

## Carolina Point of View

### We are taking responsibility for the past.

- For four years, the Carolina community has been under a cloud – consumed in some ways by the past and unable to focus fully on our future. The reason we commissioned this report is to more fully understand and address that past so that our students, faculty, alumni and broader community can finally move forward.
- Mr. Wainstein’s investigation shows that the bad actions of a few and the inaction of others failed our students, faculty and broader community. They betrayed our mission and undermined our institution.
- The length of time this behavior went on and the number of people involved and impacted are shocking. It could and should have been stopped much earlier by individuals in positions of influence and oversight. Many others could have sounded the alarm more forcefully.
- Mr. Wainstein found no indication that this wrongdoing spread beyond AFAM. He found that current coaches were not involved. He also confirmed that the irregular courses ended in 2011.
- The report shows this was both an academic and an athletics issue; it was a University issue.
- While we recognize that this is one chapter of our history – a chapter that we must use as an opportunity to make ourselves stronger – it should in no way define us.

### This investigation was different.

- Mr. Wainstein had access to pivotal witnesses including Deborah Crowder and Julius Nyang’oro. He spoke to anyone who was willing and able to share relevant information. He determined when the wrongdoing began and ended – and why.
- We are confident this was the most thorough and complete investigation possible.
- We will continue cooperating with the NCAA and SACSOC.

### We have made and will continue to make significant reforms.

- More than three years ago, we started to transform our culture, structure and policies from the top-down and the ground-up in order to ensure nothing like this happens again. Those reforms are detailed on <http://carolinacommitment.unc.edu/>.
- Based on Mr. Wainstein’s findings, the University will take additional actions to help restore trust and confidence in Carolina.
- We are holding accountable those personnel who are directly implicated as a result of this investigation.
- The University has announced several major new initiatives today based on learnings from the report:
  1. **Department Integrity:** We will develop and implement an expanded process for the consistent evaluation and review of every unit and department. The Provost or appropriate director will be authorized to launch special department reviews as needed.
  2. **Ethics & Integrity Working Group:** We will establish a working group to ensure there are clear, consolidated and confidential channels through which people can raise their hand and share concerns. The working group will also recommend how to best oversee the University's commitment to integrity and compliance.
  3. **Advising:** The University will launch a new effort to align and advance existing advising and support programs for student-athletes – including earlier and more intensive attention to exploring majors and planning career paths.

4. **Integrating Faculty:** To better integrate faculty into the lives and progression of our student-athletes, we are adding faculty to a group that reviews student-athlete eligibility and progression toward degree.
5. **Policy Audit:** The University will conduct an institution-wide policy and procedure audit. This audit will allow us to identify any remaining redundancies and gaps, and will create a mechanism for periodic re-evaluation. In addition, we will provide mandatory training and education for faculty and staff.
6. **Stabilization Plans:** We will immediately implement a plan to stabilize the Department of African, African American and Diaspora Studies. This effort will be led by our Provost, Jim Dean. Similarly, athletics director Bubba Cunningham has been executing a plan to bolster integrity and accountability throughout the Athletics organization.
7. **Public Records:** We are launching a new public records website to enhance transparency, responsiveness and efficiency around records requests.

**Carolina's future is bright.**

- Carolina is already much stronger as a result of our journey over the past few years, and the great work of our community has continued unabated. Great institutions do that – they adjust and move forward, better than before.
- Our core mission as an institution is academics. But we also believe we can offer strong athletics programs, and that, in fact, athletics advances our academic mission.
- If we learn nothing else from these past mistakes, we hope it is that everything begins and ends with what is in the best interest of our students.
- Today we recommit to our foundational mission: to educate and empower our students to become the next generation of leaders.

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