

Board of Visitors Committee Meetings

NORFOLK STATE UNIVERSITY

APRIL 11, 2023

700 Park Avenue, H. B. Wilson Hall, Suite 530



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Board of Visitors Committee Meetings

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AUDIT, RISK, AND COMPLIANCE COMMITTEE

AGENDA
BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING
Tuesday, April 11, 2023
Bishop Kim W. Brown, Chair
8:30 a.m. to 10:30 a.m.

Campus Location:

Norfolk State University, 700 Park Avenue, Norfolk, VA 23504
H. B. Wilson Hall, Suite 530

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the February 17, 2023 Committee Minutes
- III. Discussion Items
 - a. Clery Update, Chief Brian Covington
 - b. Compliance Interconnectedness, Dr. Aurelia Williams
 - c. Compliance Assessments 2023-2024
 - d. Internal Audit: Planned Audit Activities 2023-2024, Ms. Derika Burgess
- IV. Public Comment
- V. Adjournment

Audit, Risk and Compliance Committee

Bishop Kim W. Brown, Chair

Heidi W. Abbott

Delbert Parks

Dr. Katrina Chase

Conrad Hall

Gilbert Bland

Staff:

Derika Burgess, Chief Audit Executive

Dr. Dawn M. Hess, Chief Compliance Officer

The President participates in all Committee meetings.

*All meetings of all committees are noticed for meeting at 8:30 a.m. on April 11, 2023. Committee Meetings will meet sequentially in the order listed. The meeting of each public body will begin 10 minutes following adjournment of the prior meeting. Thus, the specific times shown for the various meetings are approximate only, and meetings may start earlier than the listed approximate start time. In compliance with the Virginia Freedom of Information Act, please be advised that during the course of this meeting there will be no opportunity for public comment (except where indicated).

**BOARD OF VISITORS
AUDIT, RISK, AND COMPLIANCE COMMITTEE MEETING MINUTES
February 17, 2023**

1. Call to Order/Establish Quorum

Mr. Devon Henry, Rector, called the Audit, Risk, and Compliance Committee meeting to order at approximately 8:49 a.m. A quorum was established with a (4-0) roll call.

Committee Members

Ms. Heidi W. Abbott (Virtual)

Mr. Gilbert Bland

Dr. Katrina Chase

Mr. Conrad Hall

Mr. Delbert Parks (Virtual)

Honorable James Dyke (Completed Quorum)

Additional Board Members Present

Rector Devon Henry

Committee Members Absent

Bishop Kim W. Brown, Chair

Counsel Present

Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General

NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President

Ms. Tanya S. White, Chief of Staff

Mrs. Derika L. Burgess, Chief Audit Executive

Dr. Dawn Hess, Chief Compliance Officer

Mr. Christopher Stancil, Office of Information Technology

Dr. DoVeanna S. Fulton, Provost and Vice President for Academic Affairs

Dr. Gerald Ellsworth Hunter, Vice President/Chief Financial Officer, Finance and Administration

Dr. Justin L. Moses, Vice President for Operations and Institutional Effectiveness

Mr. Anton Kashiri, Associate Vice President for Facilities Management

Mr. Ronald King, Director of Office of Information Technology

Mrs. Sandra Faye Monroe-Davis, Chief Information Officer, Office of Information Technology

Mrs. Patricia A. Perkins-Smith, Director of Environmental Health, Safety, and Risk Management

Mrs. Phillita Peeples, Audit and Compliance Administrative Assistant

Ms. Inda Walker, Clerk to the University President and Liaison to the Board of Visitors

2. Recommend Approval of Electronic Participation

The Committee unanimously approved the electronic participation for Heidi Abbott and Delbert Parks with a 4-0 roll call vote. Motion was made by Dr. Katrina Chase and seconded by Mr. Conrad Hall.

3. Approval of the Minutes

Mr. Bland motioned, Dr. Chase seconded, and the Committee unanimously approved the Audit, Risk, and Compliance Committee minutes for November 16, 2022.

4. Discussion Items

University Compliance

Dr. Hess thanked the Audit, Risk, and Compliance Committee for their attendance. She presented an update on the NSU Compliance Ecosystem. Dr. Hess introduced Mrs. Faye Monroe-Davis, Chief Information Officer and Mr. Ronald King, Chief Information Security Officer to present on the Privacy and Data Security Compliance Assessment. Dr. Hess also introduced Mr. Anton Kashiri, Associate Vice President of Facilities Management and Mrs. Patricia Perkins-Smith, Director of Environmental Health, Safety, and Risk Management to provide updates on the Environmental Health, Safety, and Risk Management Gap Closure Plan.

- Dr. Hess gave an update of the program development for the NSU Compliance Ecosystem. In less than two years, nearly every pillar in our NSU Compliance Ecosystem has been addressed.
- Mrs. Monroe-Davis provided an update on the Privacy and Data Security compliance assessment as well as the development of the associated compliance gap closure plan:
 - American with Disabilities Act (ADA)-Web Content Accessibility, Payment Card Industry Security Standard (PCI DSS), and Information Security Standard (sections 8.1, 8.2, 8.5, 8.7, 8.10, and 8.15) assessments were completed with no current gaps.
 - Family Educational Rights and Privacy Act (FERPA) and HB1-Virginia Code §23.1-405 (formerly known as HB1 or House Bill 1) - best management practices recommended which include a single repository for storage of data collected in regard to both.
 - In January 2023 the Information Security Standard, Sections 8.14 Risk Assessment, 8.6 Configuration Management, and 8.9 System Maintenance, gap closures were

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Audit, Risk, and Compliance Committee Meeting

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completed. During this assessment many decisions were made creating an environment so that moving forward it will not be problematic to remain in compliance.

- The Office of Information Technology is currently reviewing General Data Protection Regulation (GDPR) and other privacy related compliance activities, collecting information to understand how other higher education institutions in Virginia are complying and will then map this with NSU's IT environment.
- The Office of Information Technology is collaborating with internal stakeholders to develop a gap closure plan for section 8.13 Personnel Security (employee termination/suspension process). The personnel security program is not owned by OIT but OIT plays a major role because once an individual is terminated, they are required to terminate access to all systems.
- OIT has completed their risk assessments and are in accordance with GLBA right now. GLBA is going to be expanding their rule, but details are unclear on how that applies to us. When the update becomes available, we will adjust based on findings.
- The Privacy Policy isn't solely an OIT issue. OIT is assisting internal stakeholders with deciding where the privacy office should be located and how it should be managed.
- Incident Response Policy and Conducting Risk Assessment Policy are completed.
- Mr. Kashiri presented an update on the Environmental, Health, Safety, and Risk Management Gap Closure plan. There are still currently 16 activities, of which there are 13 policies/programs/procedures in draft form to close by August 2023.
- A process for keeping EHS aware of chemical, hazardous material, and hazardous equipment purchases and donations is being developed and will be completed by target date of August 2023. The process will address Public Health Security and Bioterrorism Preparedness and Response compliance requirements.
- Compliance gap closures for the McDemmond Center for Research, include laboratory management, addressing EHS requirements such as lasers, magnets, radiation safety, and associated required trainings by target date of August 2023.
- Outdated respiratory protection equipment will be addressed by target date of June 2023.

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Audit, Risk, and Compliance Committee Meeting

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- Remaining Oil Pollution Act compliance gaps will be closed by purchasing/installation of secondary containment equipment by target date of March 2023.
- The Chemical Hygiene and Laboratory Safety Plan remaining compliance gaps will be closed when EHS documents process for communication between those responsible for laboratories and EHS to ensure all required training occurs and other requirements are met and documented by target date of March 2023.
- Using a standard Compliance Capability Maturity model adopted in 2022, Dr. Hess presented that the NSU Compliance Program has matured from 2022 to 2023. NSU has improved the overall maturity score in 2022 of 2.5 to a 3.3 out of 5 in 2023. As an organization moves up the maturity model, ownership spreads across the organization and becomes embedded within the culture. It is noted that a mature system score is a 4/5 with a 5/5 being fully optimized and ideal.

Internal Audit

- Mrs. Burgess requested to go into closed session.

5. Closed Meeting. Motion was read by Dr. Katrina Chase and seconded by Mr. Delbert Parks

Section 2.2-3711.A. 1 and 4 to discuss (1) personnel matters regarding the evaluation of performance of specific university departments where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and

(4) The protection of the privacy of individuals in personnel matters not related to public business; and

Section 2.2-3711.A. 7 and 8 Consultation with legal counsel employed or retained by NSU regarding specific legal matters requiring the provision of legal advice by such counsel pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university, and/or consultation with legal counsel and briefings by staff members or consultants; and

Further, that the following remain for or attend, when called, the Closed Meeting:

The President

University Counsel

Auditor

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Vice President for Finance and Administration

Any BOV member be permitted to attend virtually or by phone to listen in the closed meeting

6. Open Meeting

Having reconvened in open session, we will now take a roll call vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place. The motion was unanimously approved with a 6-0 roll call vote.

7. Adjournment

There being no further business, Devon Henry, Rector, adjourned the meeting at 10:41 a.m.

Respectfully submitted,

Inda Walker, Board Liaison

Bishop Kim W. Brown, Chair
Audit, Risk and Compliance Committee

BOARD OF VISITORS

Audit, Risk, and Compliance Committee Meeting

February 17, 2023

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NSU BOV AUDIT, RISK, AND COMPLIANCE COMMITTEE**ROLL CALL VOTE FEBRUARY 17, 2023**

	Bishop Brown	Ms. Abbott	Mr. Bland	Dr. Chase	Mr. Hall	Mr. Parks	Devon Henry	Totals
Quorum	Absent	Virtual	Present	Present	Present	Virtual	Present	4-0
Approve Virtual Attendees	NA	--	Yes	Yes	Yes	--	Yes	4-0
Approval of November 16, 2022 Minutes	NA	Yes	Yes	Yes	Yes	Yes	Yes	6-0
Closed Meeting	NA	Yes	Yes	Yes	Yes	Yes	Yes	6-0
Open Meeting Certification	NA	Yes	Yes	Yes	Yes	Yes	Yes	6-0

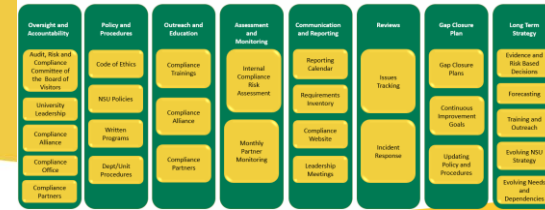


NORFOLK STATE UNIVERSITY

Audit, Risk and Compliance Committee Meeting
April 11, 2023

Agenda

- I. University Compliance and Internal Audit
 - A. Clery Update, Chief Brian Covington
 - B. Compliance Interconnectedness, Dr. Aurelia Williams
 - C. Compliance Assessments 2023-2024. Dr. Dawn Hess
 - D. Internal Audit: Planned Audit Activities 2023-2024, Ms. Derika Burgess



Clery Update

Internal Audit (8/21) identified several corrective actions which have been completed including:

Disclosures - Fire Safety

- ✓ Partnered with Environmental, Health and Safety and Risk Management to create a Fire Data reporting template as well as process to collect and share information

Disclosures - Availability of Annual Crime Report

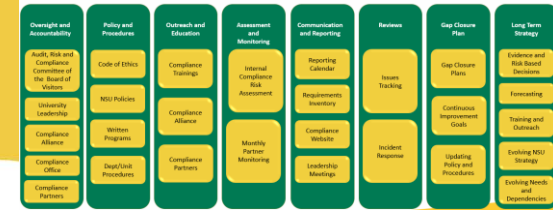
- ✓ Partnered with Human Resources
 - ✓ Incorporated into new employee on-boarding UPD presentation including link to Clery report(s)

Disclosures – Timely Warnings and Emergency Notifications

- ✓ Developing (in draft) Timely Warning policy and procedures

Disclosures –Emergency Response and Evacuation Procedures

- ✓ Developed COOP documentation



Clery Update

Internal Audit (8/21) identified several corrective actions which have been completed including:

Clery Geography Mapping

- ✓ Campus map was revised to include Clery Geography and was made available online June 2022

Governance and Management Oversight

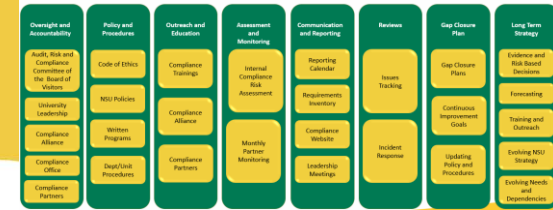
- ✓ Created a functioning Clery Compliance Team

Compiling Data – Daily Crime and Fire Logs

- ✓ Supervisor report and daily bulletin are no longer used as daily crime logs. Clery officer updates bulletin to resolve conflicting data.

Compiling Data – Hierarchy Rules

- ✓ Trained all current officers and working on a process to train all incoming officers on Hierarchy Rules



Clery Update

Internal Audit (8/21) identified several corrective actions which have been completed including:

Collecting Data – Campus Security Authorities (CSA)

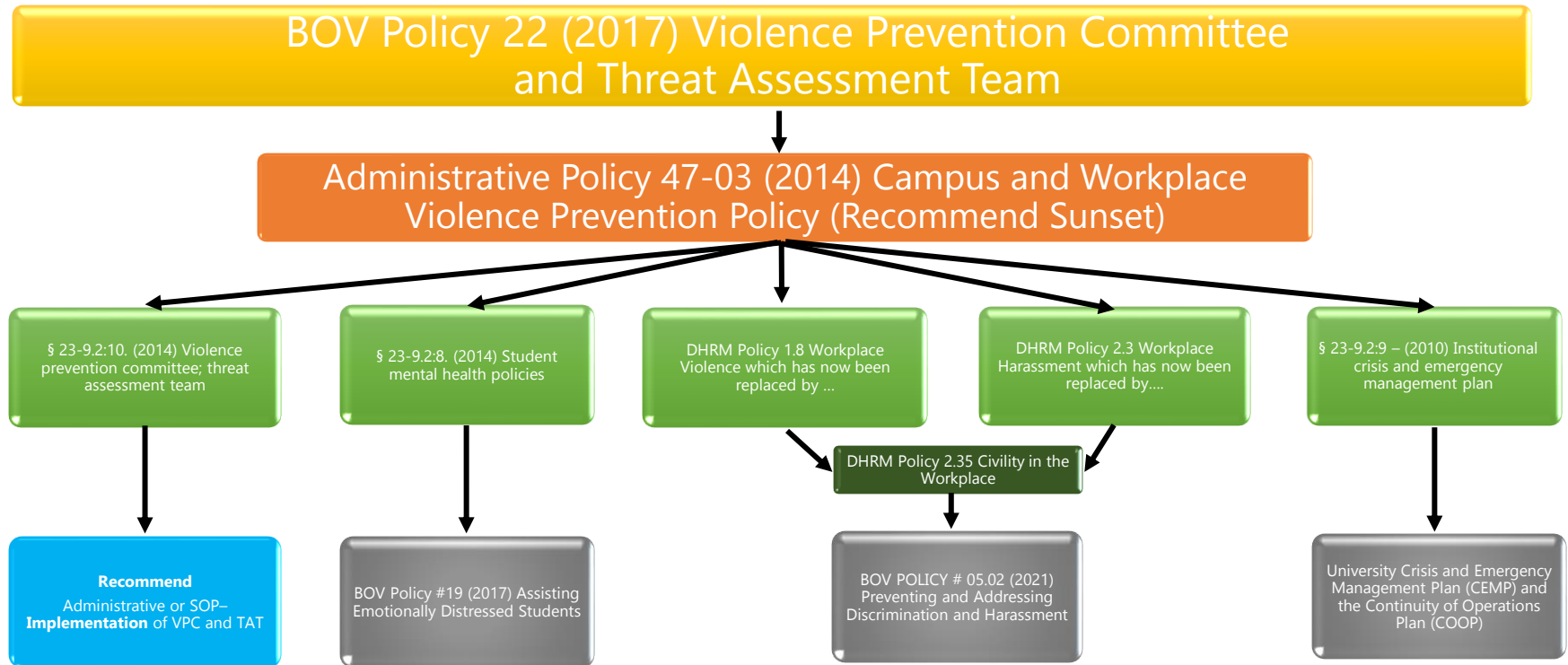
- ✓ Developed and implemented Campus Security Authority policy (will soon be published on the NSU Policy Webpage)

Training, Education and Awareness

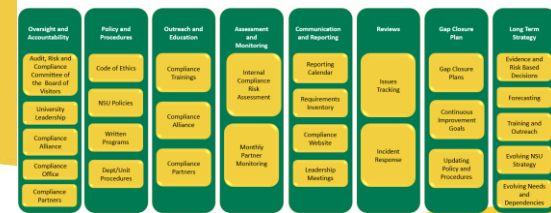
- ✓ Trained all officers on new CSA policy and working on a process to training incoming officers
- ✓ Partnered with Human Resources
 - ✓ Incorporated into new employee on-boarding UPD presentation including Campus Security Authority information
- ✓ Revisiting Violence Prevention Committee and Threat Assessment Team policies



VPC and TAT Compliance and Policy Review



Compliance Interconnectedness via Research



Compliance gaps examples from Environmental, Health, Safety and Risk Management (EHSRM) assessment for laboratories located within the McDemmond Center for Applied Research:

- Need for laser and radiation safety officer
- Improper chemical storage
- Lack of documentation/records
- Incomplete chemical inventory
- Lack of/inaccessible Safety Data Sheets (SDS)
- Inaccessible safety/protection equipment
- Lack of warning signs and labels

Internal Audit findings from Export Control audit:

- Decentralized data
- Lacking process:
 - to identify restricted research activities
 - to monitor, assign and track non-US citizens around research activities
 - to monitor and track travel abroad with research data
 - for items received , purchased or shipped from restricted locations

- **Designated Interim Vice President of Research of Innovation.**
- **Development of a Communication and Procedural plan for the acquisition of new chemicals, hazardous materials and equipment used in research (including EHSRM and Export Control)**
- **Connected with Academic Affairs**
 - to develop Laboratory Safety position
 - Laser and radiation safety officer
 - Chemical, hazardous material and equipment management
 - Education and training of PIs with labs that use laser, chemical and hazardous materials
 - Assigned Export Control compliance officer
 - Submitted Export Control policy for review to the State Office of Attorney General
 - Development of an Export Control Program

Compliance Assessments 2023-2024

ASSESSMENT AND MONITORING: Gap Closure Activities from Compliance Assessment, 3/2022

Compliance Topic	Regulatory Agencies/ Stakeholders	NSU Connections & Internal Stakeholders	Key Influencers	Titles	
Environmental Health and Safety & Risk Management and Buildings Services and Grounds	<ul style="list-style-type: none"> • OSHA • US EPA • VA Department of Environmental Quality • Criminal Code of Federal Government • US Department of Transportation • US Public Health • VA Maintenance Code 	<ul style="list-style-type: none"> • Environmental, Health & Safety and Risk Management • Facilities Management • Information Technology • Student Health • Human Resources • Academic Affairs 	<ul style="list-style-type: none"> • Large number of unrelated compliance requirements • Broad internal connections • Few internal/external submissions (lack of many checks/balances) • Potential for significant fines, life safety concerns, reputational damage 	<ul style="list-style-type: none"> • Pesticide, Federal Insecticide, Fungicide and Rodenticide Act • Virginia Pesticide Control Act • Asbestos in General Industry Standard, and Construction Standard • Chemical Hygiene and Laboratory Safety • Control of Hazardous Energy • Emergency Action Plans OSHA • Formaldehyde Standard • General Duty Clause OSHA • Guarding and Use of Hand & Portable Power Tolls • VA Automobile and CarCare (VACCS) • Public Health Security and Bioterrorism Preparedness and Response Act 	<ul style="list-style-type: none"> • Hazard Communication Standard • Lead in General Industry Standard, and Construction Standard • Personal Protective Equipment General Industry • Respiratory Protection • Welding, Cutting, Brazing • OSHA 300 Workplace Injuries • VA Workers' Compensation (VWCC) • Elevators • Oil Pollution Act • Hazardous Materials Transportation Act • Motor Carrier Act • Management of Used Oil • Stormwater Discharge

ASSESSMENT AND MONITORING: Conduct initial compliance assessments of key areas, 2023-2024

Researcher Compensation and Misconduct	<ul style="list-style-type: none"> • National Institute of Health • US Office of Management and Budget • National Science Foundation • US Department of Health and Human Services • US Public Health • US Department of Agriculture 	<ul style="list-style-type: none"> • Human Resources • Planning & Budget • Academic Affairs • Academic Administration • Individual Colleges & Schools • Graduate School & Research • Controller • Title XI Office 	<ul style="list-style-type: none"> • Significant funding from grants • Significant #of grants • Initiative to increase # NSU competitive research grants <ul style="list-style-type: none"> • Mission, Vision, Strategic Plan, Strategic Theme 4 • Currently, there is lack of clarity in policies/ procedures and there are several potential internal "pinch points" 	<ul style="list-style-type: none"> • Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance, Super Circular, or Omni Circular) • Research(er) Misconduct • Office of Research Integrity 	<ul style="list-style-type: none"> • Protection of Human Subjects • NSF National Science Foundation Harassment Report • Institutional Review Board (IRB) Registration • America COMPETES Act
Americans with Disabilities	<ul style="list-style-type: none"> • Federal Civil Rights law • U.S Equal Employment Opportunity Commission (EEOC) enforces Title I of the ADA • U.S. Department of Justice enforces ADA regulations governing state and local government services (Title II) and public accommodations (Title III) and Section 504 	<ul style="list-style-type: none"> • Human Resources • Office of Access and Equal Opportunity • Facilities, Buildings & Grounds • Office of Accessibility Services/International Student Services (OASIS) • Housing and Residence Life • Academic Affairs • Web and other Communications 	<ul style="list-style-type: none"> • Multiple internal stakeholders with lose internal connections • Potential for significant fines, reputational damage • Few internal/external submissions and dates (lack of checks/balances) 	<ul style="list-style-type: none"> • Americans with Disabilities Act (ADA) • Section 504 of the Rehabilitation Act of 1973 	

Internal Audit

Internal Audit Plan_Updated 2023

Audit Timeframe	Proposed Audit Area	Audit Description-Preliminary Scope	Reason for Inclusion
Complete	Sponsored Programs-Pre-Awards	Evaluate controls over process to develop and submit proposals	Deficiencies noted in previous audits
Complete	Graduate Studies and Research	Access compliance with export control regulations	Support initiative to grow NSU's research portfolio
Complete	NSUPD	Evaluate effectiveness of controls over confiscated property and evidence	Not reviewed in the past
2023 Spring	Human Resources	Review processed used to perform EE verification, driver license and background checks	Recent APA interpretations on state code; never reviewed
2023 Fall	Environmental Health and Safety	Review process to identify and maintain physically safe grounds and workspaces	Deficiencies noted in unrelated investigations and audits
2024 Spring	Finance	Review of Voyager gas card and Blue card	Not part of ARMICS or APA reviews
2024 Summer	Facilities and Maintenance	Stewardship of resources: conservation and recycling	Postponed due to vacancy
Fall 2024	Athletics	Review physical therapy and recovery policies and practices	Not reviewed in the past
Spring 2025	Threat assessment team	Review process used to identify and mitigate perceived threats to campus	Not reviewed in the past
Summer 2025	Provost	Review process for creating, disseminating and maintaining revised and new academic models and curriculums	Initiative to create new and disruptive education models
External Partnership	IT Security Firms	Review for compliance with Level 2 SEC501	Req to audit sensitive systems at min once every 3 yrs
		<u>Special Projects</u>	
*Assuming 30 allegations per yr and avg 20 hrs per allegation	State Fraud, Waste and Abuse Hotline calls	Budgeted time for investigation of allegations	
Consultations	Management requests to address emerging risk	Budgeted time for consultation reporting	
In Progress	Finance	Accounts Payable	
Summer 2023	OIT	Fixed Asset Management	
Ongoing	Grants Administration	Quarterly spend-down	Ongoing research issues
Corrective Actions		Status monitoring of management action plans	

Thank You

ACADEMIC AND STUDENT AFFAIRS



We see the future in you.

BOARD OF VISITORS

700 Park Ave., HBW Suite 520, Norfolk, Virginia 23504
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AGENDA

BOARD OF VISITORS

ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING

Tuesday, April 11, 2023

Mary L. Blunt, Chair

10:30 a.m. to 12:30 p.m.

Campus Location:

Norfolk State University, 700 Park Avenue, Norfolk, VA 23504
H. B. Wilson Hall, Suite 530

I. Call to Order/Establish Quorum

II. Recommend Approval of Electronic Participation

III. Recommend Approval of the February 17, 2022, Committee Minutes

IV. Discussion Items

- a. Enrollment Management Updates Dr. Justin Moses
 - i. VCAN Program
- b. Athletics Update Ms. Melody Webb

V. Closed Session - Pursuant to §2.2-3711A.1, 4, 7, and 8, Code of Virginia

VI. Public Comment

VII. Adjournment

Academic and Student Affairs Committee

Mary L. Blunt, Chair

Heidi W. Abbott

Gilbert Bland

BK Fulton

Jay Jamison

Dr. Harold L. Watkins, II

Staff

Dr. DoVeanna S. Fulton, Provost & VP for Academic Affairs

Dr. Leonard E. Brown, VP for Student Affairs

Dr. Justin L. Moses, VP for Operations & Institutional Effectiveness

Ms. Melody Webb, Athletics Director

*The President participates in all Committee meetings.

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In compliance with the Virginia Freedom of Information Act, please be advised that during the course of this meeting there will be no opportunity for public comment (except where indicated).

**BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES
FRIDAY, FEBRUARY 17, 2023**

I. Call to Order

Ms. Blunt, Chair, called the Academic and Student Affairs Committee meeting to order at approximately 1:15 p.m. A quorum was established with a 4-0 Roll Call vote.

Committee Members Present

Mary L. Blount, Chair
Gilbert Bland
BK Fulton
Jay Jamison

Committee Members Virtual

Heidi W. Abbott
Dr. Harold Watkins

Additional Board Members Present

Devon Henry, Rector
Dwayne Blake
Conrad Hall

Counsel Present:

Pamela Boston, University Counsel and Senior Assistant Attorney General
Mr. James Wright, Assistant University Counsel

NSU Administrators and Staff Present:

Dr. Javaune Adams-Gaston, President
Dr. Leonard Brown, Vice President for Student Affairs
Dr. DoVeanna Fulton, Provost and Vice President for Academic Affairs
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Dr. Gerald E. Hunter, Vice President for Finance and Administration
Dr. Tanya White, Chief of Staff
Melody Webb, Athletics Director
Inda Walker, Clerk to the University President and Liaison to the Board of Visitors
Martha Wilson, Executive Assistant to the Vice President/CFO
Chelsea Hall, Executive Administrative Coordinator

Observers – NSU Administrators and Staff

Dr. Juan M. Alexander, Associate Vice President for Enrollment Management
Saranette Williams, Director of Career Services
Laurie Carpenter, Associate Director of Experiential Learning for Career Services
Alexis Martin, Assistant Director for Career Services

II. Recommend Approval of Electronic Participation

Mr. Bland motioned, seconded by Mr. Fulton, and with a 4-0 Roll Call vote, the Committee unanimously approved the virtual participation of Board Members Heidi Abbott and Dr. Harold Watkins.

III. Recommend Approval of November 16, 2022 Academic and Student Affairs Committee Meeting Minutes

Mr. Fulton motioned to approve the minutes, seconded by Mr. Jamison, the Committee with a 6-0 Roll Call vote approved the November 16, 2022, Academic and Student Affairs Committee minutes.

IV. Discussion items

Student Affairs Update – Dr. Leonard Brown presented the following:

- Dr. Brown started with the focus of presenting the **Handshake platform** – it is the online platform that serves as a warehouse for career and internships available to our students; fully implemented since 2021 to have all this information in a central location. This has been helpful for students in terms of career outcomes. Saranette Williams, Director of Career Development Center, has done a great job of working to comprehensively collect the information that we need specifically around careers and internships.
- The focus of this presentation is to present to the BOV the data that we have as it relates to the number of internships that are available and with what companies.
- Handshake provides a specific format that shows opportunities for internships: The first chart shows all the internships from the past three academic years that were available to our students – in 2022 over 17,000, from over 2400 unique companies. Those opportunities have grown over the past two years. The second chart importantly shows paid internships, giving our students the chance to earn the income that they may need, while at the same time getting important work experience. The third chart shows internships that are specific to Virginia; we want to ensure that all of our students have opportunities that may lead to retain their skills and talents here in the Commonwealth.
- There are over 500 companies in the Commonwealth that offer our students internship opportunities and over 3400 altogether.
- Nationally, over 50 percent of students who have internships take jobs with the same company.
- We are committed to the use of data to drive success, also committed to partnership, particularly with Academic Affairs, to support students in what they need to successfully access the post-graduation opportunities that they seek, and we are committed to providing the staff and resources required to achieve these goals.
- Specific to career outcomes, our most recent data to share for 2022:
 - There were 374 students that graduated this past Fall;
 - 69% reported employment or continued education; 63% reported they eventually plan to go on for professional or graduate school.
- NACE (National Association of Colleges and Employers) is the gold standard for professional organizations related to career development in higher education. The standard measure they use

for outcomes include reported employment (full-time, part-time, contract, freelance), military service, Experiential Learning with expected employment (internships and volunteers) (49.29 fulltime and 9.0 part-time

Academic Affairs Update – Dr. DoVeanna Fulton presented information on Academic Affairs Initiatives and information about the of ENRICHE program, our new partnership with Eastern Virginia Medical School

- The Initiatives currently being focused on are:
 - **Faculty Workload** – The ABURA Group is assisting NSU leadership in understanding our current faculty workload and designing an equitable process so that the implementation of the workload policy facilitates faculty productivity and appropriately impacts the financial condition of the University.
 - **Research Compensation** - this analysis initiative is completed. After receiving from attain partners, the consulting group that assisted with this project, their policy recommendations based on professional standards, state and federal guidelines, and NSU’S operations. The NSU Research supplemental Compensation Policy was developed. That policy was reviewed by the President’s Cabinet, posted for 30-day public review, and approved by the Cabinet on January 26, 2023.
 - **Scheduling Optimization** – The course scheduling optimization initiative continues to progress. After working with AACRAO to discover, and review our existing scheduling process and determine projected outcomes, we are currently working with AD ASTRA to complete who will provide institutional analytics and insights around space utilization and course offering. The purpose of the study is to:
 - Understand scheduling practices,
 - Address immediate course access and scheduling challenges,
 - Provide visibility into academic utilization and management opportunities,
 - Benchmark key performance indicators to peer institutionsOnce complete, the report will be presented to the task force and then we will identify which product best support our needs.
 - **General Education Curriculum Reform** – We are behind but are aligned with the activities that the general education council initially projected. The General Education Council met last week to incorporate the feedback into the next planning phase that will
 - (1) select general education thematic topics/pathways and,
 - (2) regroup of general education courses to match the appropriate topics/pathways
 - **ENRICHE – EVMS-NSU Research and Training Incubator for Collaboration in Health Equity** – NSU and EVMS have a long enduring relationship, with programs that serve our students so that they are excellently prepared to serve our community.
 - The overall goal of ENRICHE is to enhance collaborative research focused on health disparities to advance health equity in the region and improving the pathway to health professions careers for NSU students.
 - ENRICHE has several objectives: for research program development, training, grant development, and teaching partnerships.
 - To support the start-up of ENRICHE, President Adams-Gaston and EVMS President Alfred Abuhamad committed \$250,000 from each institution to

leverage for seed grants, staff resources, and programming. As a result of the \$500,000 seed money committed to help support faculty research and training initiatives. The first program will be the ENRICHE kick off speed networking event on March 15, 2023, hosted by EVMS.

Enrollment Management Update–Enrollment Snapshot– Dr. Justin Moses

A brief update of where we are regarding enrollment for the spring – we continue to see a steady increase in our numbers. Last spring, we enrolled 4,871; this year, just short of 5,000; the exact number at 4,985. 2.34% increase 114 students to be exact.

- This trend is indicative of a several factors: (1) our increased retention efforts (2) Increased advising measures, (3) More financial support, (4) Student engagement, and (5) Promotion of student success.
- Across the entire organization, we are doing all that we can at all levels to ensure that our students maintain their enrollment and that we do all that we can to help them cross the finish line.
- Our largest enrollments, with regard to academic unit, continue to exist in the College of Liberal Arts and CSET.
- The Enrollment Management Team ensures that our students receive the financial support necessary to enroll this semester and helping students register but these efforts happen across the institution: The Stith Student Success Center worked diligently to ensure that students were enrolled in the classes they needed; Our colleagues in Academic Affairs, Finance, Student Affairs, and Advancement all partnered to get these numbers up, and ultimately our Budget goals were met.
- Focus for Fall 2023: 6,753 applicants have qualified for our admissions standards and have been admitted and this number will continue to grow
 - Academic Affairs, Student Affairs, and Enrollment Management continues to partner to implement strategies to retain students with focus on freshmen to sophomore year, and sophomore to junior. These efforts include the learning communities, focus on the VCAN scholars.

Athletics – Melody Webb

- **Degrees** – Over the last few years changes in the industry surrounding college sports have outpaced Division I ability to respond. While the needs and expectations of student-athletes have evolved – the approach and response from NCAA had remained the same. Dr. J was a part of the national committee comprised of 21 divisions to reimagine how to meet the needs of student-athletes while providing flexibility of governance to meet the demands and challenges in how we move forward.
- This movement is pivotal for NCAA and her involvement is a representation of her leadership and is a solid reflection of the brand of NSU.
- It is important to reiterate some of our priorities, because often times athletics is associated with wins and losses, and we forget the mission and our main responsibility is to provide a holistic student-athlete experience while competing for A's, B's, Championships, and Degrees; Our focus is to graduate these young men and women.

- **Athletics – A focus for us is** enhancing the visibility of the department and brand by maximizing regional and national competition scheduling to include international and cross-country experiences. Recent experiences included the Chris Paul HBCU Basketball classic that was held in Las Vegas; the Michael B. Jordan Legacy Basketball Classic that was held in New Jersey, and the most up and coming would be our hosting of the NCAA Track and Field Championships that will be held here in two weeks. We would be the first HBCU to host a national championship.

IV. Public Comment

No one signed up for public comment.

V. Adjournment

There being no further business, the meeting was adjourned at approximately 3:05 p.m.

Respectfully submitted,

Dr. Justin L. Moses, Committee Lead
Vice President for Operation and Chief
Strategist for Institutional Effectiveness

Mary L Blunt, Chair
Academic and Student Affairs Committee



Norfolk State University B.O.V. Academic & Student Affairs Committee

April 11, 2022

Agenda



- Virginia College Affordability Network Overview
- Athletics Update
- Closed Session
- Adjournment

YOU CAN WITH VCAN:

Afford College at NSU
Virginia College Affordability Network

- Free Tuition
 - Academic Enrichment
- For
Local Pell Eligible Students

Norfolk • Portsmouth • Newport News
Chesapeake • Virginia Beach
Suffolk • Hampton

For additional information
please visit
www.nsu.edu/admissions or contact
the Office of Admissions
at (757) 823-8396



TO QUALIFY STUDENTS MUST:

- Meet admissions requirements and be admitted as a first-year student
- Have a FAFSA (FAFSA Code: 003765) on file with NSU
- Be Pell Grant eligible based on FAFSA information
- Complete VCAN Application (application closes 3/1)
- Must reside within 25 miles

For questions and information email us at nsuvcan@nsu.edu

What is VCAN?

VCAN is a scholarship initiative which provides free tuition funding to Pell-eligible first-year students. The program was specifically designed to provide college access to local students with limited financial resources and ensure the student's completion at our university. The NSU VCAN scholarship initiative builds upon the mission of the National College Access Network; which is to *build, strengthen, and empower communities committed to college access and success, especially for those who are underrepresented in postsecondary education*. NSU is proud to be able to provide college access to students within our community.

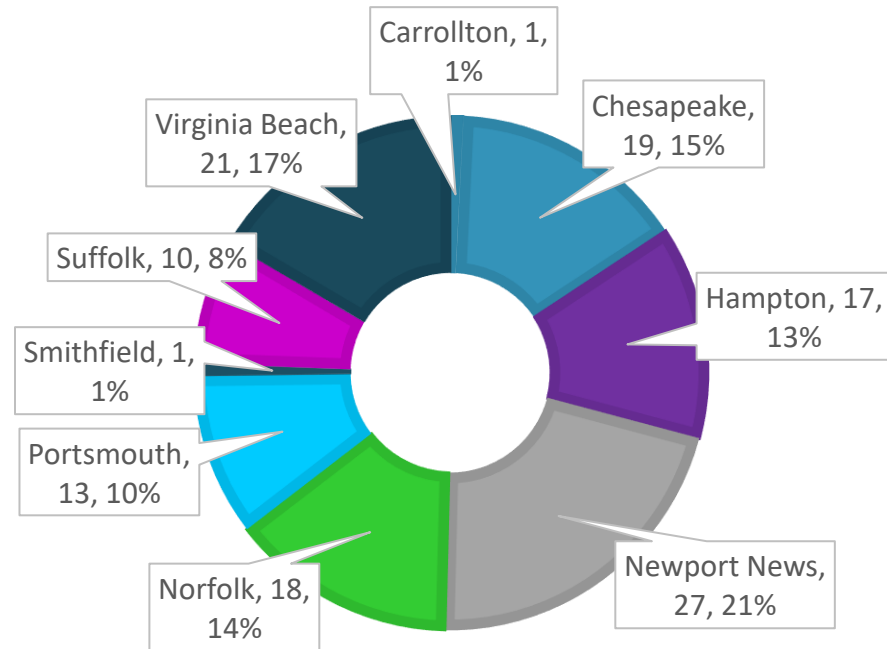
Currently, NSU has 308 VCAN students – from two cohorts (Fall 2021 & Fall 2022)

ACADEMIC PERFORMANCE (as of Fall 2022)	
Cohort:	GPA:
Fall 2021	2.96
Fall 2022	2.62

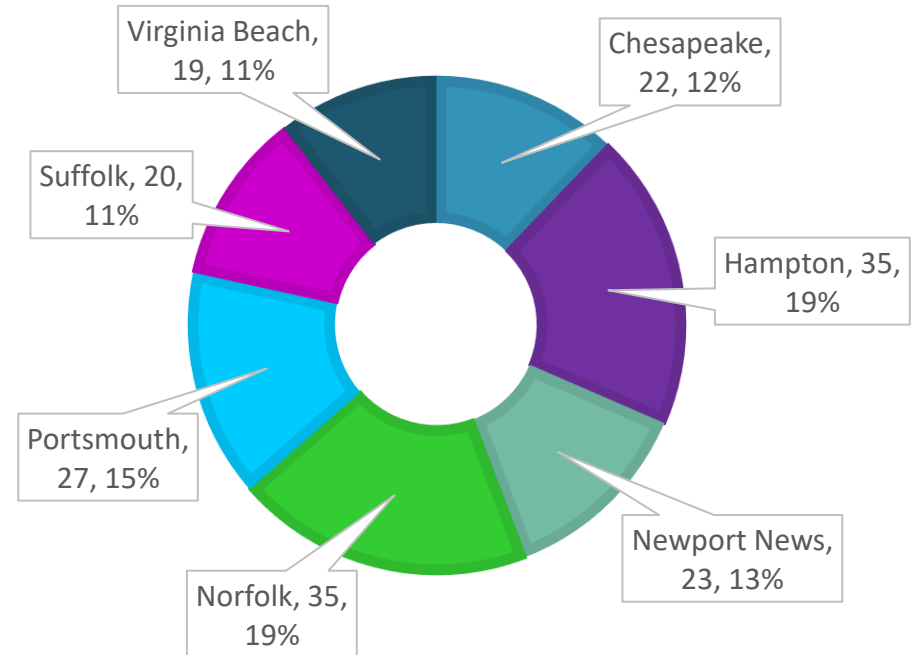
FUNDS DISPERSED	
COHORT	AMOUNT
Fall 2021	1,844,398
Fall 2022	2,577,090
TOTAL	4,421,488

Where are they coming from?

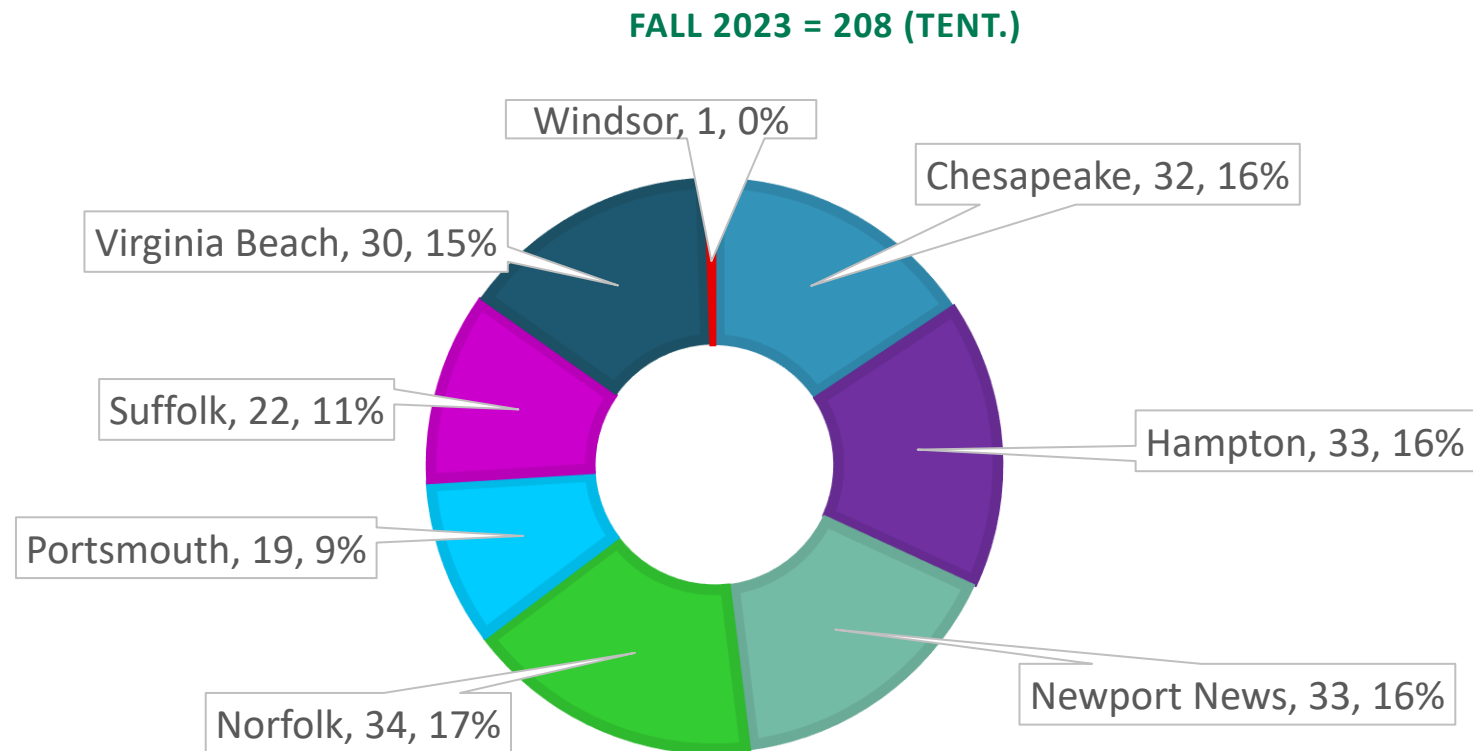
FALL 2021 = 127 TOTAL



FALL 2022 = 181 TOTAL

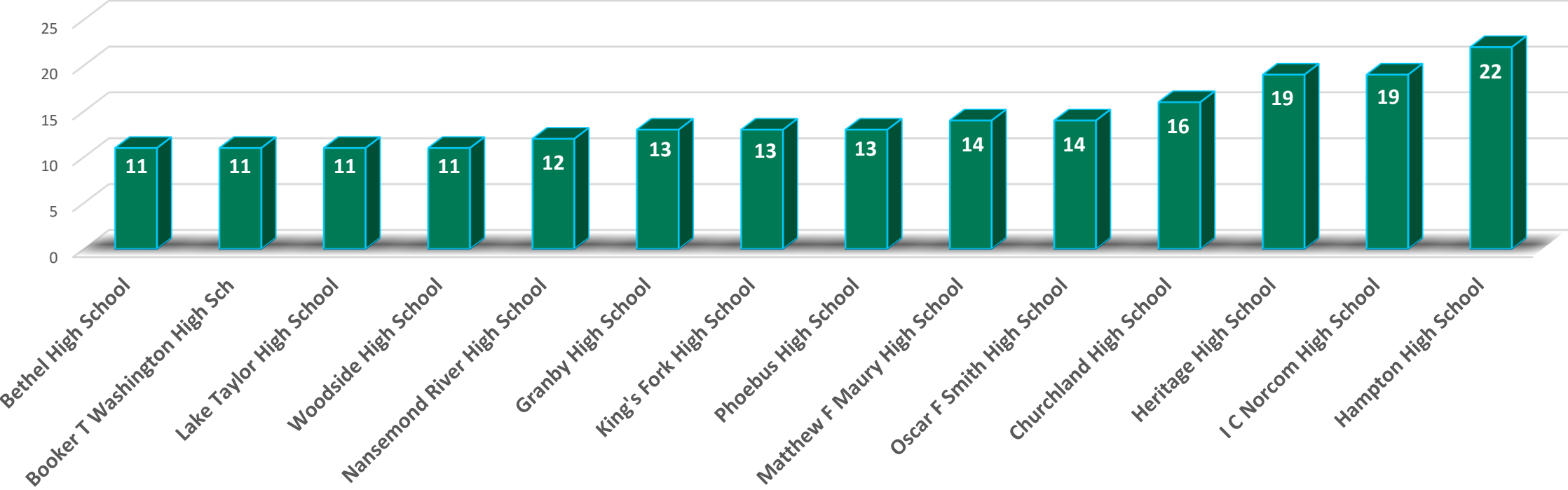


Where are they coming from?



Where are they coming from?

TOP FEEDER HIGH SCHOOLS



 NORFOLK STATE UNIVERSITY

VCAN Scholar |
Micaiah Brown
joining the National Broadcasting Society, Directing the Homecoming Fashion Show, and Production assistant for NSUTV Channel 47



VCAN Scholar |
Jalaya Allen
obtaining 4.0 GPAs for the Fall 2021 semester.



VCAN Scholar |
Jamari Mann
obtaining 4.0 GPAs for the Fall 2021 semester.



 NORFOLK STATE UNIVERSITY

 NORFOLK STATE UNIVERSITY

VCAN Scholar |
Grace-Marie Gould
being a producer "Premier" airs on NSUTV Channel 47



 NORFOLK STATE UNIVERSITY

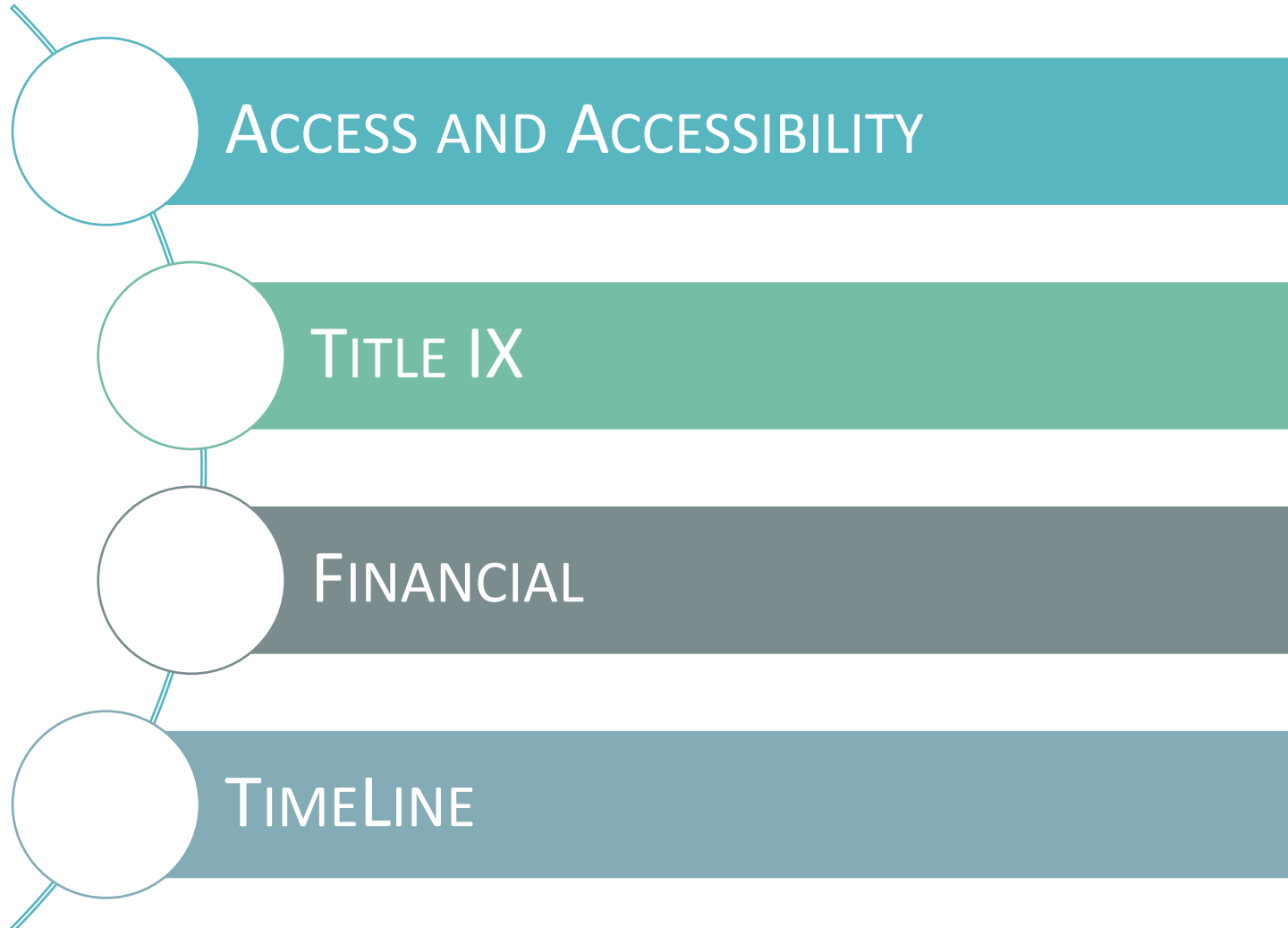
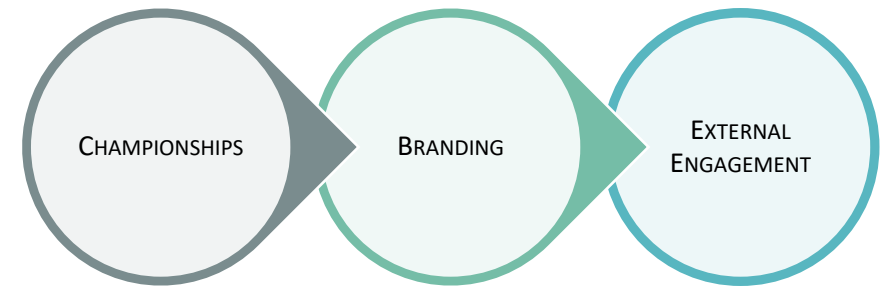
VCAN Scholar |
Jordan Moody
being elected President of the Robert C. Nusbaum Honors College





ATHLETICS OVERVIEW

ATHLETICS OVERVIEW



Highlights
Women Basketball Championship 2 nd in school history, 1st time in 20 Years
Cross Country Championship Men 3-Peat Champions
Track and Field Championship Men 3-Peat Champions
MEAC Coach of the Year Awards – Women Basketball Larry Vickers
MEAC Coach of the Year Awards – Men’s Indoor Track & Field, Cross Country Kenneth Giles
Player of the Year– MEAC Player of Year Joe Bryant 2X National HBCU Player of Year Joe Bryant 2X
Runner Up Championships Women’s Cross Country Women’s Track and Field Men's Basketball
Di Top 100 Social Media Interaction
Hosted NCAA Track and Field Championships
Top 25 Women Basketball



NORFOLK STATE
UNIVERSITY

GOVERNANCE COMMITTEE

AGENDA
BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING

Tuesday, April 11, 2023

Dwayne Blake, Chair

Time 1:00 – 3:00 p.m.

Campus Location:

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
H. B. Wilson Hall, Suite 530

- I.** Call to Order/Establish Quorum
- II.** Recommend Approval of Electronic Participation
- III.** Recommend Approval of the February 17, 2023 Governance Committee Minutes
- IV.** Updates by Chairman
- V.** Closed Meeting
Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia
- VI.** Discussion of other items
- VII.** Adjournment

Governance Committee

Dwayne B. Blake, Chair
Mary L. Blunt
Bishop Kim W. Brown
Dr. Katrina Chase
The Honorable James W. Dyke, Jr. (Virtual)
Dr. Harold L. Watkins

*Staff: Eric Claville, Executive Advisor
to the President for Governmental Relations*

The President participates in all Committee meetings.

*All meetings of all committees are noticed for meeting at 8:30 a.m. on April 11, 2023. Committee Meetings will meet sequentially in the order listed. The meeting of each public body will begin 10 minutes following adjournment of the prior meeting. Thus, the specific times shown for the various meetings are approximate only, and meetings may start earlier than the listed approximate start time.

In compliance with the Virginia Freedom of Information Act, please be advised that during the course of this meeting there will be no opportunity for public comment (except where indicated).

**BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING
February 17, 2023**

MINUTES

1. Call to Order

The Governance Committee Meeting was called to order at 3:08 p.m. A quorum was established with 4-0 Roll Call Vote.

Committee Members Present

Dwayne B. Blake, Chair

Mary L. Blunt

Dr. Katrina Chase

Dr. Harold L. Watkins (Virtual)

Additional Board Members Present

Rector Devon Henry (Completed Quorum)

Board Members Absent

Bishop Kim W. Brown

The Honorable James W. Dyke, Jr.

Counsel Present

Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General

NSU Administrators and Staff Present

Dr. Javaune Adams-Gaston, President

Mr. Eric Claville, Executive Advisor to the President for Government Relations

Ms. Tanya S. White, Chief of Staff

Ms. Inda Walker, Clerk to the University President and Liaison to the Board of Visitors

Mr. Christopher Stancil, Office of Information Technology

2. Approval of virtual participation of Dr. Harold Watkins

Motioned by Mary Blunt, seconded by Dr. Chase, and unanimously approved with a 4-0 roll call vote.

3. Approval of the Minutes

The Committee voted and unanimously approved with a 5-0 Roll Call Vote the minutes for the November 16, 2022 Committee Meeting. Mary Blunt motioned, seconded by Dr. Chase.

3. Updates by Chairman.

Three Board Members are up for renewal, Mary Blunt, Heidi Abbott, and Bishop Brown. Mrs. Blunt has informed the Chairman that she does not desire to renew. As of now, we have one opening. Based on our skills matrix we want to look at the areas of legal, higher education, and sponsored research.

4. Closed Session

Closed Meeting. Motion was read by Mary Blunt and seconded by Dr. Harold Watkins, and was unanimously approved with a 5-0 roll call vote.

Pursuant to Section 2.2-3711(A) 1, 4, 7, and 8 of the Code of Virginia, I move that the Norfolk State University Board of Visitors go into closed session for the purpose of discussion of compensation of high level university employees at Norfolk State University, which includes discussion of the subject matter of job performance and for the purpose of consultation and briefings by staff members, further that the following remain for, or attend when called to the close meeting, Eric Coville and the President and that any member of the NSU Board of Visitors be permitted to attend virtually or by phone to listen in to the closed meeting or in person.

5. Open Meeting

Chair: having reconvened in open session we will now take a roll call vote so that each member of this Governance Committee can certify that the actions taken by this committee in closed session were pursuant to 2.2-3711 A 1 and 8 of the code Virginia, or for (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters, as were identified in the motion by which the closed meeting was convening were heard, discussed, or considered in the meeting by the Committee and any member of the Committee who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place. The Committee unanimously approved with a 5-0 roll call vote.

There being no further business, Chairman Blake adjourned the meeting at 3:45 p.m.

Respectfully submitted,

Inda B. Walker, Board Liaison

Dwayne B. Blake, Chair
Governance Committee

**NSU BOV GOVERNANCE COMMITTEE
ROLL CALL VOTE NOVEMBER 16, 2022**

Item	Mr. Blake	Mrs. Blunt	Bishop Brown	Dr. Chase	Honorable Dyke	Dr. Watkins	Rector Devon Henry	Totals
Quorum	Present	Present	Absent	Present	Absent	Absent	Present	5-0
Approve Virtual Participation	Yes	Yes		Yes			Yes	4-0
Approve November 16, 2022 Minutes	Yes	Yes		Yes		Yes	Yes	5-0
Approve motion to go into Closed Session	Yes	Yes		Yes		Yes	Yes	5-0
Approve motion to go into Open Session	Yes	Yes		Yes		Yes	Yes	5-0

NSU B.O.V. GOVERNANCE COMMITTEE

April 11, 2023

Report

☐ Discussion of Board Member Renewals

☐ Currently Norfolk State University have three Board of Visitor members up for renewal

- ☐ Mary Blunt *Currently not renewing
- ☐ Heidi Abbott
- ☐ Bishop Kim Brown

☐ Discussed work to retain members, if they are willing to renew.

☐ If not, discussed working with President to provide recommendations.

☐ Areas of Need to Board of Visitors

☐ Based upon the Skills Matrix developed for Norfolk State University Board of Visitors, the following are areas of expertise need:

- ☐ Legal
- ☐ Sponsored Research
- ☐ Higher Education

☐ Discussed how important it is for the Board to diversify its membership knowledge base to increase the effectiveness of board service.

☐ Closed Session

☐ Personnel and consultation with Staff and President.

QUESTIONS & DISCUSSION

STRATEGIC FINANCE COMMITTEE

BOARD OF VISITORS (BOV) STRATEGIC FINANCE COMMITTEE MEETING

April 11, 2023, 3:00 PM

BK Fulton, *Chair*

Dwayne B. Blake

The Honorable James W. Dyke, Jr.

Conrad Hall

Jay Jamison

Delbert Parks

**BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
AGENDA**

BK Fulton, Chair
April 11, 2023, Time: 3:00 PM

Campus Location

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
H. B. Wilson Hall, Suite 530

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the February 17, 2023, Committee Minutes**
- IV. Discussion Items**
 - A. Quarterly Financial Report, February 28, 2023
 - B. Higher Education Emergency Relief Funds (HEERF) Update
 - C. Debt Management Compliance
 - D. FY 2023-24 Operating Budget
 1. Tuition & Fees Recommendation
 2. FY 2023-24 Operating Budget Recommendation
 - E. Facilities Management Update
 1. Maintenance Reserve Projects
 2. Capital Projects
 - F. Legislative Affairs Update
 - G. Human Resources Update
 - H. Information Technology Update
 - I. University Advancement Update
- V. Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**
- VI. Open Meeting**
 - Closed Meeting Certification
- VII. Adjournment**

Strategic Finance Committee

BK Fulton, Chair

Dwayne B. Blake

The Honorable James W. Dyke, Jr. (Virtual)

Conrad Hall

Jay Jamison

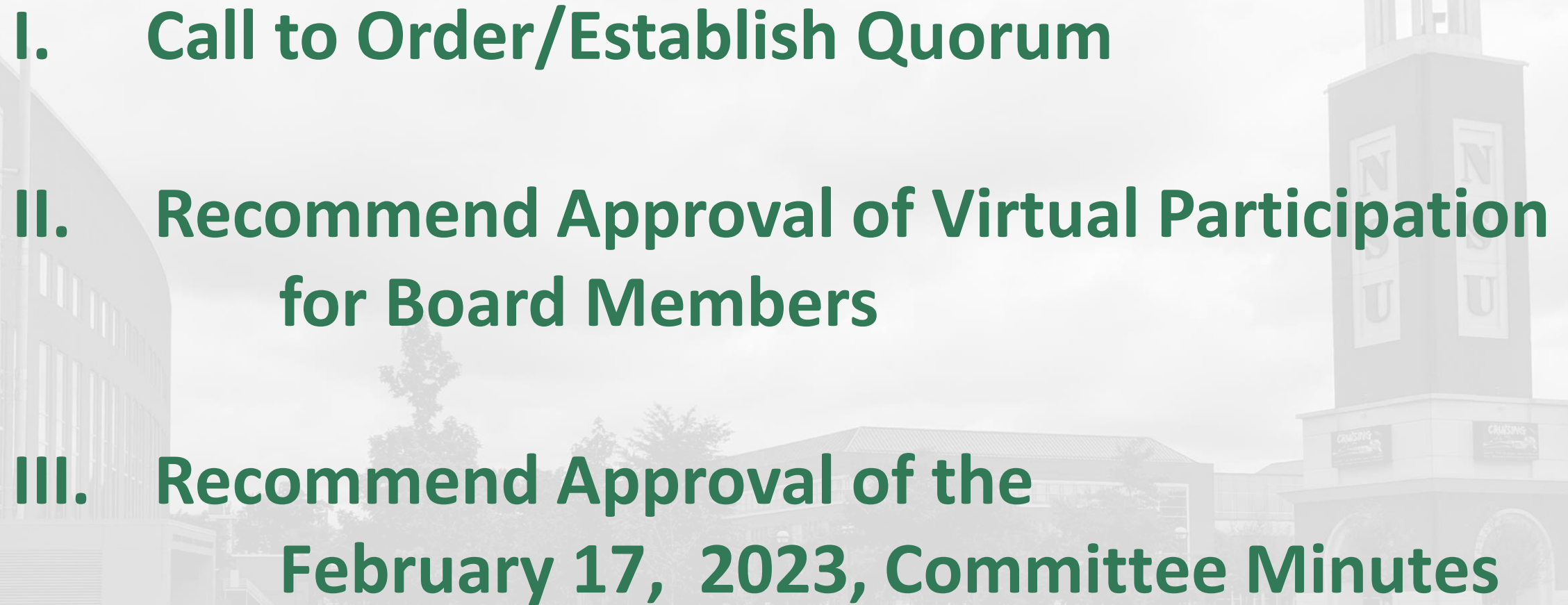
Delbert Parks

*Staff: Dr. Gerald E. Hunter, Vice President for Finance and Administration & CFO
Dr. Justin L. Moses, Vice President for Operations & Chief Strategist for Institutional Effectiveness
Clifford Porter, Vice President for University Advancement*

The President participates in all Committee meetings.

All meetings of all committees are noticed for meeting at 8:30 a.m. on April 11, 2023. Committee Meetings will meet sequentially in the order listed. The meeting of each public body will begin 10 minutes following adjournment of the prior meeting. Thus, the specific times shown for the various meetings are approximate only, and meetings may start earlier than the listed approximate start time.

In compliance with the Virginia Freedom of Information Act, please be advised that during the course of this meeting there will be no opportunity for public comment (except where indicated).

- 
- I. Call to Order/Establish Quorum**
 - II. Recommend Approval of Virtual Participation
for Board Members**
 - III. Recommend Approval of the
February 17, 2023, Committee Minutes**

BOARD OF VISITORS
Strategic Finance Committee
February 17, 2023
Page 1

BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
Wilson Hall, 5th Floor Conference Room
Friday, February 17, 2023

MINUTES

1. Call to Order/Established Quorum

Mr. Fulton, Chair, called the Strategic Finance Committee meeting to order at approximately 10:30 am.

2. Participants – Committee Members

Mr. BK Fulton, Chair
Mr. Dwayne B. Blake
The Honorable James W. Dyke, Jr.
Mr. Conrad Hall
Mr. Jay Jamison
Mr. Delbert Parks

Participant - Counsel

Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Ms. Karla Amaya Gordon, Assistant Vice President, Finance and Administration/University, Controller
Dr. Andrew T. Carrington, Assistant Vice President, Finance and Administration
Mr. Eric Claville, Executive Advisor to the President (Interim), Governmental Relations
Dr. Gerald Ellsworth Hunter, Vice President, Finance and Administration & Chief Financial Officer
Mr. Dennis Jones, Executive Budget Director, Budget and Planning
Mr. Anton Kashiri, Associate Vice President, Facilities Management
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Mr. Clifford Porter, Vice President, University Advancement
Ms. Inda Walker, Office Manager/Board Liaison
Ms. Martha M. Wilson, Executive Assistant, Finance and Administration

Student Government Association Participants

None present

Observers – NSU Administrators and Staff

Mr. Brian Covington, Chief of Police, Police Department

Ms. Kelsea Hall, Executive Assistant to Vice President for Operations and Chief Strategist for Institutional Effectiveness

Dr. Davida Harrell-Williams, Director, Auxiliary Enterprises and Services

Ms. Crystal Jenkins, Executive Director, Norfolk State University Foundation

Ms. Irma Thomas, Sr. Technical and Finance Analyst to the Vice-President of Finance and Administration

Dr. Tanya White, Chief of Staff, President's Office

Mr. James Wright, Associate University Counsel, Office of the University Counsel

2. Recommend Approval of Virtual Participation

Mr. Fulton asked for the approval of Mr. Delbert Parks who was participating virtually due to medical reason.

Motioned and seconded by Mr. Dyke and Mr. Hall with a 5-0 Roll Call vote to approve Virtual Participation of Mr. Delbert Parks.

3. Recommended Approval of the November 16, 2022 Strategic Finance Committee Minutes

Motioned and seconded by Mr. Dyke and Mr. Blake with a 6-0 Roll Call vote to approve the November 16, 2022 meeting minutes – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia to the minutes.

4. Discussion Items

• Quarterly Financial Report

Dr. Hunter and Mrs. Amaya Gordon presented the Quarterly Financial Report as of December 31, 2022. The University's actual revenue totaled \$204,085,000 with \$76,372,000 received from appropriation. Year-end revenue projections totaled \$294,972,000 and included \$11,000,000 that was received in July 2022 for In-state Tuition Affordability. The total expenses were \$138,284,000 with a year-end projected positive balance of \$28,808,000.

• Spring 2023 Tuition, Fees and Capital Outlay Forecast

Dr. Hunter and Mr. Jones reported on the Spring 2023 Tuition, Fees and Capital Outlay Forecast that showed an actual enrollment of 4,925 students, which included undergraduate full-time and part-time students, graduate students, and out-of-state students. The calculated revenue total for tuition was \$22,053,052; budgeted for \$21,340,668; with a positive variance of \$712,384. Mandatory fee revenue was \$8,285,670; budgeted for \$8,405,640; with a negative variance of \$119,970. The calculated capital outlay revenue was \$454,100; budgeted for \$194,771; with a positive variance of \$256,329. In summary, the total calculated revenue for tuition, fees and capital outlay was \$30,792,822; budgeted for \$29,944,079; with a positive variance of \$776,743.

- **Facilities Management Update**

Dr. Hunter and Mr. Anton Kashiri presented the Facilities Management Update:

- **Maintenance Reserve Projects** included McDemmond air valves replacements, COVID Lab bid & Quantum Physics Lab design; Mid-Rise elevator replacements; Student Housing room dehumidifiers installation; Wilson Hall back-up generator installation; Echols Hall chiller installation; Gill locker renovations; and Babbette North dedicated outside air project.
- **Capital Project Updates** included the new Science Building cost analysis; Fine Arts Building programming document and cost review concepts; and Facilities Management Building cost proposal.

- **Legislative Affairs Update**

Mr. Eric Claville discussed the following Legislative Updates:

- HB2272/SB1448: Reduced Tuition for Out-of-State Students
- HB1760: Virginia Teacher Residency Training Corps established the Virginia Teacher Residency Training Corps for the purposes of attaining and retaining public elementary and secondary school teachers.
- Budget Amendment: Detailed Planning and programming support for new Living Learning and Dining Center, \$6,450,000.
- Budget Amendment: Provide financial assistance for student athletes in their 5th year of eligibility, \$250,000.

- **Human Resources Update**

Dr. Moses provided updates on the Page Up – Job Posting Website (DHRM) and Digital Recruitment Personal Form, which is a part of the campus-wide training.

- **Information Technology Update**

Dr. Moses reported on the following updates: Security Posture, APA Audit, Infrastructure Improvement Planning, and the Spartan Innovation Academy Continuation.

- **University Advancement Update**

Mr. Porter presented a detailed analysis of the following University Advancement activities:

- Five-year Fundraising Projections
- Fundraising Analysis
- Development & Major Gifts
- Alumni Relations and Annual Giving
- MEAC Tournament 2023
- Distinguished Alumni Awards 2023
- Campaign for NSU
- NSU Foundation Endowment Projections
- Communications and Marketing Website

BOARD OF VISITORS
Strategic Finance Committee
February 17, 2023
Page 4

- Social Media, and Behold Magazine
- Admissions Marketing
- New NSU Production House Internship
- The President's Gala featuring the Lyman Beecher Brooks Society Inductees, Saturday, April 15, 2023.

Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia
Cancelled.

Adjournment

There being no further business, Chair Fulton adjourned the meeting at approximately 12:30 pm.

Respectfully submitted,

BK Fulton, Chair
Strategic Finance Committee

Gerald Ellsworth Hunter, PhD Committee Lead
Vice President for Finance and Administration

Strategic Finance Committee
April 11, 2023

Division of Finance and Administration

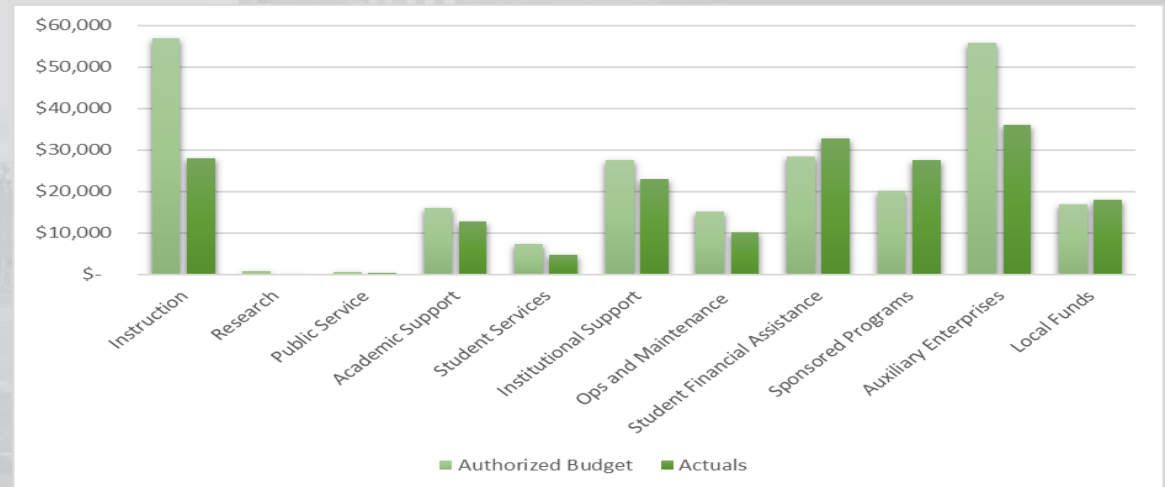
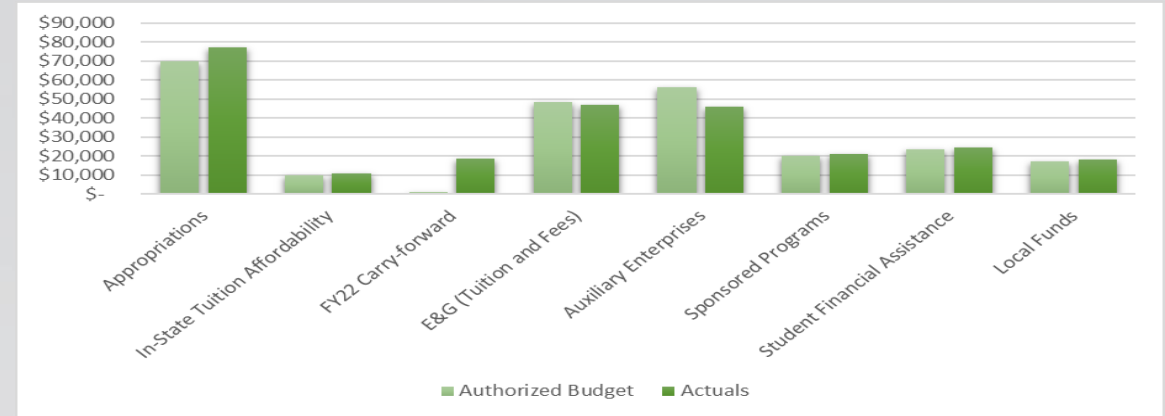
Gerald Ellsworth Hunter, PhD
Vice President &
Chief Financial Officer



FY 2023 - Condensed Summary of Revenues and Expenses Budget Report - All Funds (Cash Basis) as of February 28, 2023 (Amounts in Thousands)

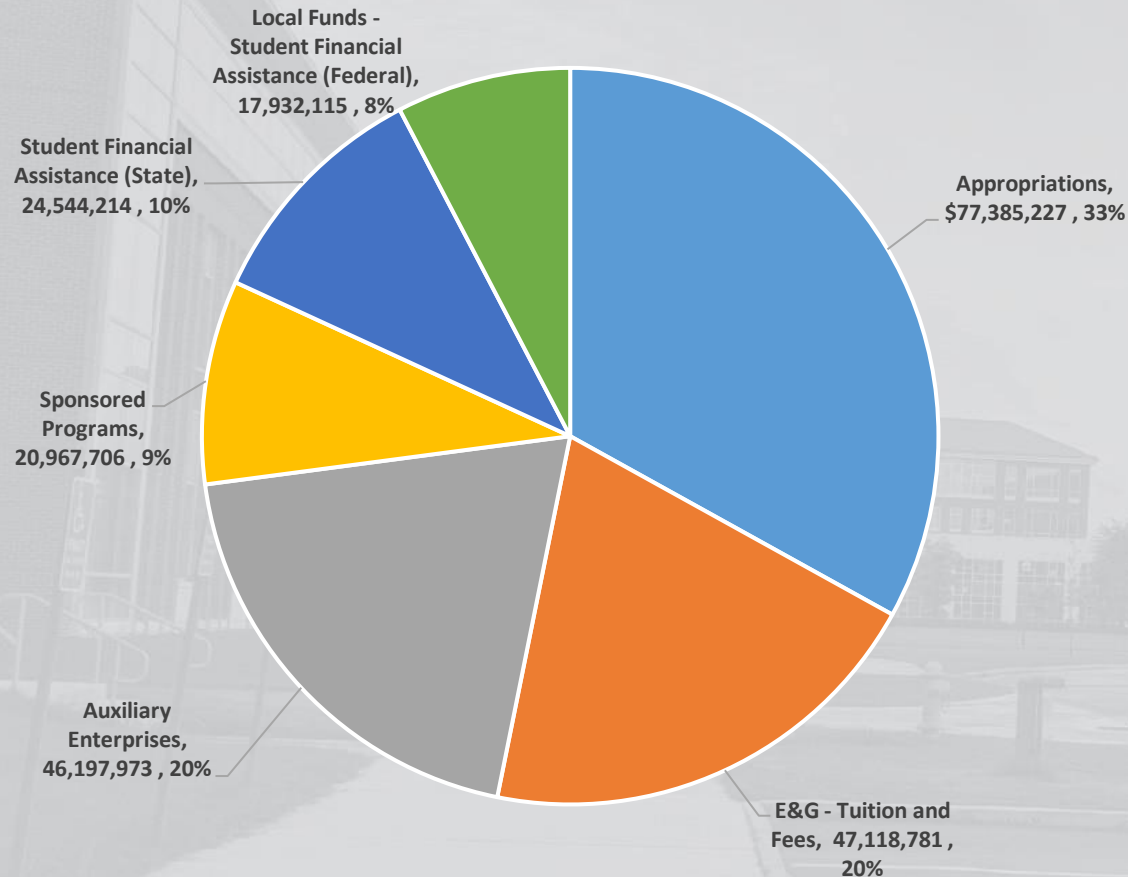
<u>Revenues</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>	<u>Year-end Projection</u>
Appropriations	\$ 69,759	\$ 77,385	111%	\$ 77,385
In-State Tuition Affordability	10,000	11,000	110%	11,000
FY22 Carry-forward	1,285	18,510	0%	18,510
E&G (Tuition and Fees)	48,579	47,119	97%	51,241
Auxiliary Enterprises	56,247	46,198	82%	56,306
Sponsored Programs	20,232	20,968	104%	40,000
Student Financial Assistance	23,294	24,544	105%	24,544
Local Funds	17,000	17,932	105%	17,000
Total Revenues	\$ 246,396	\$ 263,656	107%	\$ 295,986

<u>Expenses</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>	<u>Year-end Projection</u>
Instruction	\$ 56,816	\$ 27,966	49%	\$ 56,816
Research	884	294	33%	884
Public Service	642	297	46%	642
Academic Support	16,054	12,763	80%	16,054
Student Services	7,331	4,684	64%	7,331
Institutional Support	27,583	22,936	83%	27,583
Ops and Maintenance	15,180	10,192	67%	15,180
Student Financial Assistance	28,427	32,779	115%	33,263
Sponsored Programs	20,232	27,454	136%	40,000
Auxiliary Enterprises	55,871	35,952	64%	56,247
Local Funds	17,000	17,967	106%	17,000
Total Expenses	\$ 246,020	\$ 193,284	79%	\$ 271,000
Revenue Over Expenses	\$ 376	\$ 70,372		\$ 24,986



SOURCES OF FUNDS

Actuals through February 28, 2023



Revenues

Appropriations

E&G - Tuition and Fees

Auxiliary Enterprises

Sponsored Programs

Student Financial Assistance (State)

Local Funds - Student Financial Assistance (Federal)

Total Revenues

Actuals

\$ 77,385,227

47,118,781

46,197,973

20,967,706

24,544,214

17,932,115

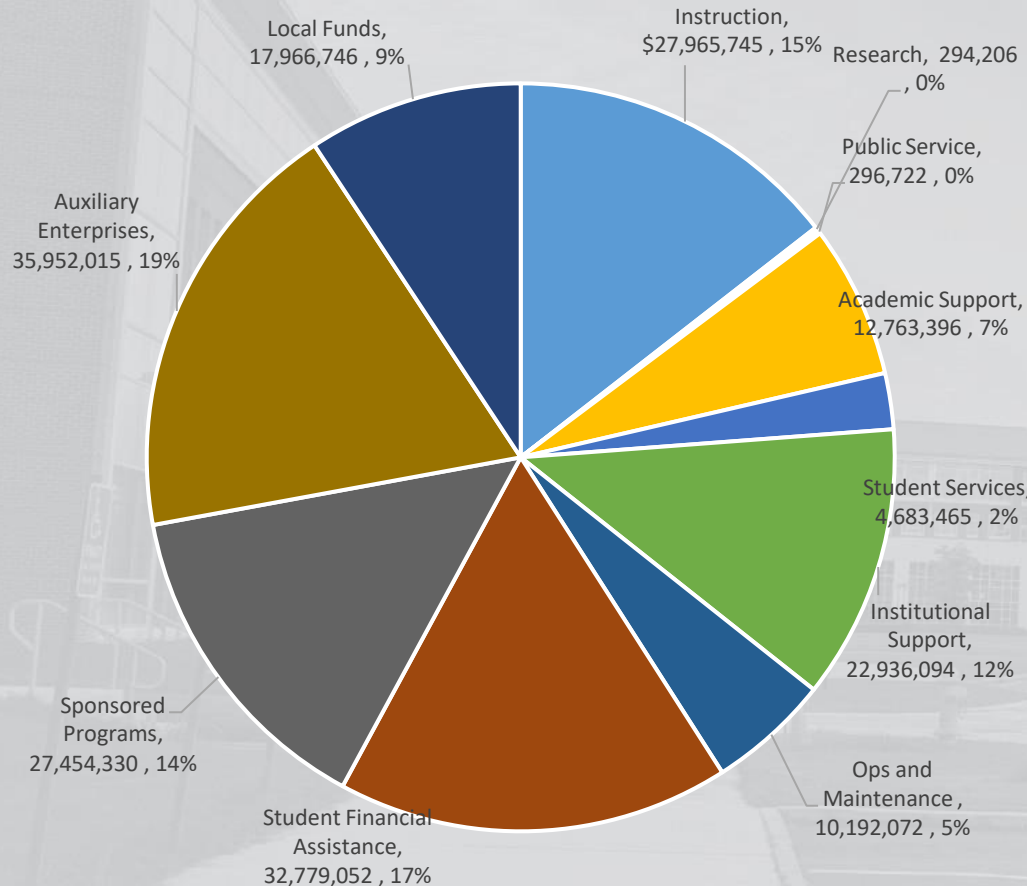
\$ 263,656,109



NORFOLK STATE
UNIVERSITY

USES OF FUNDS

Actuals as of February 28, 2023



Expenses

Instruction

Research

Public Service

Academic Support

Student Services

Institutional Support

Ops and Maintenance

Student Financial Assistance

Sponsored Programs

Auxiliary Enterprises

Local Funds

Total Expenses

Actuals

\$ 27,965,745

294,206

296,722

12,763,396

4,683,465

22,936,094

10,192,072

32,779,052

27,454,330

35,952,015

17,966,746

\$ 193,283,843



**NORFOLK STATE
UNIVERSITY**

Higher Education Emergency Relief Funds (HEERF) Award Status With Expenditure and Commitment Summary as of December 31, 2022

Federal

Program Name	HEERF 1 - CARES	HEERF II - CRRSA	HEERF III - ARP	Total Award	Spent as of December 31, 2022	Encumbrances and Commitment	Remaining Award
Student Aid - P425E200385	\$ 3,450,858	\$ 3,450,858	\$ 10,000,096	\$ 16,901,812	\$ 16,901,812	\$ -	\$ -
Institutional Aid - P425F203515	\$ 3,450,857	\$ 8,000,274	\$ 9,842,191	\$ 21,293,322	\$ 21,293,322	\$ -	\$ -
Historically Black Colleges and Universities - P425J200108	\$ 13,425,519	\$ 18,581,144	\$ 32,406,141	\$ 64,412,804	\$ 36,304,530	\$ 28,108,274	\$ -
Total	\$ 20,327,234	\$ 30,032,276	\$ 52,248,428	\$ 102,607,938	\$ 74,499,664	\$ 28,108,274	\$ -

Commonwealth of Virginia

Program Name	CRF	Spent as of December 31, 2022	Remaining Award
Governor's Emergency Education Coronavirus Relief Fund (CRF)	\$ 3,138,480	\$ 3,138,480	\$ -
Total	\$ 3,138,480	\$ 3,138,480	\$ -

Program Name	ARPA	Spent as of December 31, 2022	Commitments	Remaining Award
ARPA State and Local Recovery Funds for Higher Education- Public Institutions (ARPA) for Student Financial Aid awards planned for the Fall 2023 semester	\$ 4,835,606	\$ 2,346,085	2,489,521	\$ -
Total	\$ 4,835,606	\$ 2,346,085	\$ 2,489,521	\$ -

Federal and State COVID-19 Funding Award Total	\$ 110,582,024
Federal and State Total Expended	\$ 79,984,229
Encumbrances and Commitments	\$ 30,597,795
Federal and State Award Remaining	\$ -



Debt Management Compliance

The University's Board of Visitors (BOV or Board) approved "Debt Management Policy Number 11" that established annual debt service as a percentage of total operating expenses shall not exceed seven percent. The University's 2022 ratio was 1.52 percent and the 2021 ratio, 3.17 percent. This ratio is intended to maintain the University's long-term operating flexibility to finance existing requirements and new initiatives. The Board also established within the Debt Management Policy the debt service coverage ratio of greater than two-times revenues, which is intended to ensure operating revenues are sufficient to meet debt service requirements and that debt service does not consume too large a portion of income. The University's 2022 debt service coverage ratio was 9.36 and 6.28 percent for 2021. The current ratios are based on the FY 2022 Unaudited Financial Statements. The University complies with established debt policy thresholds.

Debt Management Compliance - Ratios

FY 2021	<i>Principal</i>	3,054,451				
Debt Burden	<i>Interest</i>	2,627,562		Debt Service Coverage Ratio		
	<u>Annual debt Service</u>	<u>5,682,013</u>	3.17%	<u>Operating loss + Non operating Revenue + Depreciation</u>	<u>35,701,992</u>	6.28
	Total Operating Expenses	178,995,001		Annual Debt Service	5,682,013	
Target - less than or equal 7 %				Target - greater than 2 times the annual debt service		
Source - FY 2021 audited Financial Statements				Note: Non operating revenues includes non-operating revenues and net other revenues from the financial statements		

FY 2022	<i>Principal</i>	518,771				
Debt Burden	<i>Interest</i>	2,684,231		Debt Service Coverage Ratio		
	<u>Annual debt Service</u>	<u>3,203,002</u>	1.52%	<u>Operating loss + Non operating Revenue + Depreciation</u>	<u>29,973,796</u>	9.36
	Total Operating Expenses	210,873,072		Annual Debt Service	3,203,002	
Target - less than or equal 7 %				Target - greater than 2 times the annual debt service		
Source - FY 2022 unaudited Financial Statements				Note: Non operating revenues includes non-operating revenues and net other revenues from the financial statements		

FY 2023-24 Operating Budget



NORFOLK STATE
UNIVERSITY

Budget Assumptions



NORFOLK STATE
UNIVERSITY

NSU BUDGET ASSUMPTIONS

The NSU Budget Assumptions were developed by analyzing multiple scenarios that included the governor's budget (there were no budget adjustments for Norfolk State University in the second year of the biennium), General Assembly's budget (while considered there is no inclusion of proposed General Assembly actions because the General Assembly has not completed its work), graduation rates, retention rates, enrollment projections, salary proposals, benefit rates, fixed costs, tuition rates, fee schedules, endowment, financial management decisions, etc. Furthermore, unforeseen factors such as economic trends, population growth, demographic shifts, etc., were considered. The final budget assumption was based upon maintaining a conservative, stable enrollment fixed at the 2022 Fall Semester enrollment and mix as follows:

Full-Time

- **Undergraduate**
 - In-State 3,294
 - Out-of-State 1,324
- **Graduate**
 - In-State 176
 - Out of State 74

Part-Time/Hours

- **Undergraduate**
 - In-State 508 3,677
 - Out-of-State 211 1,521
- **Graduate**
 - In-State 99 440
 - Out of State 37 104

TOTAL	5,723	5,742
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Recommended Tuition and Fee Changes for FY24

Description	Recommendation	Dollar Change
Tuition Increase In-State Undergraduate.	0%	\$0
Tuition Increase In-State Graduate.	3%	\$264
Tuition Increase Out of State Undergraduate.	3%	\$508
Tuition Increase Out of State Graduate.	3%	\$626
Projected Tuition Revenue	\$50,467,577	
Auxiliary Enterprise Mandatory Fees	3%	\$114
Room Charges – Example Babette Smith Towers	3%	\$216
Board Charges	3%	\$110
Projected Auxiliary Enterprise Revenue	\$57,295,407	

Description	Change
Governor's Budget GF Changes E&G Connected Campus Approved Six Year Plan Items	(\$2,486,041)
Governor's Budget GF Changes SFA VCAN Undergraduate SFA Graduate SFA	\$5,531,950
Permanent Increases	\$893,245
FY24 Salary & Fringes Changes Increases 5% - NGF	\$3,333,252
Other FY23 Central Appropriations - NGF	\$46,394

FY 2023-24 Tuition & Fees Recommendation



NORFOLK STATE
UNIVERSITY

Norfolk State University
Proposed Full Year Tuition and Fees for Full-Time Students (Residents)
For Year 2023 - 2024

Schedule A

	Actual 2022-2023	Proposed 2023-2024	Inc/Dec Amount
Resident Undergraduates			
Tuition	\$5,752	\$5,752	\$0
Mandatory Fees	\$3,870	\$3,984	\$114
Subtotal - Tuition and Mandatory Fees	\$9,622	\$9,736	\$114
Room	\$7,206	\$7,422	\$216
Board	\$3,638	\$3,748	\$110
Subtotal Room and Board	\$10,844	\$11,170	\$326
Total Cost	\$20,466	\$20,906	\$440
Resident Graduates			
Tuition	\$8,820	\$9,084	\$264
Mandatory Fees	\$3,870	\$3,984	\$114
Subtotal - Tuition and Mandatory Fees	\$12,690	\$13,068	\$378
Room	\$7,206	\$7,422	\$216
Board	\$3,638	\$3,748	\$110
Subtotal Room and Board	\$10,844	\$11,170	\$326
Total Cost	\$23,534	\$24,238	\$704

Annual Room Charges

Dorm/Room Type	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$7,422	\$8,448	\$7,422
Alexander/Scott	\$7,528	\$8,574	\$7,528
Charles & Lee Smith	\$7,566	\$8,614	\$7,566
Dorm/Room Type	Double Suites	Triple Suite	Resident Assistant Room
Midrise	\$9,086	\$8,696	\$9,086
Overflow - Hotel	\$9,086		\$9,086
New Residence Hall			
	Double Suites	Single	Resident Assistant Room
Non - ADA Compliant	\$9,730	\$10,704	\$9,730
Non - ADA Compliant - Triple Suite	\$10,120	\$10,314	\$9,730
ADA Compliant - Triple Suite Config 1	\$10,216	\$10,412	\$9,730
ADA Compliant - Triple Suite Config 2	\$10,120	\$10,314	\$9,730

Norfolk State University
Proposed Full Year Tuition and Fees for Full-Time Students (NonResidents)
For Year 2023 - 2024

Schedule B

	Actual 2022-2023	Proposed 2023-2024	Inc/Dec Amount
Nonresident Undergraduates			
Tuition	\$16,920	\$17,428	\$508
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	<u>\$17,680</u>	<u>\$18,188</u>	<u>\$508</u>
Mandatory Fees	\$3,870	\$3,984	\$114
Subtotal Tuition and Mandatory Fees	<u>\$21,550</u>	<u>\$22,172</u>	<u>\$622</u>
Room	\$7,206	\$7,422	\$216
Board	\$3,638	\$3,748	\$110
Subtotal Room and Board	<u>\$10,844</u>	<u>\$11,170</u>	<u>\$326</u>
Total Cost	<u>\$32,394</u>	<u>\$33,342</u>	<u>\$948</u>
Nonresident Graduates			
Tuition	\$20,872	\$21,498	\$626
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	<u>\$21,632</u>	<u>\$22,258</u>	<u>\$626</u>
Mandatory Fees	\$3,870	\$3,984	\$114
Subtotal Tuition and Mandatory Fees	<u>\$25,502</u>	<u>\$26,242</u>	<u>\$740</u>
Room	\$7,206	\$7,422	\$216
Board	\$3,638	\$3,748	\$110
Subtotal Room and Board	<u>\$10,844</u>	<u>\$11,170</u>	<u>\$326</u>
Total Cost-Boarding	<u>\$36,346</u>	<u>\$37,412</u>	<u>\$1,066</u>

Annual Room Charges

Dorm/Room Type	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$7,422	\$8,448	\$7,422
Alexander/Scott	\$7,528	\$8,574	\$7,528
Charles & Lee Smith	\$7,566	\$8,614	\$7,566
Dorm/Room Type	Double Suites	Triple Suite	Resident Assistant Room
Midrise	\$9,086	\$8,696	\$9,086
Overflow - Hotel	\$9,086		\$9,086
New Residence Hall			
	Double Suites	Single	Resident Assistant Room
Non - ADA Compliant	\$9,730	\$10,704	\$9,730
Non - ADA Compliant - Triple Suite	\$10,120	\$10,314	\$9,730
ADA Compliant - Triple Suite Config 1	\$10,216	\$10,412	\$9,730
ADA Compliant - Triple Suite Config 2	\$10,120	\$10,314	\$9,730

Norfolk State University
Proposed Tuition for Part-Time Students
For Year 2023 - 2024

Schedule C

	Actual 2022-2023	Proposed 2023-2024	Inc/Dec Amount
<u>Resident Undergraduates</u>			
Tuition	\$437	\$437	\$0
Tuition (three) semester hours	\$1,311	\$1,311	\$0
<u>Resident Graduates</u>			
Tuition	\$746	\$769	\$23
Tuition (three) semester hours	\$2,238	\$2,307	\$69
<u>Nonresident Undergraduates</u>			
Tuition	\$945	\$973	\$28
Tuition (three) semester hours	\$2,835	\$2,919	\$84
<u>Nonresident Graduates</u>			
Tuition	\$1,455	\$1,499	\$44
Tuition (three) semester hours	\$4,365	\$4,497	\$132

Norfolk State University
Proposed Miscellaneous Fees
For Year 2023 - 2024

Schedule D

Other Miscellaneous Fees

**Proposed
2023-2024**

Required Fees For New Students:

Undergraduate Application Fee	\$25
Graduate School Application Fee	\$50
Orientation Fee	\$100

Required Deposits For New Students:

Orientation Deposit	\$100
Matriculation Deposit	\$100
Room Deposit (All Students)	\$300

Total Deposits For New Students	\$500
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Graduation Application Fee (Mandatory)	\$30
Commencement Fee (Mandatory)	\$130
Continuing Registration Fee	\$746
Connected Campus Break Fix Charge	\$25
Duplicate ID Fee (Faculty, Staff and Students)	\$25
Education TK20 Fee	\$100
Fine Arts Fee	\$360
Spartan All Inclusive Learning - SAIL (Digital Course Materials)/PCH	\$25
Undergraduate Readmission Fee	\$25
Graduate School Readmission Fee	\$50
Accelerate Online Programs	\$450 - \$500
Late Registration Fee	\$100
Laundry Fee	\$120
Laundry Fee - Summer Weekly Rate	\$4
Medical Technology Didactic Courses	\$40
Music Applied Individual Fee	\$250
Reclamation Program Administrative Fee (Grade forgiveness only)	\$96
Replacement Key Fee	\$75
Lock Core Replacement Fee	\$75
Return Check Fee	\$50
Science - Laboratory Fee (Lower Division)	\$25
Science - Laboratory Fee (Upper Division)	\$40
Special Health Services	\$10
Special Nursing	\$170
Special Physical Education Fee	\$10 - \$70
University Withdrawal Fee	\$50
Transcript	\$3

Single Room Rate (per semester)	^a \$5,027
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Meal Plan Type

Per Semester

19 Meal Plan w/\$150	^a \$1,874
160 -Block w\$275	^a \$1,874
14 Meal Plan w/\$275	^a \$1,874

Other Miscellaneous Fees

Proposed 2023-2024

130 -Block w/\$325	a	\$1,804
10 Meal Plan w/\$325	a	\$1,804
7 Meal Plan w/ \$400	a	\$1,588

Commuter Meal Plan Type

100-Block w/\$100	a	\$811
75-Block w/\$100	a	\$642
50-Block w/\$100	a	\$464
25-Block w/\$100	a	\$278

Summer Housing Rates

Session		Room Rate	Board Rate	Total
A (6-weeks)	a	\$1,464	\$730	\$2,194
B (4-weeks)	a	\$974	\$487	\$1,461
A&B (10-weeks)	a	\$2,438	\$1,217	\$3,655

Residence Hall Fines

Use of Fire Exit Door (non-emergency)		\$300
Graffiti Cleaning Cost		\$100 plus Cost of Cleaning
Theft/Use of Fire Safety Equipment (including Fire Alarms)		\$300
Repair of Walls		\$50 plus Cost of Repair
Unsanitary Living/Dirty Room (first offense)		\$25 to \$100
Unsanitary Living/Dirty Room (second offense)		\$50 plus Mandatory Class
Unsanitary Living/Dirty Room (third offense or end of semester charge)		\$100 plus Disciplinary Action
Co-ed Visitation Violation		\$200
Repair Hole in Drywall		\$50 plus Cost of Repair
Throwing objects out of Window		\$100 plus Disciplinary Action
Replace Door Knob		\$75
Replace Mini Blinds		\$50
Replace Window Screens		\$50
Use of Window as Entrance or Exit to Room		\$100
Smoking in Prohibited Areas	a	\$100 plus Disciplinary Action
Noise (second offense)		\$25
Lock-out Key Charge (first offense)		\$10
Lock-out Key Charge (second offense)		\$25
Replacement Key Fee		\$75
Lock Core Replacement Fee		\$75
Storage Fee		\$75
Port Damage		\$100
Cooking Appliances/Apparatus		\$50
Unauthorized Microwave		\$50
Extension Cords		\$50
Candles/Incense		\$50
Items Blocking Sprinkler(s) (first offense)		\$25
Items Blocking Sprinkler(s) (second offense)		\$50
Dirty Room Charge during Check Out		\$100
Improper Check-Out		\$125
Failure to return room key		\$75

Parking Decal Type

	Sept. 1	Jan. 1	June 1
Reserved	\$500	\$265	N/A
Faculty/Staff	Varies ¹	Varies ¹	Varies ¹
Commuter Student	\$135	\$70	\$55
Resident Student	\$135	\$70	\$55
Part-time (Faculty/Staff)	\$75	\$45	\$40
Part-time (Student)	\$75	\$45	N/A

Other Miscellaneous Fees

Proposed 2023-2024

Temporary/Contract Employees	\$25 Per month	\$160	\$85
Replacement	\$50	\$50	\$50

Parking Fines

Parking or operating an unregistered or unauthorized vehicle(s) on University Property	\$50	(\$35 if paid in 5 business days)
Improper display of decal	\$25	
Parking in Reserved lot or space (subject to wheel-lock or tow)	\$75	
Blocking another vehicle	\$50	
Parking anytime on grassy area, or specific areas	\$50	
Parking in space reserved for handicapped (subject to wheel-lock or tow)	\$100	
Parking in No-Parking Zone (yellow curb or line)	\$75	
Parking Overtime	\$25	
Obstructing Traffic	\$75	
Parking in a lot other than for which vehicle is registered	\$50	
Parking within fifteen (15) feet of fire hydrant	\$100	
Improper parking	\$25	
Unlawful removal of a wheel-lock	\$100	
Wheel-lock fee (additional fee of \$5.00 will be charged each day after vehicle is wheel-locked)	\$25	
Parking against right flow of traffic	\$25	
Altered parking permit	\$125	
Leaving unattended motor vehicle with engine running	\$50	

Note:

1. The charges for faculty/staff parking stickers will vary based on the salary earned by the employee. The salary earned and the proposed charge are indicated.

<u>Faculty/Staff</u>	Fall	Spring	Summer
<\$25,000	\$175	\$95	\$70
\$25,001-50,000	\$215	\$115	\$75
\$50,001-75,000	\$240	\$130	\$85
\$75,001-\$100,000	\$265	\$140	\$90
>\$100,000	\$320	\$170	\$115

Footnotes:

a - Adjusted fee.

n - New or not previously presented fee.

r - reciprocal (fee/deposit)

w - Wording Change

Norfolk State University
Proposed Schedule of Mandatory Auxiliary Enterprise Fees
For Year 2023 - 2024

ATTACHMENT I

Category	FY 2021 Annual Fee	FY 2022 Annual Fee	FY 2023 Annual Fee	Proposed FY 2024 Annual Fee	Change FY23 - FY24	Change FY21 - FY24
Student Activities Fee	\$370	\$370	\$370	\$379	\$9	\$9
Athletic Fee	\$1,698	\$1,698	\$1,698	\$1,750	\$52	\$52
Debt Service Fee	\$768	\$768	\$768	\$791	\$23	\$23
Fitness Center	\$32	\$32	\$32	\$33	\$1	\$1
Auxiliary Security Fee	\$324	\$324	\$324	\$334	\$10	\$10
Student Center Bldg. Maint.	\$246	\$246	\$246	\$254	\$8	\$8
Student Center	\$132	\$132	\$132	\$135	\$3	\$3
Transportation Fee	\$68	\$68	\$68	\$70	\$2	\$2
Auxiliary Technology Fee	\$12	\$12	\$12	\$12	\$0	\$0
Auxiliary Contingency Fee	\$82	\$82	\$82	\$84	\$2	\$2
Health Service Fee	\$138	\$138	\$138	\$142	\$4	\$4
Campus Improvement Fund	\$0	\$0	\$0	\$0	\$0	\$0
Total Auxiliary Mandatory Fees	<u>\$3,870</u>	<u>\$3,870</u>	<u>\$3,870</u>	<u>\$3,984</u>	<u>\$114</u>	<u>\$114</u>

FY 2023-24 Operating Budget Recommendation



NORFOLK STATE
UNIVERSITY

Norfolk State University Proposed
FY24 Budget¹ - DRAFT
April 5, 2023

University Operating Budget

	FY23 Budget	Proposed FY24 Budget	Change
Revenue			
Educational and General			
General Fund			
General Fund Appropriations	\$69,759,172	\$78,273,131	\$8,513,959
In-State Tuition Affordability	\$10,000,000		(\$10,000,000)
GF July 1, 2021 Carry Forward	\$1,285,332		(\$1,285,332)
Non General Fund			
Higher Education Operating			
Tuition	\$47,113,862	\$50,467,577	\$3,353,715
Out of State Capital Outlay Fees	\$420,789	\$420,789	\$0
Miscellaneous Revenue	<u>\$1,044,106</u>	<u>\$1,044,106</u>	<u>\$0</u>
Total Educational and General	\$129,623,261	\$130,205,603	\$582,342
Auxiliary Enterprises	\$56,246,809	\$57,295,407	\$1,048,598
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$23,294,214 ²	\$28,826,164 ²	\$5,531,950
Local Funds	<u>\$17,000,000</u>	<u>\$17,000,000</u>	<u>\$0</u>
Total Revenues	\$246,396,227	\$253,559,117	\$7,162,890
Expenses			
Educational and General			
Instruction	\$56,816,015	\$54,316,015	(\$2,500,000)
Research	\$883,639	\$1,002,823	\$119,184
Public Service	\$641,885	\$653,790	\$11,905
Academic Support	\$16,053,707	\$17,973,544	\$1,919,837
Student Services	\$7,331,629	\$9,201,161	\$1,869,532
Institutional Support	\$20,915,308	\$21,247,813	\$332,505
Operations and Maintenance of Plant	\$15,180,369	\$15,651,239	\$470,870
Funding to Be Budgeted Later	\$6,667,842	\$5,026,351	(\$1,641,491)
Total Educational and General	<u>\$124,490,394</u>	<u>\$125,072,736</u>	<u>\$582,342</u>
Auxiliary Enterprises	\$55,871,164	\$55,871,164	\$0
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$28,427,081 ²	\$33,959,031 ²	\$5,531,950
Local Funds	<u>\$17,000,000</u>	<u>\$17,000,000</u>	<u>\$0</u>
Total Expenses	\$246,020,582	\$252,134,874	\$6,114,292
Increase (Decrease) in Fund Balance	<u>\$375,645</u>	<u>\$1,424,243</u>	<u>\$1,048,598</u>

Notes:

1. At present, the Virginia General Assembly and Governor have not agreed on final amendments to Chapter 2 of the 2022 Acts of Assembly (the Budget Bill). The FY24 NSU budget is prepared using the admended budget proposed by the Governor on December 15, 2022. There have been admendments proposed during the General Assembly session that, if they become law, will affect NSU. The University is aware of these amendments and is prepared to adjust the budget if they are approved.
2. SCHEV has passed a resolution requiring changes in the use and recording of tuition offsets. All merit-based tuition remissions must be funded through the use of tuition generated funding. To fulfill this requirement NSU will use the tuition charged to all students to fund tuition offsets. The University is awarding approximately \$5.1 million in tuition offsets.

All unfunded scholarships continue to require that the students receiving the awards must demonstrate financial need. In addition to the tuition funded assistance, the University is required to provide waivers to specific classes of individuals; waivers are projected at \$1.7 million. Additionally, NSU plans to award up to \$2 million in unfunded assistance to students in financial need. These awards will be supported by vacant positions that are currently funded.

Norfolk State University
Proposed FY24 Budget - DRAFT
April 5, 2023

Educational and General Schedule

	FY23 Budget	Proposed FY24 Budget	Change
Revenue			
Educational and General			
General Fund			
General Fund Appropriations	\$69,759,172	\$78,273,131	\$8,513,959
In-State Tuition Affordability	\$10,000,000		(\$10,000,000)
GF July 1, 2021 Unallotted Appropriations	\$1,285,332		(\$1,285,332)
Non General Fund			
Higher Education Operating			
Tuition	\$47,113,862	\$50,467,577	\$3,353,715
Out of State Capital Outlay Fees	\$420,789	\$420,789	\$0
Miscellaneous Revenue	<u>\$1,044,106</u>	<u>\$1,044,106</u>	<u>\$0</u>
Total Educational and General	\$129,623,261	\$130,205,603	\$582,342
Expenses			
Instruction	\$56,816,015	\$54,316,015	(\$2,500,000)
Research	\$883,639	\$1,002,823	\$119,184
Public Service	\$641,885	\$653,790	\$11,905
Academic Support	\$16,053,707	\$17,973,544	\$1,919,837
Student Services	\$7,331,629	\$9,201,161	\$1,869,532
Institutional Support	\$20,915,308	\$21,247,813	\$332,505
Operations and Maintenance of Plant	\$15,180,369	\$15,651,239	\$470,870
Funding to Be Budgeted Later	<u>\$6,667,842</u>	<u>\$5,026,351</u>	<u>(\$1,641,491)</u>
Total Expenses	<u>\$124,490,394</u>	<u>\$125,072,736</u>	<u>\$582,342</u>
Increase (Decrease) in Fund Balance	<u>\$5,132,867</u>	<u>\$5,132,867</u>	<u>\$0</u>
Student Financial Assistance	<u>(\$5,132,867)¹</u>	<u>(\$5,132,867)¹</u>	
Total E&G Overage/(Shortfall)	\$0	\$0	

Notes:

1. The University utilizes approximately \$5.1 million in funding for tuition offsets. The use of these funds is reflected in student financial assistance.

Norfolk State University
Proposed FY24 Budget - DRAFT
April 5, 2023

Auxiliary Enterprise Schedule

	FY23 Budget	Proposed FY24 Budget	Change
Revenues			
User Fees	\$34,924,394	\$35,461,544	\$537,150
Mandatory Fees	\$17,746,473	\$18,257,921	\$511,448
Revenues and Commissions	\$3,575,942	\$3,575,942	\$0
Other Sources - FUND BALANCE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Revenue	\$56,246,809	\$57,295,407	\$1,048,598
Expenses			
Personal Services - Budget	\$11,931,503	\$11,930,037	(\$1,466)
Non Personal Services - Budget	\$35,336,122	\$35,116,491	(\$219,631)
Debt Service	<u>\$8,603,539</u>	<u>\$8,824,636</u>	<u>\$221,097</u>
Total Expenses	<u>\$55,871,164</u>	<u>\$55,871,164</u>	<u>\$0</u>
Increase (Decrease) in Fund Balance	<u>\$375,645</u> ¹	<u>\$1,424,243</u>	<u>\$1,048,598</u>

Note:

1. Unspent AE funding will be used to support the required reserve as well as prepare for housing and food service maintenance.

Tuition & Fees Resolution



NORFOLK STATE
UNIVERSITY

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
TUITION AND FEES FOR FISCAL YEAR 2023 – 2024**

WHEREAS, the Commonwealth of Virginia funding policies and economic forecasts for the foreseeable future as contained in the 2022 - 2024 Biennium Appropriation Act (Act), as amended, play a central role in establishing tuition and fee policy for higher education institutions; and

WHEREAS, each public institution must communicate its annual tuition and fee rates, as approved by its Board of Visitors to the State Council of Higher Education for Virginia (SCHEV), for further submission to the Chairs of the House Appropriations and Senate Finance Committees by August 1 of each fiscal year; and

WHEREAS, the Norfolk State University Board of Visitors is responsible for establishing tuition, mandatory fees, room and board, and other necessary charges imposed on students as provided in the Code of Virginia § [23.1-1012 \(B\)](#) or [23.1-307](#) and the Board of Visitors Bylaws at Section 2 (2); and

WHEREAS, the Board of Visitors has considered the proposed tuition, room, board, mandatory and miscellaneous fees as presented by the administration and identified in the attached Schedules:

- Schedule A: Proposed Full Year Tuition and Fees for Full-Time Students (Residents);
- Schedule B: Proposed Full Year Tuition and Fees for Full-Time Students (Nonresidents);
- Schedule C: Proposed Tuition for Part-Time Students;
- Schedule D: Other Miscellaneous Fees; and

WHEREAS, the rates set for tuition, room, board, mandatory and miscellaneous fees, together with administrative actions to control costs are intended to provide adequate coverage for basic instructional activities, related administrative support, other program and operating costs, and adequate debt service reserves for past and future construction projects utilizing bonded funds; and

WHEREAS, the Board of Visitors of Norfolk State University approves the tuition, room, board, mandatory and miscellaneous fees found in the above referenced and attached Schedules A, B, C, and D for 2023-2024 academic year; and

WHEREAS, the President shall monitor any subsequent actions of the General Assembly between now and the beginning of Fiscal Year 2023-2024 for legislative impact on the tuition and fee policy and related funding, and shall implement timely changes required by such legislation, and shall report such action to the Board of Visitors at its next regularly scheduled meeting; and

WHEREAS, in response to emerging needs and changing circumstances, the President is authorized to establish or amend miscellaneous fees appearing in Schedule D;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and the University Counsel for legal sufficiency, and upon the recommendation of the Board's Finance and Administration Committee, the Norfolk State University Board of Visitors approves this resolution for the tuition and fees for academic year 2023-2024 as presented this XX day of May 2023.

Signature

Devon M. Henry
Rector
Norfolk State University Board of Visitors

Date _____

Budget Resolution



NORFOLK STATE
UNIVERSITY

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
OPERATING BUDGET FOR FISCAL YEAR 2023 – 2024**

WHEREAS, the Norfolk State University Board of Visitors (“Board of Visitors”) at its May XX , 2023 meeting approved tuition and fee rates for fiscal year 2023 - 2024 within the limits set by the Commonwealth of Virginia as introduced by the [2022 Virginia Acts of Assembly, Special Session 1, Chapter 2](#) (the Act) ; and

WHEREAS, the tuition and fee rates approved for fiscal year 2023 - 2024 as presented by the Administration are deemed reasonable and consistent with Chapter 2; and

WHEREAS, the appropriations to the University, which authorize the state funding and spending authority for the University, but not including local University or NSU Foundation funding, are limited to the amounts and conditions in the Act; and

WHEREAS, the University has forecasted revenue collections from all sources for fiscal year 2022 – 2023, based upon conservatively anticipated enrollment levels; and

WHEREAS, the Board of Visitors approves the proposed University Operating Budget for 2023 - 2024 as presented and attached to this Resolution; and

WHEREAS, the Board of Visitors approves the Educational and General (E&G) Budget for 2023 - 2024 appearing on the attached E&G Schedule; and

WHEREAS, the Board of Visitors approves the budgeted amounts for the Auxiliary Enterprise programs for 2023 - 2024 appearing on the attached Auxiliary Enterprise Schedule; and

WHEREAS, the Board of Visitors approves the State Student Financial Assistance budget for 2023 - 2024, which equals the University's appropriation and noted E&G revenue transfers as described in the University Operating Budget; and

WHEREAS, the Board of Visitors approves expenditures in support of Sponsored Programs that have been properly awarded to the University and up to the amounts for which cash will be made available during the course of Fiscal Year 2023 - 2024; and

WHEREAS, the Board of Visitors approves the projected budget for local University and NSU Foundation funding, as presented in the University Operating Budget;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Vice President of Finance and Administration, the University President, and by University Counsel for legal sufficiency, and upon the recommendation of the Norfolk State University Board of Visitors' Finance and Administration Committee, the Norfolk State University Board of Visitors approves the 2023 - 2024 University Operating Budget in total as presented this XX day of May 2023; and

BE IT FURTHER RESOLVED, that the Norfolk State University Board of Visitors authorizes the University President to allocate and cause to be expended tuition, room, board, mandatory and other fees collected beyond base projections, up to the amount appropriated and adjustments

required and allowed by language in the Act, any additional General Fund Appropriation which may be incorporated in the Appropriation Act; and

BE IT FURTHER RESOLVED, that the Norfolk State University Board of Visitors authorizes the University President to reallocate and expend all unexpended Fiscal Year 2023 - 2023 Educational and General and Auxiliary Enterprise funding that may be reappropriated for use in Fiscal Year 2023 - 2024 and to expend local funds available to the University should the need arise.

Signature

Devon M. Henry
Rector
Norfolk State University Board of Visitors

Date _____

Facilities Management Update

- **Maintenance Reserve Projects**
- **Capital Projects**



Maintenance Reserve Projects

- **BROOKS LIBRARY – PHASE 2 RENOVATIONS**

Renovations are almost complete. Final punch list items are being resolved. The phase 2 renovations brings a remodeled children's area, new gaming suite, psychology rooms, recording studio and more. Completion will be within the next couple of months.

- **MCDEMOND - REPLACE AIR VALVES**

Air valves have been replaced. The project has been completed.

- **MCDEMOND – COVID LAB**

The project is out for bid. Construction will begin in the spring with a completion prior to the beginning of fall semester.

- **MCDEMOND – QUANTUM PHYSICS LAB**

The project is currently in design. Completion of the project will be prior to the beginning of fall semester

- **ECHOLS HALL RENOVATIONS**

Restroom renovations are on-going. The new second floor restroom and new lift has been completed. The project will be complete this summer.

- **GILL GYM RENOVATIONS**

The renovation to the football locker room is underway. The pool locker room and restroom area has been delayed until March with a completion date of October 2023.

- **BABBETTE NORTH – DEDICATED OUTSIDE AIR**

A contractor is in the process of being awarded the project. The project will take two summers to complete.

- **SHEPHERD'S VILLAGE**

Rezoning with the City of Norfolk has been approved and we are in the process of getting a contractor to renovate the building. The renovation includes, replacing the roof, new flooring, paint, new ceilings and HVAC replacement in the bedrooms.



Capital Projects

- **SCIENCE BUILDING**

DEB approved our most recent cost analysis to justify acceptable current construction and value engineering costs provided by SB Ballard. The project budget originally was set at \$90 million, but cost escalation has caused the building to be at \$122 million. The project budget is now be presented to the 6-Pack for approval. The design team, WPA + SmithGroup continues to progress the design drawings. Test piles will begin to be installed at the site in the coming months.

- **FINE ARTS BUILDING**

Hanbury + Adjaye Associates has completed a finalized programming document. The next round of meetings will take place later during the spring semester. The design team has begun working on preliminary schematic design options. Within the coming month, NSU has requested approval from DEB for Construction Management at Risk construction delivery method.

- **FACILITIES MANAGEMENT BUILDING**

Contracts with the design team, RRMM Architects are underway. Once complete, RRMM will assist NSU in site selection in order to progress the project to programming.



Legislative Affairs Updates

Updates

❑ **HB2272/SB1448: Reduced Tuition for Out-of-State Students – Signed by Governor – March 27, 2023**

- ❑ Norfolk State University and Virginia State University; reduced rate tuition charges for certain students. Permits the Norfolk State University Board of Visitors and the Virginia State University Board of Visitors to charge reduced rate tuition to any non-Virginia student who is enrolled in a program at the relevant institution that leads to employment in a high-demand field, as determined by the board of visitors of the relevant institution based on data compiled and provided by the Virginia Office of Education Economics.

❑ **HB1760: Virginia Teacher Residency Training Corps; established. - Left in Appropriations**

- ❑ Establishes the Virginia Teacher Residency Training Corps for the purposes of attaining and retaining public elementary and secondary school teachers in school divisions in the Commonwealth by awarding scholarships to students seeking to obtain teaching degrees and certifications at participating institutions and requiring such students upon completion of their degree or certificate to fill teaching positions for one year for each year of scholarship receipt at a high-need school, as defined pursuant to federal law. The bill also creates the Virginia Teacher Residency Training Corps Scholarship Fund and Program for the purpose of funding such scholarships at the participating institutions of Longwood University, Norfolk State University, Radford University, and Virginia Commonwealth University. Finally, the bill establishes the 12-member Virginia Teacher Residency Training Corps Commission to administer the Program and directs the Commission to begin meeting on or after September 1, 2023, and to establish the parameters for the Program and award the first scholarships prior to the beginning of the 2024-2025 academic year.

❑ **BUDGET AMENDMENT: Detailed Planning – Living Learning and Dining Center - \$6,450,000.00 - Unfunded**

- ❑ The purpose of this request is for planning and programming support for a New Living Learning Center (LLC) and Dining Facility on the Norfolk State University campus. This facility will consist of 286,471 square feet of academic, residential and community space and a dining operation. The residential area will accommodate 700 beds and is critical to support the current campus operational needs and growth projections.

❑ **BUDGET AMENDMENT: 5th Year for Student Athletes - \$250,000.00 - Unfunded**

- ❑ Provide financial assistance for student athletes in their 5th year of eligibility.

Questions & Discussion

Thank You



NORFOLK STATE
UNIVERSITY

Strategic Finance
Committee
April 11, 2023

Division of Operations

Dr. Justin L. Moses
Vice President for Operations &
Institutional Effectiveness



Human Resources Update

- Continued progress on the electronic HR1 recruitment form
- Considering options for employee wellness platforms



HR1 Request for Personnel Action: HR1 for NON-Grants
You are assigned to the "Provost/VP Approval" Approval workflow step.
To act on this Approval step, click the link below: Provost/VP Approval Workflow Step IMPORTANT NOTICE: Rejecting this request will end the HR1 workflow and the form will have to be resubmitted. Please notify the requestor or responsible parties before rejecting this approval request.
HR1 Request for Personnel Action Details
HR-1 Application ID# 31625
Norfolk State University Request for Hire HR1 (Non-Grants)
Acct/Dept
Enrollment Management
Project Number
Requested By
Juan Alexander



Information Technology Update

- Upgrading various campus spaces with up-to-date technology/software
- Changes/improvements in Client Services



Thank You



NORFOLK STATE
UNIVERSITY

Strategic Finance Committee

April 11, 2023

Division of University Advancement

Clifford Porter, Jr., JD

Vice President



NORFOLK STATE
UNIVERSITY



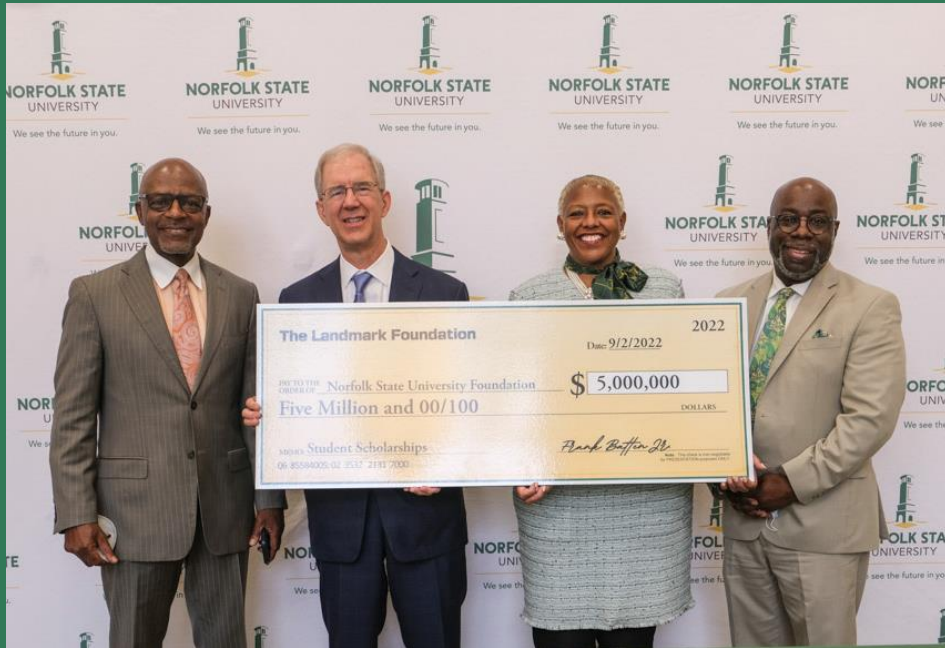
Five-Year Fundraising Projections

Baseline Avg.	CY 2022	CY 2023	CY 2024
\$4.3M			
Major Gifts	\$3,000,000	\$3,350,000	\$3,520,000
Annual Giving	\$1,800,000	\$1,950,000	\$2,000,000
Planned Giving	\$600,000	\$775,000	\$925,000
Foundations	\$900,000	\$1,000,000	\$1,555,000
Athletics/ NSUAF	\$800,000	\$975,000	\$1,000,000
Academics/NSURIF	\$800,000	\$975,000	\$1,000,000
Total	\$7,900,000	\$9,100,000	\$10,000,000

Fundraising Analysis

Calendar Year	Total Dollars Raised	Cash	Pledges	Planned Gifts	No. of Donors Overall	No. of Alumni Donors
CY 2017	\$4,428,520	\$3,512,204	\$564,688	\$351,628	4,052	2,277
CY 2018	\$7,003,612	\$3,673,537	\$1,346,770	\$1,983,305	5,092	3,007
CY 2019	\$4,697,371	\$3,829,699	\$470,737	\$396,935	4,539	2,688
CY 2020	\$45,838,417	\$43,127,142	\$2,711,275	-	3,846	2,547
CY2021	\$10,511,509	\$9,660,978	\$759,421	-	4,132	2,524
CY 2022	\$11,801,656	\$7,599,011	\$4,242,645	-	5,016	3,113

Development & Major Gifts



- ❖ 2023 Giving \$1,393,120 (March 2023)
- ❖ 2022 Major Giving Total :\$5,069,133
- ❖ 2022 Report on Philanthropy is scheduled for release in May 2023
- ❖ Solicited and closed \$5M gift from Landmark Foundation. Second largest gift in NSU history.

Alumni Relations and Annual Giving

- ❖ 2022 Alumni Giving totaled \$1,633,219
- ❖ 2022 Alumni Giving Rate 11.1%
- ❖ Spring Phone-a-thon scheduled for April 2023
- ❖ 2023 Faculty Staff Campaign is underway



ALUMNI DAY

2023 CALENDAR OF ACTIVITIES

FRIDAY, FEBRUARY 17

7 P.M. UNTIL MIDNIGHT

NSU ATHLETICS SPARTAN EXTRAVAGANZA

Marriott Downtown Norfolk

235 East Main Street | Norfolk, VA 23510

Doors Open: 6 p.m. Hall of Fame | **Dinner:** 7-8:30 p.m.

Casino Costs: Hall of Fame Dinner \$85

Casino Night: \$50 | **Combo:** \$120

Visit nsuspartanstickets.universitytickets.com

to purchase tickets.

The Norfolk State Department of Intercollegiate Athletics will host its Hall of Fame Celebration to recognize the lifetime achievements of outstanding athletes, teams, and individuals. The evening will conclude with a Casino Royale from 9 p.m. until midnight; which will feature blackjack, poker, roulette, craps and more.

11:30 A.M. - 1:30 P.M.

NSUAA KICKBACK

Norfolk State University | Student Center, 138ABC

Cost: FREE visit igfn.us/f/43jr/n to RSVP.

Join us at our first ever game day kickback! Calling all game lovers to play a round of Spades, Biz Whist, Cornhole, Connect Four, Jenga and more. You can also lead the group in Karaoke and learn the latest line dances.

WOMEN'S GAME • 2 P.M.

MEN'S GAME • 4 P.M.

NSU VS. MORGAN STATE UNIV. BASKETBALL GAME*

Norfolk State University | Joseph G. Echols Hall

Cost: \$15 general/\$30 reserved admission
visit nsuspartanstickets.universitytickets.com/

Cheer on the NSU Women's and Men's basketball teams along with fellow Spartans! We will also celebrate Mr. Spartan's (NSU Mascot) birthday. This is also Greek night, so feel free to wear your Greek paraphernalia. As a reminder, the NSU Bag Policy is still in effect.

7:30 P.M. - UNTIL

NSUAA POST-GAME MEET UP!

Graduating to Greatness

Norfolk State University
DISTINGUISHED ALUMNI AWARDS 2023

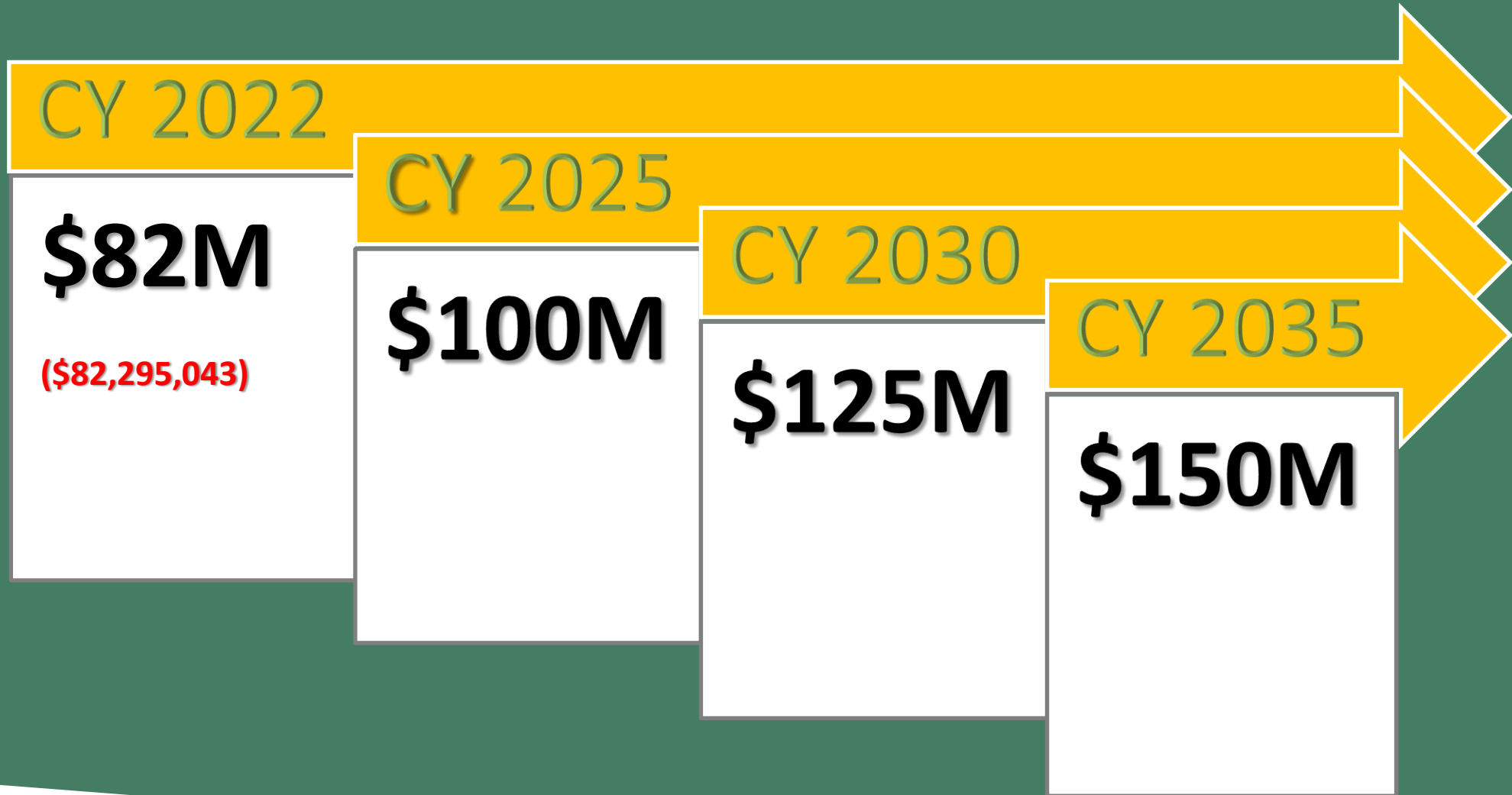
Call for Nominations



NOW IS OUR TIME

Campaign for Norfolk State University (Silent Phase Underway)

NSU Foundation Endowment Projections



COMMUNICATIONS and MARKETING

WEB (Nov. 2022-Jan. 2023)

NSU Events Calendar (Spartan E-Daily)

Top 3 Events

- Events Calendar Home
- Save the Date, Spring 2023 Opening Session
- Study Abroad Fair - Spring 2023

NSU Website

Top 3 Pages Visited

- Homepage
- Site Map
- Apply Online - Landing Page

SOCIAL MEDIA - Top Post (Facebook)

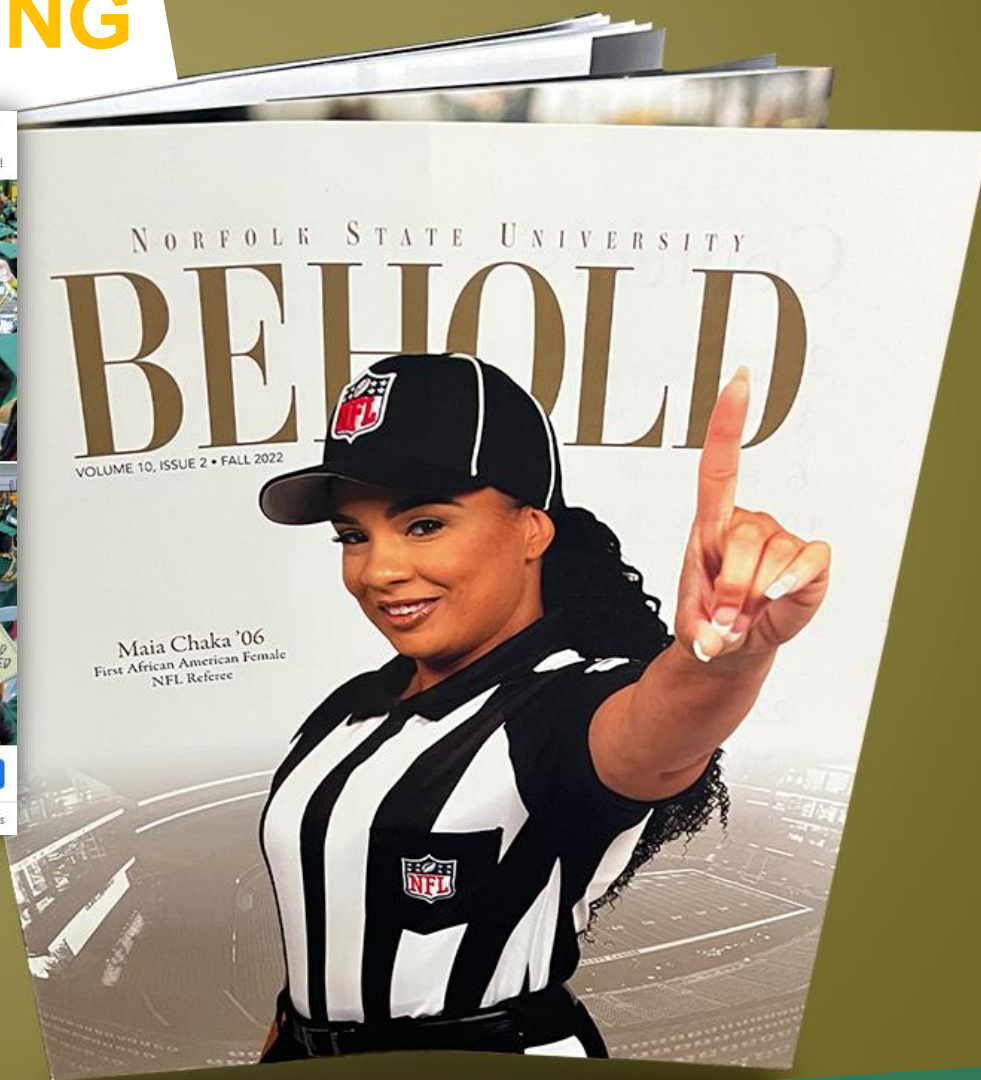
Missy Elliott is here, our graduating students are here and our 109th Commencement is underway!

People reached	84,738
Engagements	14,756
Likes	1,500
Shares	298
Comments	93



Behold Magazine

The Behold Magazine was mailed to 27,000 alumni, donors and friends.



NORFOLK STATE
UNIVERSITY

Admissions Marketing

C&M creates many of the marketing pieces that help our Office of Admissions celebrate the wonderful students who choose NSU!



University Partnership

New NSU Production House Internship

The **Office of Communications and Marketing**, the **Department of Mass Communications and Journalism**, and the **School of Graduate Studies and Research** are thrilled to announce our new partnership; a communications internship called the **Production House**.

This paid internship allows those students studying communications, photography, and videography to gain real-life work experience while completing their degree at NSU.



PRODUCTION HOUSE
NORFOLK STATE UNIVERSITY

Projects Completed Last Semester: 30+



THE PRESIDENT'S

Gala

Featuring the
Lyman Beecher Brooks Society Induction

SATURDAY, APRIL 15, 2023

7 P.M. (DOORS OPEN AT 6:30 P.M.)

Joseph G. Echols Memorial Hall
Norfolk State University

Black Tie

For more information, please call the Office of University Events
at 757-823-2987 or visit www.nsu.edu/presidents-gala

A portion of the net proceeds will support the
Robert C. Nusbaum Honors College Scholarships.

Celebrity Guest

Phylicia **Rashad**
Emcee



2023 LYMAN BEECHER BROOKS SOCIETY INDUCTEES

The Lyman Beecher Brooks Society recognizes individuals
whose lifetime giving is \$100,000 or greater.



Rhonda L. Allen '83



Vernita M. Exum '94



Markus J. Gillis '04



Conrad M. Hall



Earlie P. Horsey '76
& Charolette C. Horsey '75



Clevester Jones '91 &
Dameron L. Jones '91



Tamara A. Jones, M.D. (BS '96)



Earl E. Lee '84



Marty L. Miller '69
& Elizabeth R. Miller



Shelvee H. Osborne '79



Delbert H. Parks



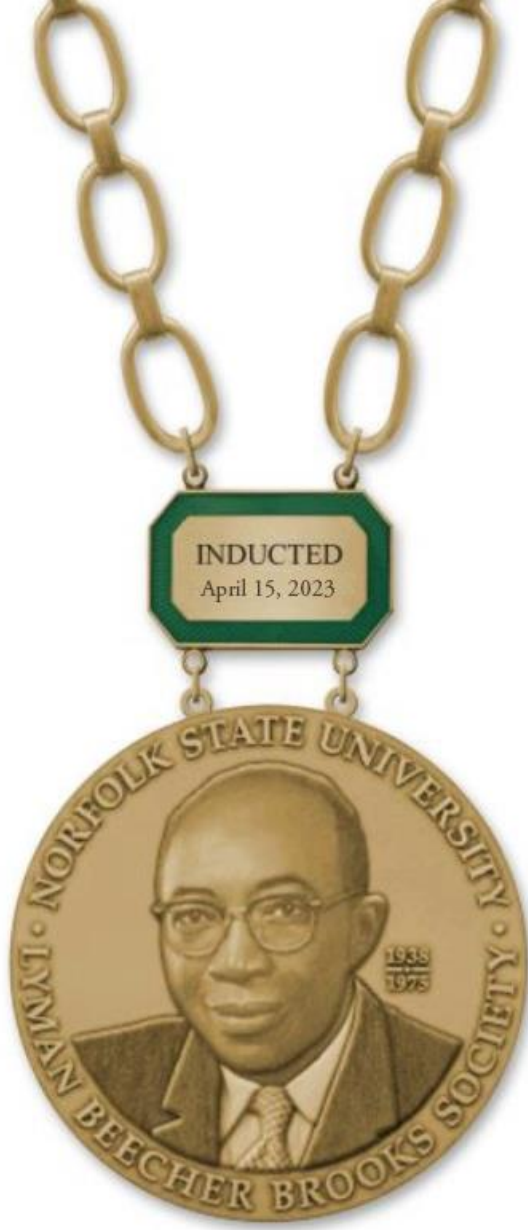
Carlton L. Perkins '73



COL (Ret.) James W. Whitehead, Jr. '76

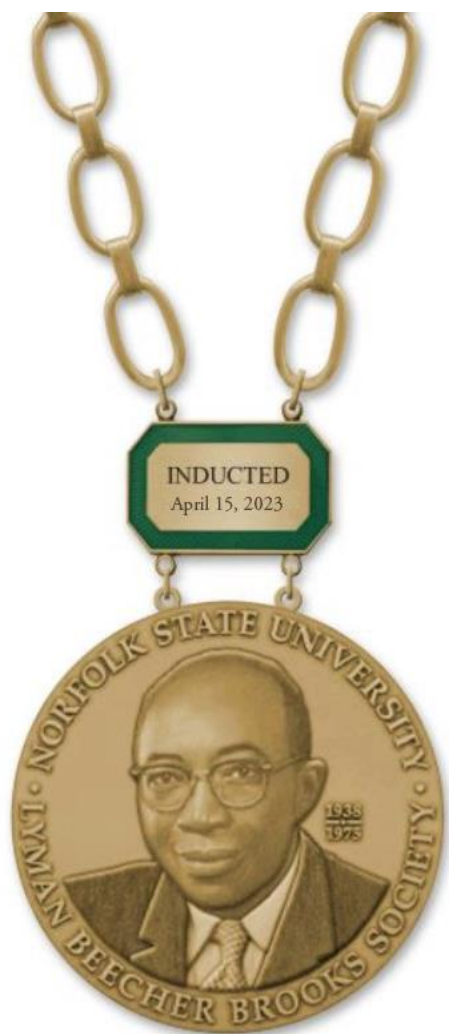


Joseph L. Wiggins '66



2023 Lyman Beecher Brooks Society Induction Ceremony

The Lyman Beecher Brooks Society recognizes **individuals** whose lifetime giving to Norfolk State University is \$100,000 or greater.



2023 Lyman Beecher Brooks Society Inductees

Rhonda L. Allen '83

Vernita M. Exum '94

Markus J. Gillis '04

Conrad M. Hall

Charolette C. Horsey '75

Earlie P. Horsey '76

Clevester Jones '91

Dameron L. Jones '91

Tamara A. Jones '96

Earl E. Lee '84

Marty L. Miller '69

Elizabeth R. Miller

Shelvee H. Osborne '79

Delbert H. Parks

Carlton L. Perkins '73

James W. Whitehead '76

Joseph L. Wiggins '66



NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk, VA 23504

www.nsu.edu



**V. Closed Meeting – Pursuant to §2.2-3711A.1,
4, 7 and 8, Code of Virginia**

VI. Open Meeting
– Closed Meeting Certification

VII. Adjournment

Thank You



NORFOLK STATE
UNIVERSITY