
<td>13,600,335.84</td>
<td>14,984,428.62</td>
<td>(1,384,092.78)</td>
<td>-9.2%</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>6,279,101.31</td>
<td>9,567,486.64</td>
<td>(3,288,385.33)</td>
<td>-34.4%</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$120,888,718.35</td>
<td>$121,411,044.37</td>
<td>($522,326.02)</td>
<td>-0.4%</td>
</tr>
</tbody>
</table>
Dear friends,

The honor roll of donors that follows acknowledges the individuals and organizations that made contributions to the Winston-Salem State University Foundation between July 1, 2010 and June 30, 2011. Our support comes from many constituents – alumni, students, faculty and staff, friends, corporations, foundations and others.

We also acknowledge the support of those who remembered a friend or loved one with an honor or memorial gift to the Foundation.

On behalf of the university and personally, I offer thanks to those who so generously invested in Winston-Salem State during the 2010-2011 fiscal year. These contributions are an investment in the success of the university and our students. We will be good and careful stewards of your generosity.

With gratitude,

Michelle M. Cook
Vice Chancellor for University Advancement and
Executive Director of the WSSU Foundation

PS – If you want to know more about how you might invest in Winston-Salem State please call me or one of my University Advancement colleagues at (336) 750-2184. It would be our pleasure to help you make a gift that is meaningful to the university and to you.
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Mr. Andrew Z. Jones (08)
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Mr. & Mrs. Andre (74) and Mary (75) Mallette
Mr. & Mrs. Walter (65) and Paulette (69) Marshall
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