

BOARD OF VISITORS

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AGENDA
BOARD OF VISITORS MEETING
Thursday, December 9, 2021
Devon M. Henry, Rector

Times are approximate

Staff: Inda Walker, Clerk to the University President and Liaison to the Board of Visitors

Campus Location: Norfolk State University
700 Park Avenue, Norfolk, VA 23504
Student Center, Board Room, 3rd Fl., Suite 301

Zoom Webinar Participation
https://nsu-edu.zoom.us/webinar/register/WN_AKvtkEtyRhqwEfPjc6x9MQ

Lunch Available at 12:00 Noon

- 1:00 p.m. **Call to Order/Establish Quorum**..... Mr. Devon M. Henry, Rector
- 1:10 p.m. **Opening Remarks**..... Mr. Devon M. Henry, Rector
Dr. Javaune Adams-Gaston, President
- 1:20 p.m. **Consent Agenda** – Recommend Approval of the following minutes:
– October 14, 2021 Board Meeting Minutes
– October 15, 2021 Board Meeting Minutes
- 1:25 p.m. **Auditor of Public Accounts Report**.....Mr. David Rasnic, CPA, CISA
Audit Director, Higher Education Programs
- 1:55 p.m. **BOV/NSUF Liaison Committee Update** Dr. Harold L. Watkins, Chair
- 2:15 p.m. **Academic and Student Affairs Committee Update**..... Ms. Mary L. Blunt, Chair
- 2:35 p.m. **Audit, Risk and Compliance Committee Update** Bishop Kim W. Brown, Chair
- 2:55 p.m. **BREAK**
- 3:00 p.m. **Strategic Finance Update**..... Mr. B. Keith Fulton, Chair
- 3:20 p.m. **Governance Committee Update** Mr. Dwayne B. Blake, Chair
- 3:40 p.m. **PUBLIC COMMENT**
- 4:00 p.m. **Adjournment**

All times are approximate and the Board reserves the right to adjust its schedule as necessary.
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 RECEPTION

CAMPUS LOCATION – UNIVERSITY HOUSE, 1 PRESIDENTIAL PARKWAY, NORFOLK, VA 23504

PRIVATE EVENT WITH INVITED STUDENTS - NO BUSINESS DISCUSSED

4:30 P.M. TO 5:45 P.M.

The Norfolk State University Board of Visitors will meet December 9, 2021 in person.

The meeting will be accessible via the Zoom Webinar app. The open session of the meeting can be accessed through the app using the following link to register:

December 9, 2021 at 1:00 p.m.

https://nsu-edu.zoom.us/webinar/register/WN_AKvTkEtyRhqwEfPjc6x9MQ

Registering will allow participants to attend virtually or by phone. Information on public comment is provided on the registration form. Public comment should address only the items listed on the agenda.

If there is any interruption in the broadcast of the meeting, please contact 757-823-8676.

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BOARD OF VISITORS
BOARD MEETING
October 14, 2021

MINUTES

1. Call to Order

Rector Devon Henry called the NSU Board of Visitors meeting to order at approximately 1:00 p.m. A quorum was established with a 9-3 Roll Call vote and three members attending virtually. After all virtual attendees stated their reasons for attending virtually, a motion was made for approval of the virtual attendees to attend virtually for medical reasons by BK Fulton and seconded by Dwayne Blake. Below is a list of individuals that participated in person and virtually.

Participants – Board Members

Mr. Devon Henry, Rector
Dr. Deborah M. DiCroce (Virtual)
Mrs. Heidi Abbot
Dr. Terri L. Best (Virtual)
Mr. Dwayne B. Blake
Ms. Mary L. Blunt
Bishop Kim W. Brown
The Honorable James W. Dyke, Jr.
Mr. BK Fulton
Mr. Larry A. Griffith (Virtual)
Mr. Delbert Parks
Dr. Harold “Harry” L. Watkins, II

Participant – Faculty Representative to the Board

Dr. Geoffroy de Laforcade, Professor of History and Interdisciplinary Studies

Non-Participant – Student Representative to the Board

Mr. Jaylen Drewry

Participants – Counsel

Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General
Ms. Deborah A Love, Senior Assistant Attorney General/Chief, Office of the Attorney General
Mr. Cory Wolfe, Associate University Counsel and Assistant Attorney General

Participant – Presenters

Dr. Dawn Hess, Chief Compliance Officer
Derika Burgess, Chief Audit Executive

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Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs
Dr. Gerald E. Hunter, Vice President, Finance and Administration
Dr. Leonard E. Brown, Vice President, Student Affairs
Ms. Melody Webb, Athletics Director
Ms. Tanya S. White, Chief of Staff
Dr. Karen H. Pruden, Assistant Vice President for Human Resources
Ms. Karla Amaya Gordon, Assistant Vice President, Finance and Administration/University Controller
Mr. Dennis Jones, Executive Director, Planning and Budget
Dr. Juan M. Alexander, Associate Vice President for Enrollment Management
Ms. Yelena A. Arishina, Special Assistant to the Provost
Ms. Kimberly Gaymon, Scheduler/Financial Services Specialist
Mr. Obie Smith, Director of Operation Services
Mr. Rasool A. Shabazz, Project Engineer, OIT
Mr. Christopher M. Gregory, Information Technology Specialist, OIT
Ms. Inda Walker, Clerk to the University President/Board Liaison

Observers – NSU Administrators and Staff

Dr. Andrew Carrington, Assistant Vice President, Finance & Administration
Ms. Fran Bradford, Deputy Secretary of Education
Dr. Tony Atwater, Faculty Senate President
Mr. Brian Covington, Interim Chief of Police
Mr. DeAndre Hyman, Lieutenant, Police Department
Ms. Tomaya C. Clark, Senior Budget Analyst
Mr. Stan Donaldson, Director, Media Relations
Mr. Ronald Forehand, Legal Assistant
Mr. Anton Kashiri, Associate Vice President, Facilities Management

Observers – NSU Faculty

Mrs. Ruby M. Spicer, Director Procurement Services
The Honorable Grindly Johnson, Secretary of Administration
Dr. Bertha Escoffery, Adjunct Professor, Professor Emerita
Ms. Stevalynn Adams, Assistant Vice President Communications and Marketing
Dr. Lamiaa S. Youssef, Professor and Special Assistant to the Provost
Dr. Aurelia Williams, Interim Vice Provost
Dr. Sandra Williamson-Ashe, Associate Professor, Social Work
Ms. Faye Monroe-Davis, Chief Information Officer

2. **Introduction:** Rector Henry introduced and welcomed Inda Walker as the new Friend of the Board, the new Board Liaison.
3. **Opening Remarks** – Rector Henry welcomed everyone to the meeting, excited that it was Homecoming weekend for Norfolk State University (NSU). He is an alum, and he is excited to be named Rector for this Board. He acknowledged Joan Wilmer, who was not able to attend as she had a last-minute issue. He thanked her for her leadership for over two years. She left the Board in great shape, and the Board is extremely energized. Lots of people are excited and supportive about what is happening at NSU. One of the things that people are excited about is the opportunity to make official the investiture of our seventh President, Dr. Javaune Adams-Gaston. There was an exciting gala that was attended by the first NFL female black referee, who is an alum of Norfolk State University.
4. **Consent Agenda:** Approval of May 13, 2021 Board Retreat Minutes and the May 14, 2021 Board Meeting Minutes. Moved by Bishop Brown and seconded by The Honorable Jim Dyke and was unanimously approved.
5. **Welcome and Introduction of new Board Members:**
Heidi Abbot introduced herself, stating that she sought out this opportunity. She had heard many great things about this institution and Dr. Adams-Gaston. She has worked a long time with students who would benefit from coming to NSU.

Delbert Parks introduced himself, stating that he was excited as well and has met many of the Board members and feels he is anointed for this assignment. This is a special time for him and his family. He thanked everyone for welcoming him.

Rector Henry pointed out the action item on the August 22, 2021, Executive Committee Meeting, the approval for the Faculty/Senate Representative. Present at that meeting were Rector Devon Henry, Vice Rector Mary Blunt, Secretary Bishop Kim Brown, and Dr. Terri Best. The Honorable James Dyke, Jr. and Delbert Parks attended virtually. The motion was for the approval of Dr. Geoffroy de Laforcade, and it was unanimously approved by the Executive Committee. The Rector allowed the Board to vote on the actions of the Executive Committee. The motion was moved by Mary Blunt and seconded by BK Fulton, and was unanimously approved.

Dr. Geoffroy de Laforcade introduced himself. He stated that he has been at NSU for 13 years; he is a Professor of History in the Department of History and Interdisciplinary Studies. He is surprised and honored to be here. He feels it is important to represent the faculty as part of the Board. He states that he is here for the students as we all are.

Rector Henry introduced Mr. Jaylen Drewry, the new representative from the Student Government Association. Mr. Drewry and Rector Henry share the same fraternal chapters, Phi Beta Sigma Delta Zeta Chapter.

Mr. Drewry stated that it has been an honor to represent the students at NSU for the last couple of months, and it's all about the community.

Dr. Adams-Gaston thanked the entire community for all their support and participation for the past few months, especially during the investiture she thanked people from where we have come from and where we are going. She especially thanked Vice President Porter because he really encouraged her to go through with the investiture. The investiture had great significance.

She stated that she tried to keep the students encouraged during the time of the COVID. One hundred years ago was the last pandemic; there is no one alive during the previous pandemics to give us any pointers. There were many people who kept us safe and kept us up to date, sanitized, and cleaned during the pandemic. She called out Terry Woodhouse, Anton Kashiri, Richard Laws, and VP Gerald Hunter. They have worked tirelessly. Dr. Adams-Gaston also acknowledged the faculty in that they had to pivot several times during the pandemic, offline, online, hybrid, and stay safe, under the direction of Dr. DoVeanna Fulton. She states that she has an outstanding team, and she really appreciates the team and what NSU has become. On that note, Congratulations to NSU for being in the top 20 HBCU's in the nation.

6. **Introduction of new Board Liaison:** Dr. Adams-Gaston first appreciated April Albritton for helping to get Inda Walker on Board with this new assignment. She thanked Inda for coming to NSU. Inda just came from Tidewater Community College, and Dr. Adams-Gaston states that Inda hit the ground running, never loses her cool, and does what it takes to get the job done. Rector Henry chimed in that Inda hit the ground running, "we can tell by all of the emails."
7. **Revised BOV/NSUF MOU.....**Dr. Watkins, Chair, BOV/NSUF Liaison Committee
Action Item: Recommend Approval of Revised BOV/NSUF Memorandum (MOU)

Dr. Watkins made the Board aware of two items that needed attention.

During the May 14, 2021 meeting, the University Counsel made some recommendations regarding a possible conflict in the language of the MOU. The NSUF has previously adopted the MOU in its current draft form. Under the existing MOU, the Annual Report on Foundation Compliance states that the Foundation Compliance must be submitted to the BOV by October 1st of each year and must include activities from the previous calendar year. This conflicts with the BOV Policy 13, which requires that the Annual Report be submitted by December 1st and covers the previous year beginning July 1st and ending June 30th.

Secondly, the language pertaining to whether funds made payable to the University or the BOV be deposited directly by the Foundation was unclear. As to which party may deposit

funds payable to the University, the newly proposed language provides that funds paid to the University and intended as gifts may be deposited by the Foundation, but funds intended as payment for goods and services must be deposited by the University. In addition, the Controller should have the authority to determine whether a payment is entitled as a gift. Even though the donor decides if it is a gift, there may be some circumstances where a gift does not fit the definition and, in that case, the Controller communicates with the donor as to the donor's preference. Language will be added that "in the event that there is a conflict, the Controller will contact the donor for clarification."

Counsel Pam Boston explained to the Board that the recommendation is that we go back to our Board policy and change it to either the calendar year or fiscal year for everyone. This decision must be determined by this Board. By agreeing with the current MOU, we are out of compliance and have been since 2010. There was an amendment made at that time, the year 2010, by the Board, and that is when the fiscal year period was set up. The Liaison Committee recently completed the audit, looked at the books, and it was agreed that everything is good, so the next time that this will come up will be next year, and that gives the Board an opportunity to determine if we want to accommodate the calendar year or the fiscal year.

The language would be regarding BOV Policy 13. Ms. Blunt asked about the definition of a gift, and University Counsel Ms. Pam Boston expounded that she and Associate University Counsel Mr. Corey Wolfe looked at other colleges and saw that Virginia Tech has a good policy. She recommends that the Board look at Virginia Tech's policy for further clarity of the Controller and the gift giving.

The time frame to make the changes goes to the Strategic Finance Committee. Mary Blunt stated that maybe it should go to the Governance Committee. Chairman of the Governance Committee Dwayne Blake suggested that this can be something that the Governance Committee can advise along with the Strategic Finance Committee to figure out the best way to make the appropriate recommendations to align the dates with the calendar year. The Governance Committee will address it at their next meeting and bring it back to the Board with the correct language.

Chairman Watkins motioned for approval of the revised BOV NSUF MOU as it stands. Seconded by Delbert Parks and unanimously approved.

8. Academic and Student Affairs Committee Update..... Ms. Blunt, Chair

Chair Mary Blunt stated that many of the items in the Academic Affairs Committee are also being covered under other areas on the agenda. Ms. Blunt stated that enrollment projections have been reviewed, and she thinks that we are in a good position for enrollment.

She mentioned two programs. NSU and The Appalachian School of Law have reached an agreement for the Three Plus Three Program for our students who are seeking a law degree. It allows them to get their law degree in 6 years.

The School of Public Health, an agreement signed off on between Norfolk State, ODU, and EVMS. One of the areas that NSU discussed and EVMS is very interested in is how to keep NSU involved in what happens between EVMS and ODU programmatically going forward. Our students are from the Dean of Scholars who matriculate to medical school, and this agreement means lots more opportunities for them.

The following three programs were discontinued because they have zero enrollment: Master of Science and Community Clinical Psychology, Master of Arts in Pre-Elementary Education, and Master of Arts in Visual Studies.

There has been considerable discussion about the Athletics Program and the issue of Name, Image, and Likeness (NIL). One particular student was highlighted. He currently participates on the NSU Football team and has really taken on this opportunity to hopefully gain some financial fortune from it. Conversations have been about opportunities for the University to work with the students providing them with additional business training so that when they walk into the NIL areas that they are business focused and financially prepared.

Dwayne Blake asked if there are any talks around the Commonwealth to provide some guidance in regard to the NIL, anything broader, what is the structure, the do's and don'ts?

Ms. Melody Webb, Athletics Director, stated that there has been no communications from the Commonwealth, but the Athletics Directors across the Commonwealth have been in discussions about what other institutions are doing. It was agreed that this question should be presented to SCHEV because the Secretary's Office should be taking the lead.

Dr. Adams-Gaston stated that she sat on the NCAA Committee on Constitution Revision, and the guidelines are not good. People are concerned about being sued. It is very difficult. She stated that Melody has done a great job.

9. Audit, Risk and Compliance Committee Update..... Bishop Brown, Chair

Dr. Dawn Hess gave an update on University Compliance. NSU is in the process of establishing a Compliance Office at NSU, and Dr. Hess is the first ever Chief Compliance Officer at NSU. The program began following a Department of Justice (DOJ) Guideline for an effective compliance program. The DOJ looked at the application and integration of the guidance within NSU as a whole. Planning led to the development of this Compliance System. We have incorporated seven core elements that DOJ highlighted, which are oversight and accountability, setting up policies and procedures, an outreach and education component, assessment and monitoring, communication, and reporting.

There is a review, a gap closure plan, and a long-term strategy. Within these elements, we are developing supporting structures. Within outreach and education, we need to work on compliance training, a compliance committee, and developing our compliance partnerships. One of the supporting structures within the communication and reporting element is the Compliance Website. We thought about what these web pages would look like. We have discussed compliance assessments and all of our compliance reporting. The Committee Members have not yet been appointed, which is the next step in the process, and Dr. Hess will serve as the Chair.

Bishop Brown thanked Dr. Hess for all of the work that she has put in, and he encourages everyone to go to the webpage to see the depth of the work that has gone into this project. Dr. Hess has fulfilled her promise to get us to this point within the year.

Derika Burgess reported that the Audit Department has completed its review of the Clery Act Compliance Audit. The Clery Act is the result of Jeanne Clery being murdered in her dorm room. The Clery Act legislated in her memory provides students, parents, the public, employees, and prospective students with important information about safety issues on America's college campuses. The Clery Act requires institutions of higher education receiving federal funds to produce and distribute crime statistics on campus and provide safety and crime information to members of the campus community.

The purpose of the audit was to evaluate the University's program for conformance of the requirements as it relates to threats, fire safety, criminal offenses, hate crimes, and violence against women.

The overall design and operating effectiveness of the reporting process used to comply with the Crime Awareness and Campus Security Act (Clery Act) is rated as "Unsatisfactory." The Police Department has the primary responsibility for security on campus, promoting awareness, and preventative measures through education and enforcement. This includes the University Police Department's primary role in the University's efforts to comply with the Clery Act. Although NSUPD has established an unwritten process to assist in crime reporting, training, and oversight are needed to reasonably assure compliance with the requirements of the Clery Act. In addition to providing consistency, governance activities will aid the University in identifying, addressing, and preventing trends in criminal and safety incidents.

Because the audit was unsatisfactory, a corrective action plan had to be put in place within 30 days, and NSUPD succeeded. They have 90 days to implement their plan. This was an important audit because the state is now auditing institutions of higher ed and we did it independently so that we are prepared for when the state does its audit.

Dr. Adams-Gaston commented that this is very important, and she looks forward to seeing the plan and how the NSUPD is going to work with the City of Norfolk Police Department and how we are going to coordinate better.

Bishop Brown pointed out that the dialogue between the universities and the city police departments has become more intentional. He states that the disconnect between the city police and the university police is personnel. NSU just increased the NSUPD salary, and at the same time, the City increased their salary and raised it by \$500 more than NSU, which is basically a bidding war. It takes personnel to keep the reporting together, and obviously, we need personnel on the yard. There is a shortage of officers on the campus and a shortage for the City. For the City, the areas around the campus are not the biggest threat, but for NSU, our biggest threats are the areas on the campus and very close to the campus, in particular the Administration Building. The City and the university police departments are trying to do their best. And then sometimes there is a grey area. Where are the definitive lines for the campus? We have to develop and culture a strategic relationship with the City's Police Department.

Dr. Adams-Gaston points out that our relationship with Norfolk City Police has become more positive, but they are stretched. This school and every school in the nation is trying to define Clery geography.

10. Announcement The Honorable Grindly Johnson, Secretary of Administration

Rector Devon Henry introduced the Honorable Grindly Johnson.

The Honorable Grindly Johnson reported that NSU will be Level 2 in 2021. She stated that we still have some steps to go, but we will get there. This has been a team effort. When Ms. Johnson first took this on, she was a Deputy Secretary, and she recruited Fran Brandford, who has worked with her every step of the way. She got people on board from the beginning.

Ruby Spicer had tremendous progress in the past four years for her department. She had to update her procurement policies and keep them current; maintain a full staff with all procurement professionals holding at least one procurement certification; provide end-user training, and focus on providing excellent customer service to the campus community. She had many things to do, and Ruby pulled her team together, worked with DGS, and she got it done.

The IT Department had to provide a copy of the IT Strategic Plan and documentation that the Board votes to adopt. They had a Board Resolution adopting PSG's and providing documentation that they are consistent with best practices. They have a CIO Appointment letter and organization chart, they have implemented a major system. They continue to review VPPA, security audit, correct and resolve security audit findings, and they had a risk assessment plan.

NSU has to keep this up, and The Honorable Grindly Johnson is very confident in this Board that this will be done. She has seen a big difference in the support that she has received since Dr. Adams-Gaston has been on board.

Monroe Davis was applauded for her work on this project.

Steps that need to be taken now:

- (1) The NSU Board has to approve a Resolution indicating support for Level 2;
- (2) The draft MOU has been sent to The Honorable Grindly Johnson, and upon receiving it, she has to notify within ten days the House Appropriations Chair and the Senate Finance Chair.
- (3) A draft memo will go to Vita, DGS, for their approval. If any changes are needed, we will make the changes;
- (4) If NSU agrees, everything moves on;
- (5) SOA (Ms. Johnson) has to create a decision breach;
- (6) Once approved, the MOU is executed between NSU and SOA.
- (7) As a proud 1975 graduate of NSU, The Honorable Grindly Johnson gets to sign.

Dr. DiCroce emphasized that this is a big deal, and NSU has earned this. This is like a badge and it's a symbol of a level of excellence and quality that the Commonwealth has in the University.

Dr. Adams-Gaston emphasized that this is a significant step for NSU to go further and faster. The vote of confidence is major, and she thanked The Honorable Grindly Johnson.

Mr. Dwayne Blake added a new slogan, "Done with Level 1 in 21."

The Honorable James Dyke stated that we would not be here had it not been for Dr. Adams-Gaston taking to heart the importance of reaching Level 2. Also, we would not be here if the Secretary had not gotten on board and for her level of commitment. This moment has made him the happiest. He stated that NSU needs to let you know officially how much we appreciate all of the hard work and dedication.

The Honorable Grindly Johnson stated that the governor has a commitment to NSU and VSU. When she brought the plan to him, he said, "go for it."

Dr. Adams-Gaston commended Secretary Grindly, stating that she represents what a graduate of NSU should be, commitment, dedication, and hard work. Dr. Adams-Gaston thanked Secretary Grindley and let her know that she is appreciated.

Secretary Grindly stated that she came out of Crestwood in Norfolk and was told by many, when she decided to go to Norfolk State, with the grocery money paying her tuition, that she would never get a job. She reverences NSU and wears the Green and Gold proudly wherever and whatever college she shows up at.

Secretary Grindly stated we have come too far to go back. Keep things going. Keep Procurement and IT on the level. Be sure to give them the resources that they need.

11. **Strategic Finance Committee Update**Mr. Fulton, Chair

Projected enrollment was projected to be 5,200 students, based on Covid; however actual enrollment was 5,458 students. Even during the pandemic, it is predicted to keep increasing.

Financial Report ending June 30, 2021, including fixed costs vs. variable costs.
Overall the University collected \$221.9 million in revenue, expended \$192.7 million.
Fund balance of \$29.2 million ending the year.

Revenue forecast for fall 2021

The Approved Board of Visitors tuition budget is \$44.6 million, projected revenue of \$45.3 million with a positive balance of just under \$900,000.

The approved Board of Visitors \$17.8 million, projected revenue is \$17.6 million leaving a negative difference of \$180,149 budget.

The approved capital outlay fee budget is \$458,766, and projected revenue is \$956,650 maintaining a positive balance of \$497,884.

HUMAN RESOURCES UPDATE:

CARDINAL SYSTEMS UPGRADES: ensures efficiency for personnel and related processes.

DIGITAL HR FORMS FOR RECRUITMENT: HR in conjunction with OIT is continuing to develop an electronic form for recruitment actions.

INFORMATION TECHNOLOGY UPDATE:

TWO-FACTOR AUTHENTICATION: Providing for additional security and protection for the institution.

SPARTAN INNOVATION ACADEMY: OIT CIO and Staff have been heavily involved in the implementation of the collaboration with Apple. There will be continued work with this long-term project.

INFRASTRUCTURE & PERSONNEL: Continued projects to address OIT infrastructure issues such as wireless networking upgrades and staff growth to support institutional needs.

The following resolutions were approved by the Full Board:

Resolution: Chairman BK Fulton of The Strategic Finance Committee recommends the Full Board approval of the resolution for NSU to apply for Level 2 Authority in Information Technology and Procurement. Seconded by The Honorable James Dyke. The Board unanimously approved.

Resolution: Chairman BK Fulton of The Strategic Finance Committee recommends the Full Board approval of the resolution for NSU to increase online tuition and fees with academic year 2021-2022. Seconded by The Honorable James Dyke. The Board unanimously approved.

Resolution: Chairman BK Fulton of The Strategic Finance Committee recommends the Full Board approval of the resolution to approve the Crisis and Emergency Management Plan (CEMP). Seconded by Dwayne Blake. The Board unanimously approved.

Resolution: Chairman BK Fulton of The Strategic Finance Committee recommends the Full Board approval of the resolution to approve the 2021 Six-Year Institutional Plan. Seconded by Dwayne Blake. The Board unanimously approved.

Resolution: Chairman BK Fulton of The Strategic Finance Committee recommends the Full Board approval of the resolution to approve the 2021 Legislative Priorities. Seconded by The Honorable Jim Dyke. The Board unanimously approved.

12. Governance Committee Update Mr. Blake

Mr. Blake reported that Eric Claville is working with Ericke Cage to update the Matrix, to include exploring annual surveys and updating skills to better understand the Board's needs.

SCHEV mandatory training took place on October 19 for new board members to attend.

New Board Member Orientation will take place next year, 2022.

Other topics will take place during the Closed Session on Friday.

13. Adjournment

There being no additional business, Rector Henry thanked everyone for coming and adjourned the meeting at 4 pm.

Respectfully submitted,

Inda B. Walker, Board Liaison

Devon Henry, Rector

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

**RESOLUTION TO APPROVE
ONLINE TUITION AND FEES FOR ACADEMIC YEAR 2021 – 2022**

WHEREAS, the Commonwealth of Virginia funding policies and economic forecasts for the foreseeable future as contained in the 2020 - 2022 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 online tuition and miscellaneous online fees as presented by the administration and identified in the attached Schedules E and F, respectively.

WHEREAS, the rates set for online tuition and, 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 online tuition , room, board, mandatory and miscellaneous fees found in the above referenced and attached Schedules E and F for –2021-2022 academic year; and

WHEREAS, the President shall monitor any subsequent actions of the General Assembly throughout Fiscal Year 2021-2022 for legislative impact on the tuition and fees policy and related funding, shall propose changes to the BOV Executive Committee for approval as required by such legislation, and shall report such action to the full Board of Visitors for approval at its next regularly scheduled meeting; and

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

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resolution for the online tuition and fees for academic year 2021-2022 as presented this 15th day of October 2021.

Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date _____

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

**RESOLUTION TO APPROVE
CRISIS AND EMERGENCY MANAGEMENT PLAN (CEMP)**

WHEREAS, the Board of Visitors of Norfolk State University is concerned with the health and well- being of its students, faculty and staff and desires that the best possible emergency services be available to them; and, the **President** is concerned with the health and well- being of its students, faculty and staff and desires that the best possible emergency service be available to them.

WHEREAS, the §23.1-804 of the Code of Virginia requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by Norfolk State University in coordination with the Virginia Department of Emergency Management with input from the City of Norfolk, Virginia Emergency Management Agency.

NOW THEREFORE BE IT RESOLVED that the Norfolk State University Board of Visitors, on this 15th day of October 2021, does hereby officially adopt the Norfolk State University Crisis and Emergency Operations Plan, to include plans and procedures for both natural and human caused disasters.

I do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors of Norfolk State University at a meeting held on October 15, 2021.

Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date _____

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

**RESOLUTION TO APPROVE
THE 2021 SIX-YEAR PLAN**

WHEREAS, the Higher Education Opportunity Act of 2011 (TJ21) requires each public institution of higher education in Virginia to prepare and submit a Six-Year Plan; and

WHEREAS, during the 2015 General Assembly session, joint resolutions approved by the House (HJR 555) and Senate (SJ 228) also require that the mission, vision, goals, and strategies expressed in the statewide strategic plan framework guide the development of the strategic plan and the Six-Year Plan at each public institution of higher education; and

WHEREAS, the governing board of each public institution of higher education shall submit a Six- Year Plan to the Council (State Council of Higher Education for Virginia), the Governor and the Chairs of the House Committee on Appropriations and the Senate Committee on Finance no later than July 1 of each odd-numbered year, and shall submit amendments to an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly; and

WHEREAS, Norfolk State University prepared a Six-Year Plan in accordance with the requirements and guidelines and the Plan was submitted by the stated deadline of July 1, 2021; and

WHEREAS, the 2021 Six-Year Plan must be formally approved by the Board of Visitors prior to the October 15, 2021 final submission or as soon thereafter;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Interim Provost and Vice President for Academic Affairs, the Vice President for Finance and Administration, the University President, and by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution for the 2021 Six-Year Plan as presented this 15th day of October 2021; and

BE IT FURTHER RESOLVED, that the University is authorized to revise the 2021 Six-Year Plan with any changes recommended by the Commonwealth's Higher Education Advisory Committee (HEAC) before the final submission is due on October 1, 2021.

Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date _____

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

**RESOLUTION TO APPROVE
2021-2022 LEGISLATIVE PRIORITIES**

WHEREAS, the proposed 2021-2022 legislative priorities have been carefully reviewed by the Norfolk State University administration; and

WHEREAS, the University administration has determined that the proposed 2021-2022 legislative priorities reflect the highest needs and initiatives of the University and are aligned with the mission of the University; and

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 by 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 2021-2022 Legislative Priorities as presented this 15th day of October, 2021.

Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date _____

BOARD OF VISITORS
BOARD MEETING
October 15, 2021

MINUTES

1. Call to Order

Rector Devon Henry called the NSU Board of Visitors meeting to order at approximately 8:30 am. A quorum was established with an 12-0 Roll Call vote and 3 members attending virtually. After all virtual attendees stated their reasons for attending virtually, a motion was made for the virtual attendees to attend virtually for medical reasons by BK Fulton and seconded by Bishop Kim Brown. Below is a list of individuals that participated in person and virtually.

Participants – Board Members

Mr. Devon Henry, Rector
Dr. Deborah M. DiCroce (Virtual)
Mrs. Heidi Abbot
Dr. Terri L. Best (Virtual)
Mr. Dwayne B. Blake
Ms. Mary L. Blunt
Bishop Kim W. Brown
The Honorable James W. Dyke, Jr.
Mr. BK Fulton
Mr. Larry A. Griffith (Virtual)
Mr. Delbert Parks
Dr. Harold “Harry” L. Watkins, II

Participant – Faculty Representative to the Board

Dr. Geoffrey de Laforcade, Faculty Senate President and Associate Professor, Biology

Non-Participant – Student Representative to the Board

Mr. Jaylin Drewry

Participants – Counsel

Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General
Ms. Deborah A Love, Senior Assistant Attorney General/Chief, Office of the Attorney General
Lyn Harper, Senior Principal, Mercer Management (Virtual)
Mr. Cory Wolfe, Associate University Counsel and Assistant Attorney General

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness

BOARD OF VISITORS

Board Meeting
October 15, 2021
Page 2

DRAFT

Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs
Dr. Gerald E. Hunter, Vice President, Finance and Administration
Mr. Clifford Porter, Vice President,
Dr. Leonard E. Brown, Vice President, Student Affairs
Ms. Melody Webb, Athletics Director
Ms. Tanya S. White, Chief of Staff
Dr. Karen H. Pruden, Assistant Vice President for Human Resources
Ms. Kimberly Gaymon, Scheduler/Financial Services Specialist
Mr. Obie Smith, Director of Operation Services
Mr. Rasool A. Shabazz, Project Engineer, OIT
Mr. Christopher M. Gregory, Information Technology Specialist, OIT
Ms. Inda Walker, Clerk to the University President/Board Liaison
Dr. Dawn Hess, Chief Compliance Officer
Derika Burgess, Chief Audit Executive
Eric Claville, Executive Advisor to the President (Interim), Governmental Relations

Observers – NSU Administrators and Staff

Dr. Andrew Carrington, Assistant Vice President, Finance & Administration
Mr. Deltnore' Hyman, Police Department
Mr. Anton Kashiri, Associate Vice President, Facilities Management
Dr. Dawn Hess,
Mrs. Derika Burgess
Mr. Elroy Smith,

Observers – NSU Faculty

Ms. Stevalynn Adams, AVP Communications and Marketing

2. **Opening Remarks:** Rector Henry welcomed everyone to the 2nd day of meetings and thanked everyone. He stated that we are very fortunate to have the relationships and the leadership that we have in the room, and very fortunate to have the support of Richmond. He stated that NSU has come a long way and he is honored as an alum to be a part of the Board. He was reflecting the prior night that NSU has come a mighty long way and yet there is so much more that we can do and that we are going to do. He then introduced NSU's 7th President, Dr. Javaune Adams-Gaskins.

3. **President's Update/Presentation Dr. Javaune Adams-Gaston**

President Adams-Gaston opened up saying that it has been a wonderful transition to the university, it has been difficult, but she has a great support team, and she goes on to say that with the right team you can do anything. She appreciates that Norfolk State University (NSU) is in a position that we can look forward and not backward.

Last month we celebrated Founder's Day - 86 years. As she always says, if our poor mothers and fathers can begin an institution of higher education in a great depression, we can certainly survive the pandemic because we come from those who believe in the power of education so strongly that they put their resources together and made this happen. She believes that we come from a tradition of excellence and although it's a lot of hard work, President Adams-Gaston and her husband agree that this is their assignment, they feel led to be here, and they feel privileged to be here. She thanked her special guest and all who came and participated in the investiture and inauguration week. One of the things that she said in her investiture speech was "I don't feel no ways tired." She stated that our Rector said, "I know you don't feel no ways tired, but a brother is tired."

She stated that it speaks to the wonderful things that are going on here at NSU, the relationships that hold us accountable and also understanding that the mission is the most important thing. She wanted to thank publicly the University Events Group and especially her Chief of Staff, Tanya White.

In the 86 Hours of Giving the institution raised \$286,221.

The gala was wonderful, a gymnasium was transformed into a ballroom. She stated that we are truly blessed for our time in history and because of our team. Maya Chaka, the NFL's first black female referee and a NSU alum, attended the gala.

We had 19 months of Covid and that is important to notate because it made us think about the frame that we are in now, and the frame has shifted sideways. We are working hard to shift the frame back, even in the midst of Covid. We did that by starting to demonstrate a culture of care. She stated that Jaylen did a wonderful video series with her which was great way to communicate to the student body in the early days of Covid, the things that were happening and how we were moving forward. There were town hall meetings and other meetings that allowed administration to listen to the student population and find out the students' needs and concerns; course guidelines that our faculty had to pivot from in-class to virtual, then back, and hybrid; and there were vaccination clinics on campus, which is important to the community, and it's important for us as a partner in the community. And finally, we had recognition. Each student received \$500, and each faculty/staff received \$1000. NSU recognized that we wanted a vaccinated and safe community, but most importantly, we recognized that this has been hard for our community.

We have performed 5,130 Covid tests and we have had 27 positive tests. Praise the Lord because we have peers across the Commonwealth who are having outbreaks and having hard times. President Adams-Gaston stated to our students that it is their ability to take on the things that we need them to do in the midst of doing what college students would like to be doing. We need them to mask up, we need them to socially distance, and we need for them to get vaccinated. In fact, 90% of our students are vaccinated. And the other students that have medical reasons or religious reasons that won't allow them to be vaccinated, they

also are receiving the recognition because they have been within the rules of the university. Also, 84% of our faculty are vaccinated. We continue to ensure that vaccinations are easy and accessible.

The Green and Gold Standard is what she feels has been the spirit of this institution for a long time and she addressed some of this at the investiture. We are looking at the standard to help us educate the labor force for solutions to digital threats, cyber security, cyber psychology, and we are looking to be innovative to the NSU Spartan Innovation Academy and support entrepreneurship through the NSU School of Business Innovation Center in downtown Norfolk as well as train students in The School of Nursing in *One School of Public Health*. The *One School* is ODU, NSU, and EVMS. We are looking to educate students to find solutions to problems in urban and rural communities through *Ethelyn R. Strong School of Social Work*, *Center for Research on Health Disparities*, partnership with *Appalachian School of Law*, and to showcase the talents of our students in *NSU Visual and Performing Arts*. She reminded the Board that Jay Z and Beyonce donated \$2 million to NSU, one of 5 HBCU's in the country to receive the donation, and that is specifically for students in the arts, history, and communications. We have already given 20 scholarships as of this date.

We are expanding access to education to individuals who don't have greater means through the Virginia College Affordability Network. This is due to our Enrollment Management Group, and it is a scholarship and is available to anyone who lives within a 25-mile radius.

As we move forward, we want NSU to be a place that not only prepares students for careers but a place where the public and community can look for solutions.

We are using the Green and Gold standard to provide access to education to all people, non-traditional and traditional students, coming right out of high school or coming from the military, or coming back to school after many years. We take people where they are and allow them to become all that they want to be. NSU is THAT place for all who want to be a part of this environment. We have the opportunity and the availability and the faculty and the staff and the administrators to make dreams come true.

The demands of the employment environment are important. President Adams-Gaston has spent lots of time with Career Services, CEOs, and others who to talk about what their present and future needs are. If our students can think critically, speak well, write well, work on teams, are comfortable with diversity (meaning they have experience with diversity of ideas, etc.), those are the things that CEO's are looking for. Yes, the critical academic skills matter, but things are moving so fast, and things are changing so fast that information, how we access information, and what we do with it is changing very quickly. So, for us, it is the classroom experience and it's having faculty engage and mentor students that matters. The out of classroom experience, having leadership experience, and experiences going abroad (someday we will go abroad again), and experiences with internships that really matter.

She has been able to say to *Enroll for Virginia* and other individuals, “our students have to have paid internships!” Most of them do not have the luxury of having an internship because they need a job and are trying to pay for school and get this critical experience. But if they cannot get the paid internship, they are falling behind their peers. We are trying to get some traction around understanding and supporting and finding ways to do that. 67% of the national average of students who get an internship will get a job offer. That’s a big deal. This university is looking for ways to keep our students on track, competitive, and able to get what they need in a way that is useful to them.

Our Department of Nursing in Allied Health was recently rewarded a \$5 million award creating a Master of Health Informatics. The One School of Public Health (ODU, NSU, and EVMS). The joint school of public health received widespread support from Governor Northam and the General Assembly, which fully funded us with \$5 million: \$2.5 million for NSU and \$2.5 million for ODU. Also, Sentara Health Care invested \$4 Million: \$2 million to NSU and \$2 million to ODU to support the accreditation process. We are showing people how important NSU is for the future of the Commonwealth and worldwide. We are an institution that is built on finding ways for people, in particular black people, to be educated.

The NSU/Appalachian School of Law Agreement takes some debt away from our students because they will have one less year of schooling to pay for.

NSU will continue to be forward thinking and prepare our students for first day readiness when they go on the job or if they want to go on to graduate school.

President Adams-Gaston stated that we are having significant issues with students having mental strain since Covid. She believes that when we came out of Covid, most people came out with PTSD from Covid, which is all the things that happen when you are confined and then you get to go out and you are told that things are the same as before, and they are not. Those who already had mental health issues are exacerbated, and others are struggling with their home situation, what is expected of them. The anxiety and the depression are high, just as across the Commonwealth and across the nation. It’s hard for Counseling Center to keep up with the need.

Jaylin re-emphasized what President Adams-Gaston said and stated that he is one of those students. Having to come back to campus after a year and still be in the middle of a pandemic, still having to balance classes, and having to deal with financial burdens. However, he states that the Counseling Center is helping students.

President Adams-Gaston stated that the mental health issue is evident with the violence that happens right outside of our gates. The number one population that was having the hardest time during the pandemic was African American male athletes. Mayor Alexander has agreed to have Town Hall meetings with NSU so that NSU can be identified as a place

where the community can work together, get a handle on this, and provide real world service to our community. We need to get to the real issue of this reckless and senseless disregard for life and the violence right outside of our doors.

Our enrollment stands at 5458 and that's one person over enrollment for last year. Our online learners have increased significantly, almost doubled from a year ago.

INNOVATIONS AND PRIVATE PARTNERSHIPS

- NSU Spartan Innovation Academy
 - Providing Apple iPads to students
- Micron Cleanroom
- Bank of America
- Golden Nugget HBCU Partnership
- Netflix Partnership

NSU MAKING WAVES

- Naismith Memorial Hall of Fame
 - Robert "Bob" Dandridge, '69
- NSU ROTC Hall of Fame
 - LTC (Ret.) Clarence Demory, '68
 - Judge Raymond A. Jackson, '70
 - Dr. Melvin T. Stith, Sr., '70
 - LTC (Ret.) Antonio L. Thompson, '91
- American Baseball Coaches Association Hall of Fame
 - Marty Miller, '67
- MEAC's 50 Legends in Coaching
 - Kenneth Giles, Director, Track and Field
- HBCU White House Initiative Scholars
 - McKinley Lowery
 - Skylar Groves
- 25 Game Changers in American Theatre
 - Professor Anthony Stockard
- WNSB New Station Manager
 - Elroy Smith

NSU 6 Year Plan: We continue our institutional mission that we transform student's lives through exemplary teaching, research, and service, and we move on to our vision, which is to be a premier public institution with outstanding signature academic programs, innovative research, and community engagement opportunities.

This was a banner year for athletics: Meac championship in baseball and basketball.

Increasing retention and graduation rates is a key priority for our institution. NSU must be innovative as an institution of higher education.

Capital Outlay Plan Priorities are tied directly to our strategic planning and budget process. Includes:

1. E. L. Hamm Fine Arts Building Renovation = \$67 M
2. New Wellness, Health, and Physical Education Building = \$58.8 M
3. Next Generation Sequencing = \$5 M
4. HVAC Renovations at Babbette B Towers North and South Halls, Charles H Smith, and Lee S. Smith Hall = \$6 M

NSU is a gem. As we continue to have people understand who we are, the largest HBCU in the Commonwealth, we will not sell ourselves short. As president, I will always make decisions in the best interest of our Spartan Community, we will keep pushing NSU forward, we will continue to push our students to excellence and success and when they leave here, they will be like Jaylen (Student Representative of the Board), who is already a perfect example of Spartan excellence. It is our time. I thank you for your continued support and it is true, I don't feel no ways tired.

4. President Adams-Gaston introduced the new station manager, Dr. Elroy Smith.

Mr. Smith stated that the vision of WNSB is to give interns and graduates an opportunity and there are 5 alumni's on WNSB that are doing a great job. He stated that we have professionals at this school. Also, we will continue to support the community by giving free Thanksgiving meals with Calvary Revival Church.

The radio station is always looking out for local artists, so they are played every hour. Membership drives are excellent. The new radio station will finally be ready in January. There was a market research of listeners between the ages of 18-44 and they like the music from the 80's and 90's and music of today, and 18% want to hear some songs from the 70's. Our slogan is Hot 91, The Soul of VA. We are currently number 20 in the market. In the next 3 years, we want to be in the top 10 in Norfolk, VA. Mr. Smith intends to change our position by creating underwriting opportunities. He plans to have vignettes on Martin Luther King, Black History Month, June Teenth, tips on buying a house, tips on furthering your education, etc., and money comes through these vignettes in order for the station to operate. He also wants to have a music conference, which is already confirmed. He wants to have a daddy daughter dance, a workshop for Women, workshop for fathers on raising young boys/men.

5. Student Representative Jaylin Drewry

Mr. Jaylin Drewry has met with over 8 departments on campus to ensure that student concerns are heard are met.

- Division of Student Affairs
- Housing and Residence Life
- Thompson Hospitality
- Office of Information Technology
- Office of Academic Engagement
- Athletics
- Communications and Marketing
- Finance & Administration

SGA has begun to roll out new initiatives by establishing issue-focused committees. The first committee will be named Spartan Success, which will focus on the academic and career success of NSU students. The next committee will be named Spartan Wellness, which will focus on the effects of Covid-19 on the student body, this committee will also focus mental advocacy within the spartan community.

September 29th SGA held its first town hall of the semester. Students were able to attend the town hall in person and online. Having the town hall allowed students to voice their concerns directly to the respective department.

Since August, SGA has been planning homecoming activities and events. October 9th –16th NSU will be celebrating homecoming in person for the first time in 2 years. The theme is “Back Together Again, Ain’t no stopping us now” and I can assure you after 2 years of not being together, nothing will stop us from celebrating homecoming.

Jaylin Drewry thanked President Adams-Gaston for supporting the Student Government. He serves as Director Legislative Affairs of National Consortium of SGA Presidents. They are working to put together a package legislative issues that they can take to our representatives that they can discuss, including funding.

Issues that the students have are long lines and lack of food options. Students compare NSU with other universities and expect to have more choices.

6. Faculty Representative Dr. Geoffroy de Laforcade

Dr. de Laforcade stated that there is hope after returning from the Pandemic. Various departments worked hard all summer. Despite the challenges, he has seen his colleagues face enormous challenges and rise to the occasion, teach with unwavering passion, and contribute to the collective discussions. The Office of Extended Learning, The Writing Center, and Other Support Services have been extremely helpful in assisting. Many have taken course overloads in hopes that new faculty would come on board to help.

There are stories of exhaustion, over extension, and isolation from faculty. It is no secret that they work in entrenched silos. They often lack information on what is going on with

the university. The collegiality and sense of community has been interrupted, and he hopes that efforts by the college and the Board will acknowledge faculty.

Of course, faculty has issues amongst themselves. There have been a number of resignations from the Executive Committee.

He hopes to move forward with positive energy and gain the trust of his colleagues. He stated that they have to overcome the fear that to speak freely will result in some sort of retaliation. He will do all that he can to relay the messages to the faculty and thank you for welcoming him at this table.

Delbert Parks asked about morale? Dr. de Laforcade stated that morale is good being that they see things coming from the top. He stated that faculty suffers from mental health issues as well.

Dr. DiCroce stated that she takes the report as a positive sign. She states that there is always going to be tension, but the goal is that it is a healthy tension between faculty and administration. She has positive thoughts from Dr. de Laforcade's statements and it is evident that we all want to row in the same direction, and we want to do the best for the students. At the end of the day, the faculty is the heart of the university, and we must get that piece right.

Rector Henry dismissed at 10 am for a 10-minute break. Afterward, the Board will go into Closed Session.

The Board reconvened at 10:10 am.

Bishop Brown motioned, seconded by BK Fulton, the Board with a 12-0 Roll Call vote moved to adjourn and reconvene in Closed Meeting pursuant to Section 2.2-3711(A) 1, 7 and 8 of the Code of Virginia, for the following purposes, pursuant to the noted subsections: (1):.... To discuss personnel matters, including more specifically, discussion on the compensation of a high-level University employee as well as the appointment, performance, and promotion of specific individuals and university employees; and (7) and (8): Consultation with legal counsel and briefings by staff members or consultants regarding (1) the compensation of a high-level university employee, and (2) 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, including more specifically for legal counsel to give a status update on pending and potential litigation of which the Board should be made aware; along with any necessary consultation with legal counsel regarding matters noted in this motion; and further that the following persons remain for the Closed meeting: President, Provost/Vice President for Academic Affairs, University Counsel, Associate General Counsel, OAG Education Section Chief, Deborah Love

7. CLOSED SESSION

8. OPEN SESSION

The Board having reconvened in the Open Meeting, took an 12-0 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.

9. RESOLUTION

Dwayne Blake motioned that consistent with the raise provided to most state employees, The Board of Visitors approved a 5% increase to the President's base salary as provided in her contract effective June 10th of 2021 and the Board further authorized the Rector to negotiate and execute a further amendment to the President's contract consistent with discussions held during the Closed Session. Motion was seconded by BK Fulton. Motion was unanimously approved.

Mary Blunt motioned, seconded by Dr. Harry Watkins, for approval of promotion for Dr. John Kamiru as discussed in the Closed Meeting. Motion was unanimously approved.

10. NEW BUSINESS/OLD BUSINESS

Motion was made by Mary Blunt and seconded by BK Fulton to accept the revised Standard Operating Procedures (SOP) for the Board. Motion was unanimously approved.

11. Public Comment

No one signed up for public comment.

12. Adjournment

There being no further business, the meeting adjourned at approximately 1:25 p.m.

Respectfully submitted,

Inda B. Walker, Board Liaison

Devon Henry, Rector



NSU Board of Visitors Academic & Student Affairs Committee Meeting November 16, 2021

Career Services 2.0

Plans for 2021 and beyond



CAREER SERVICES UPDATE:

- Internships & Mentoring
- Graduate Outcomes
- Cultivating more opportunities
- Meeting the students where they are
- We need your help!



COMMITMENT TO INTERNSHIPS

Developing partnerships with several regional organizations to educate and expand internship opportunities

Hosting “A How to Post an Internship” to expand internship opportunities for smaller to medium size businesses

Participating in the National Association of Colleges and Employers (NACE) HBCU Employer Roundtables to connect with Fortune 500 organizations

Partnering with various offices to utilize Handshake

Organizing partnerships with the LEAD4IT program with Deans Keeve and Carrington and CS department chair - Dr. Doswell

Expanding Mentoring programs

Service on SCHEV Academic Workgroup on internship to create statewide internship opportunities

Hosting Employer & Academic Hybrid Luncheons with government and fortune 500 organizations

Collaborating with the City of Norfolk Department of Economic Development

Applying for grants and we received the first VTOP grant/scholarship that provides NSU professionals access to resources on Experiential Education

5 Focus Areas



Brand Handshake as the campus tool



Create Career Ambassadors & Liaisons



Increase LinkedIn Usage



Promote and document Experiences (outcomes)



Create More Employer Opportunities

We need your help...



LinkedIn is a professional networking site but it is also a vehicle to help us celebrate our alumni and our students' successes to the professional world.

- We can capture our alumni success stories and our students' accomplishments.
- We can use it to supplement our Graduates Career Outcome data (What did our students do after graduation data?)

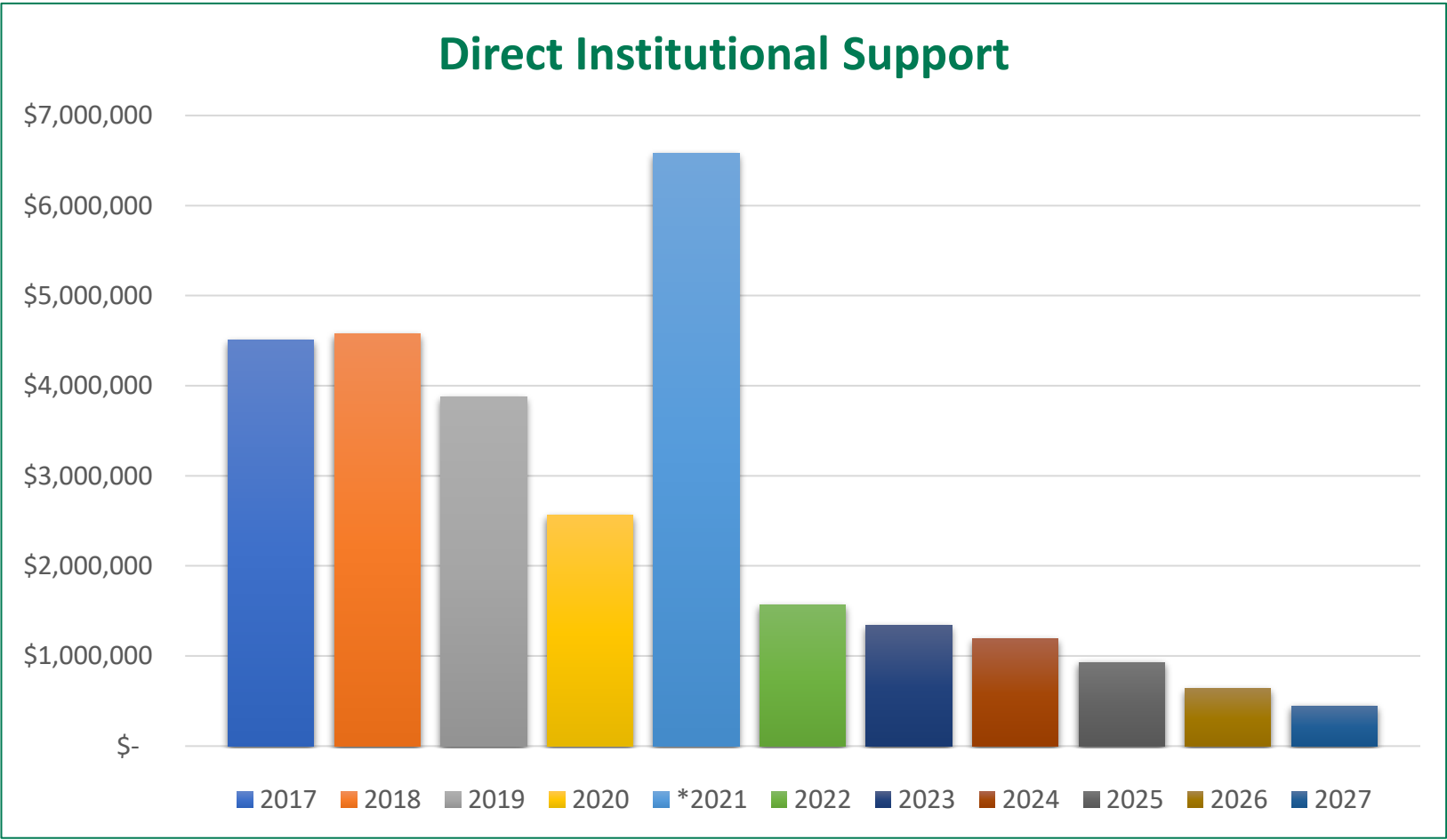
Handshake is a global career tool and we need all supporters highlighting and sharing it.



ATHLETICS BUDGET & FINANCIAL OVERVIEW

Athletics – Budget Overview: Subsidies & Institutional Support

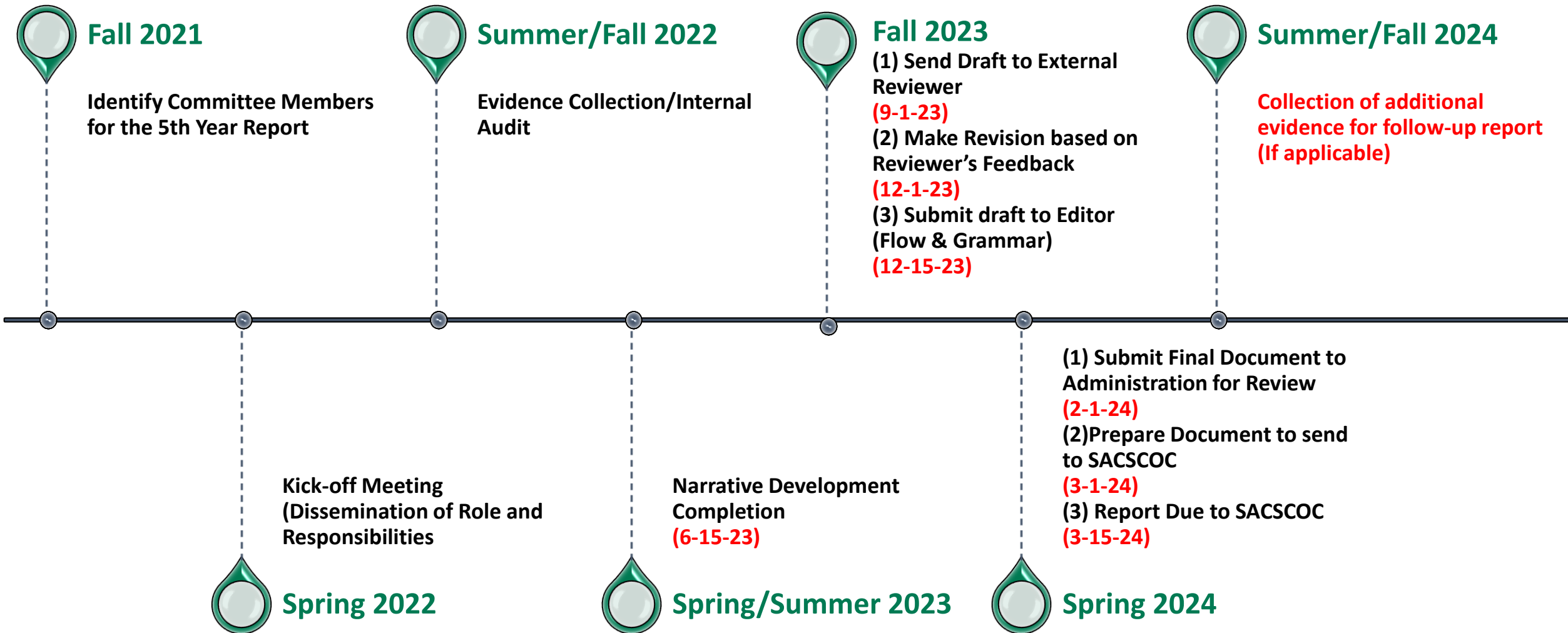
FISCAL YEAR	SUBSIDY
2017	\$4,509,802
2018	\$4,576,032
2019	\$3,876,693
2020	\$2,561,307
*2021	\$6,576,093
2022	\$1,569,364
2023	\$1,338,520
2024	\$1,189,019
2025	\$928,537
2026	\$636,021
2027	\$445,731





**FIFTH YEAR
INTERIM REPORT:**
Pathway to
Compliance with
SACS-COC
Principles

SACSCOC FIFTH YEAR REPORT: TIMELINE



ACADEMIC PROGRAM UPDATE



Medical Technologies program



Discontinued as of July 2019 due to various factors including but not limited to the following:

- Decline in practicum sites
- Lower enrollment



Teach out plan has been completed



Students are no longer enrolled in this program

We're Hosting
**TRANSFER
 VISIT DAY**
Start Your Transfer Experience Now!



MASKS REQUIRED
NOVEMBER 11 | 10 A.M. – 3 P.M.

LOCATION:
 Student Center
 Dorothy Brothers Auditorium



**REGISTER
 HERE**

TOPICS:
 Academic Advising
 Campus Tour
 Apply for admission
 Financial Aid



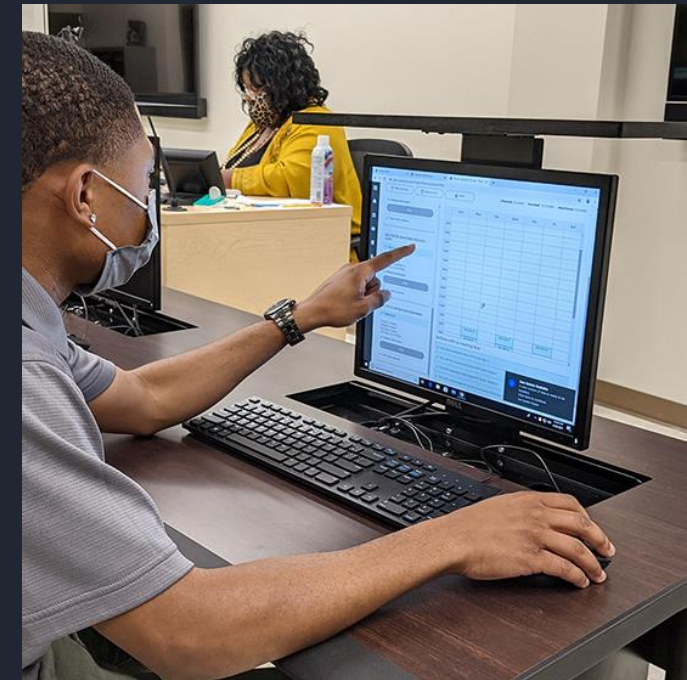
**YOU CAN
 WITH VCAN:**
Afford College at NSU
Virginia College Affordability Network

- Free Tuition
- Academic Enrichment

For
 Local Pell Eligible Students

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

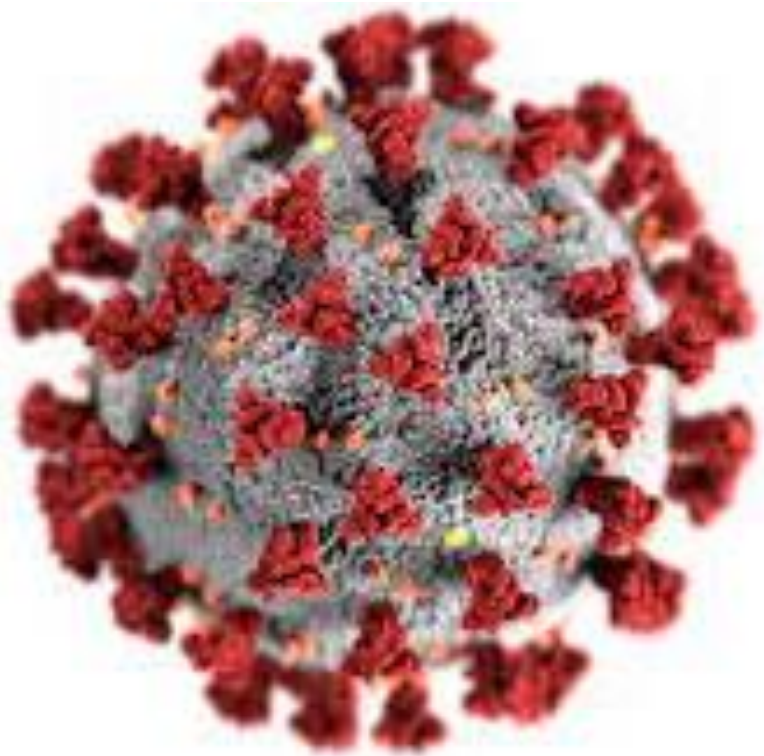
For additional information
 please visit
www.nsu.edu/admissions or contact
 the Office of Admissions
 at (757) 823-8396

ENROLLMENT MANAGEMENT STRATEGIES

- Retention:
 - Student Planner System
 - Additional Advising Capacity at the upper division level
 - Additional Financial Aid Opportunities
 - Transfer Boost Initiative

COVID-19 UPDATE



- **Mitigation Strategies**

- Continued Social Distancing Guidelines
- Masking Requirements
- COVID-19 Vaccination Requirements
- Testing
- Cleaning Guidelines
- Communication regarding safety and updates

NSU – COVID-19 DASHBOARD

As of 11-12-2021	COVID-19 TESTS PERFORMED:	POSITIVE COVID-19 CASES:	POSITIVITY RATE:
STUDENTS	7962	44	0.0055
EMPLOYEES:	491	0	0
TOTAL:	8453	44	0.0052

STUDENT GOVERNMENT REPORT

- SGA's Spartan Wellness Committee has begun evaluating the University's wellness practices with hopes of establishing an institution-wide wellness plan.
- SGA has been focused on maintain a robust campus experience and engaged Spartan Community is. The following events have occurred:
 - 2 social functions – held in Echols Gym.
 - In-person Homecoming events for the first time since the start of the COVID-19 pandemic.
- SGA Will be hosting the last Town-Hall meeting of the semester to allow students to voice their concerns directly to their respective departments.
- SGA Spring Semester.
 - Joint Summit with Virginia State University's SGA.
 - Planning for the first "State of the Student Body" address is underway.
 - A theme for this year's Spartan Fest is being decided and more.





NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk VA 23504
(757) 823-8600



NORFOLK STATE UNIVERSITY

Board of Visitors December 9, 2021:
Audit, Risk and Compliance Committee

University Compliance Program Development



= Integrated
& On-Going



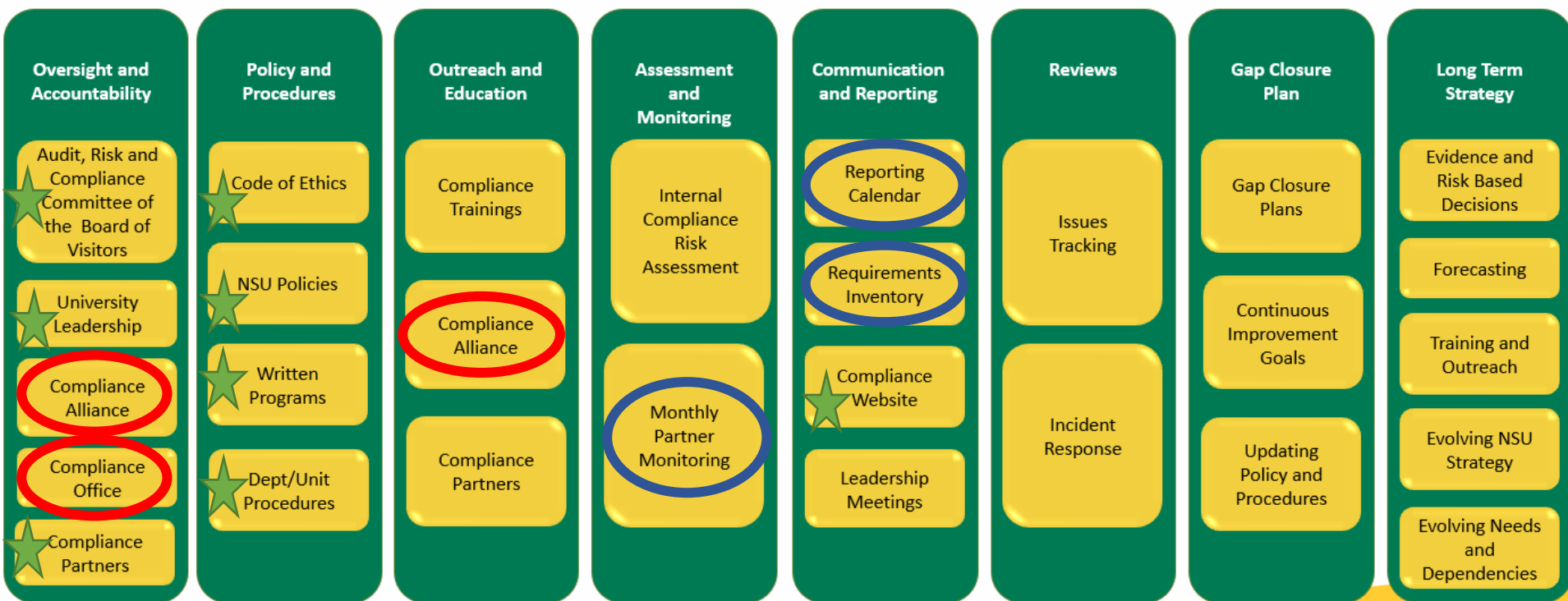
= Currently
Implementing



= Developing

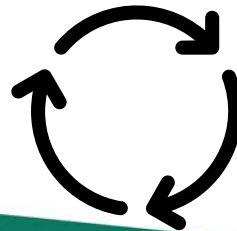


NSU Compliance Ecosystem

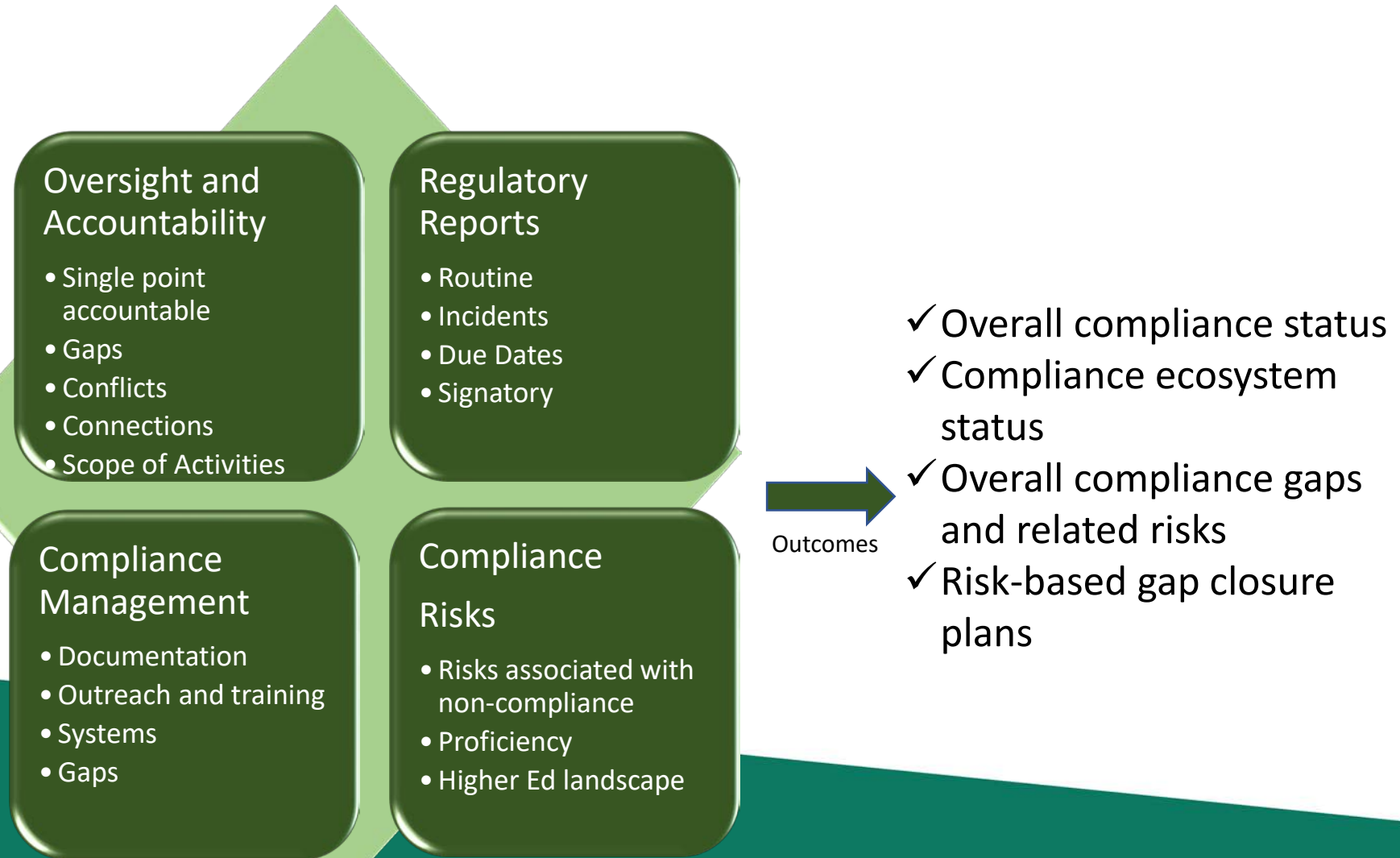


University Compliance Program Development: Timeline

	Prior to March 2021	Summer/Fall 2021	Winter 2021/Spring 2022	Beyond Spring 2022 - 2024
Oversight and Accountability	<ul style="list-style-type: none"> Audit, Risk and Compliance Committee of the Board of Visitors University Leadership 	<ul style="list-style-type: none"> Compliance Partners 	<ul style="list-style-type: none"> Compliance Alliance Compliance Office 	
Policy and Procedures	<ul style="list-style-type: none"> Code of Ethics NSU Policies Written Programs Department/Unit Procedures 			
Outreach and Education			<ul style="list-style-type: none"> Compliance Alliance 	<ul style="list-style-type: none"> Compliance Partners Education/Outreach Compliance Trainings
Assessment and Monitoring		<ul style="list-style-type: none"> Monthly Partner Monitoring 		<ul style="list-style-type: none"> Internal Compliance Risk Assessment
Communication and Reporting		<ul style="list-style-type: none"> Compliance Website 	<ul style="list-style-type: none"> Reporting Calendar Requirements Inventory 	<ul style="list-style-type: none"> Leadership Meetings
			Reviews	<ul style="list-style-type: none"> Issues Tracking Incident Response
			Gap Closure Plans	<ul style="list-style-type: none"> Gap Closure Plans Continuous Improvement Goals Updating Policy and Procedures
			Long Term Strategy	<ul style="list-style-type: none"> Evidence and Decision Making Forecasting Evolving NSU Strategy, Needs & Dependencies



Future: Compliance Assessment Focus Areas “The Green Sheet”





Section	Title		Self-Assessment ¹		
			GC	PC	DNC
1000	Purpose, Authority, and Responsibility	Comment	✓		
1010	Recognizing Mandatory Guidance in the Internal Audit Charter		✓		
1100	Independence and objectivity		✓		
1110	Organizational Independence	Approve Budget and Resource plan	✓		
1111	Direct Interaction with the Board		✓		
1112	Chief Audit Executive Roles Beyond Internal Auditing	Advising role for certain functions, research, emergency planning	✓		
1120	Individual Objectivity		✓		
1130	Impairment to Independence or Objectivity		✓		
1200	Proficiency and Due Professional Care		✓		
1210	Proficiency		✓		
1220	Due Professional Care		✓		
1230	Continuing Professional Development	Both department members have qualified to sit for the ACFE examination	✓		
1300	Quality Assurance and improvement Program		✓		
1310	Requirements of the Quality Assurance and Improvement Program	Nov 2017-present	✓		
1311	Internal Assessments	Nov 2017-present	✓		
1312	External Assessments	2025	✓		
1320	Reporting on the Quality Assurance and Improvement Program		✓		
1321	Use of "Conforms with the International Standards for the Professional Practice of Internal Auditing."		✓		
1322	Disclosure of Nonconformance		✓		
Performance Standards					
2000	Managing the Internal Audit Activity		✓		
2010	Planning		✓		
2020	Communication and Approval		✓		
2030	Resource Management		✓		
2040	Policies and procedures		✓		
2050	Coordination and Reliance	Coordination has greatly improved, especially concerning faculty and research, IA seeking to collaborate in add'l areas		✓	
2060	Reporting to Senior Management and the Board	consistent meeting schedule	✓		
2070	External Service provider and Organizational Responsibility for Internal Auditing	N/A	✓		
2100	Nature of Work				

¹ Conformance Evaluation Summary
GC – Generally Complies, PC – Partially Complies, DNC – Does Not Comply

2110	Governance - Combination of processes and structures implemented by the board to inform, direct, manage and monitor the activities of the organization toward the achievement of its objectives. Process is new. Assessment of ethics related programs and activities in needed.	Thru the use of subcommittees, BOV is est. a consistent decision making process as it relates to strategic and operational decisions.	✓		
2120	Risk Management	Strategic objectives and risk appetite are not defined. Proactively identify and manage operational and governance risks.		✓	
2130	Control	Same as above		✓	
2200	Engagement Planning				
2201	Planning Considerations		✓		
2210	Engagement objectives		✓		
2220	Engagement Scope		✓		
2230	Engagement Resource Allocation		✓		
2240	Engagement Work Program		✓		
2300	Performing the Engagement				
2310	Identifying Information		✓		
2320	Analysis and Evaluation		✓		
2330	Documenting Information		✓		
2340	Engagement Supervision		✓		
2400	Communicating Results				
2410	Criteria for Communicating		✓		
2420	Quality of Communications		✓		
2421	Errors and Omissions		✓		
2430	Use of "Conducted in Conformance with the International Standards for the Professional Practice of Internal Auditing."		✓		
2431	Engagement Disclosure of Nonconformance		✓		
2440	Disseminating Results		✓		
2450	Overall Opinions		✓		
2500	Monitoring Progress		✓		
2600	Communicating the Acceptance of Risks		✓		
IIA Code of Ethics			✓		
IIA Rules of Conduct			✓		
Core Principles of the Rules of Conduct			✓		

BOARD OF VISITORS (BOV) STRATEGIC FINANCE COMMITTEE MEETING REPORT FOR Tuesday, November 16, 2021, 3:30 pm

BK Fulton, *Chair*

Dwayne B. Blake

Delbert Parks

The Honorable James W. Dyke, Jr.

Joan G. Wilmer

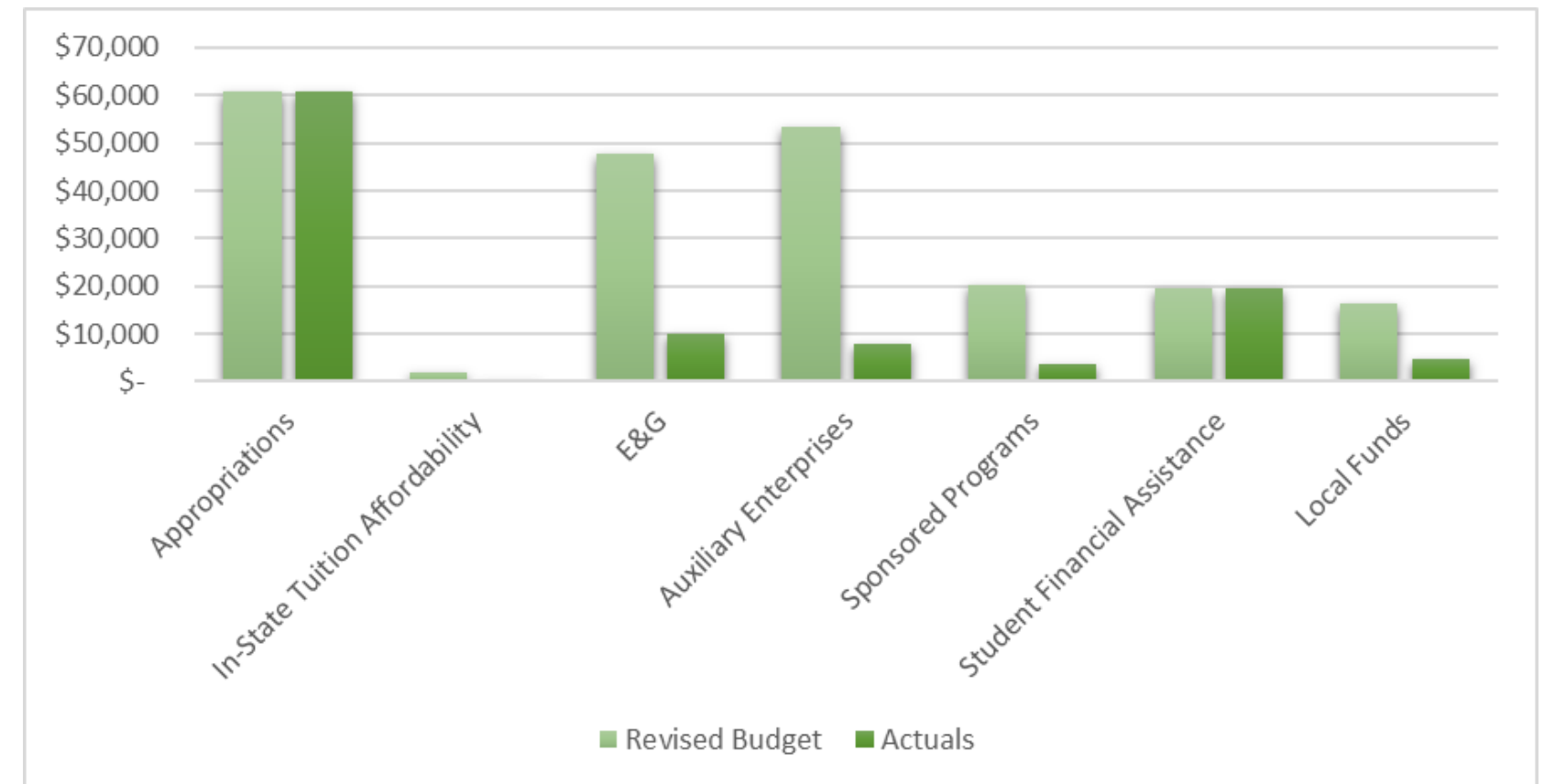
Larry A. Griffith

Bishop Kim W. Brown

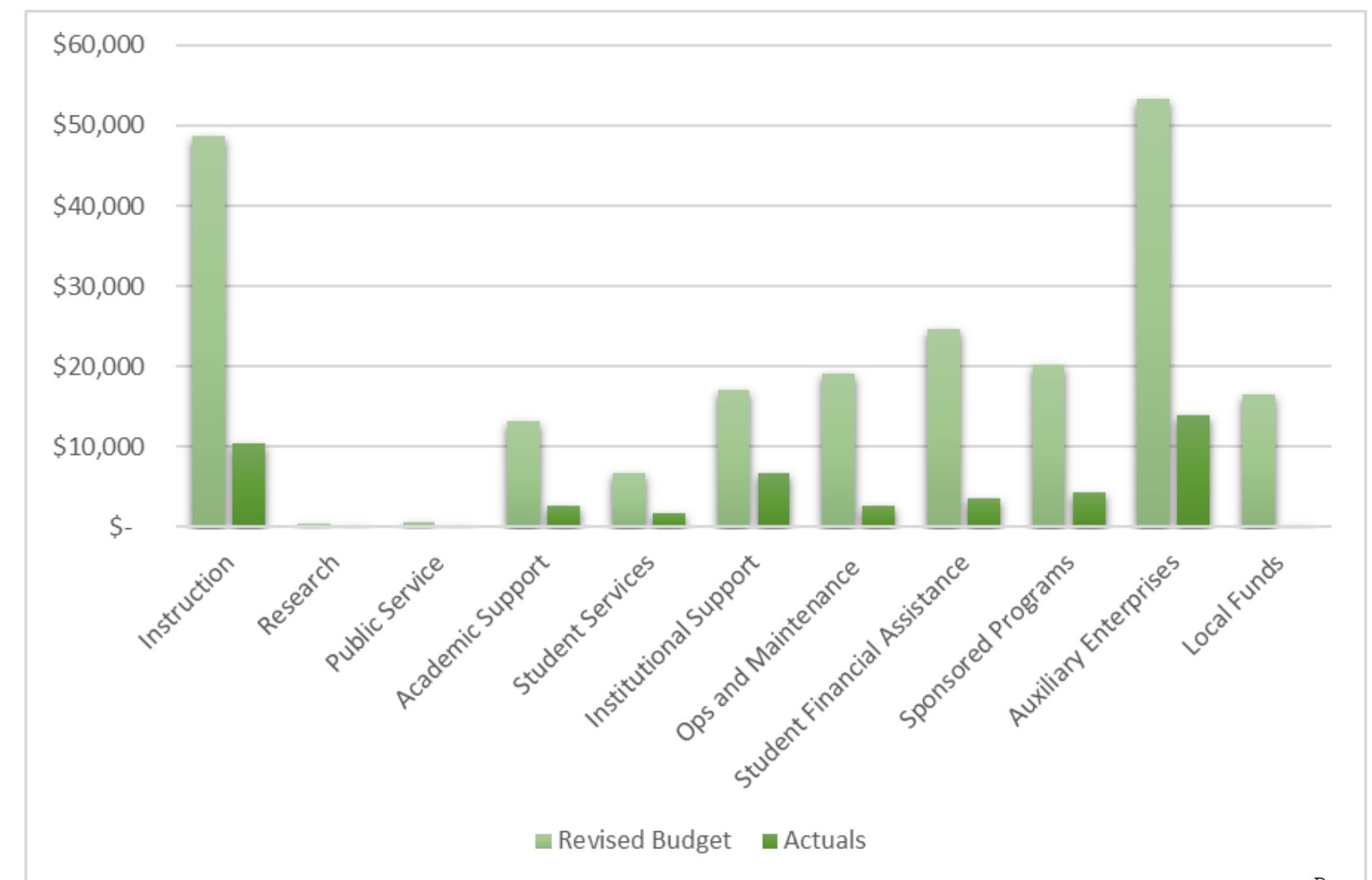
FY 2022 - Condensed Summary of Revenues and Expenses Budget Report - All Funds

(Cash Basis) As of September 30, 2021 (amounts in thousands)

<u>Revenues</u>	<u>Authorized Budget</u>	<u>Revised Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>	<u>Year-end Projection</u>
Appropriations	\$ 60,920	\$ 60,920	\$ 60,920	100%	\$ 60,920
In-State Tuition Affordability	2,000	2,000	-	0%	2,000
FY21 Carry-forward	-	-	-	0%	16,161
E&G	47,868	47,868	9,965	21%	48,726
Auxiliary Enterprises	53,232	53,232	7,923	15%	44,118
Sponsored Programs	20,232	20,232	3,701	18%	77,747
Student Financial Assistance	19,560	19,560	19,560	100%	19,560
Local Funds	16,500	16,500	4,780	29%	16,500
Total Revenues	\$ 220,312	\$ 220,312	\$ 106,849	48%	\$ 285,732



<u>Expenses</u>	<u>Authorized Budget</u>	<u>Revised Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>	<u>Year-end Projection</u>
Instruction	\$ 48,640	\$ 48,640	\$ 10,413	21%	\$ 48,640
Research	405	405	211	52%	405
Public Service	563	563	51	9%	563
Academic Support	13,176	13,176	2,681	20%	13,176
Student Services	6,664	6,664	1,704	26%	6,664
Institutional Support	17,099	17,099	6,703	39%	17,099
Ops and Maintenance	19,108	19,108	2,685	14%	19,108
Student Financial Assistance	24,693	24,693	3,637	15%	24,693
Sponsored Programs	20,232	20,232	4,309	21%	77,747
Auxiliary Enterprises	53,232	53,232	13,927	26%	19,231
Local Funds	16,500	16,500	198	1%	16,500
Total Expenses	\$ 220,312	\$ 220,312	\$ 46,519	21%	\$ 243,826
Revenue Over Expenses	\$ -	\$ -	\$ 60,330		\$ 41,906



ARMICS UPDATE

Agency Risk Management and Internal Control Standards

- Annual assessment conducted to provide **reasonable assurance** of the integrity of fiscal processes related to the submission of transactions to the Commonwealth's general ledger, submission of financial statement directive materials, compliance with laws and regulations, and stewardship over the Commonwealth's assets.
- Certified on September 30, 2021, to the Department of Accounts (DOA) that NSU can provide reasonable assurance as to the internal control over the recording of financial reporting requirements, compliance with laws and stewardship with respect to operational effectiveness over assets.
- No significant weaknesses were identified that require reporting to DOA.
- Internal deficiencies that require a corrective action plan submitted to management.

Facilities Management

1. Improve procedures for Fleet Management vehicle requisition process to outline how approvals will be documented.

University Full Potential Revenue Mix

Traditional Revenue Streams		Diversified Revenue Streams
Tuition & Fees	Other Funding	
<ul style="list-style-type: none"> • Academics <ul style="list-style-type: none"> ○ Academic Programs (Undergraduate, Postgraduate, Combined) ○ Alternate Academic Graduate Programs (e.g., Scholars Programs) ○ Nontuition Student Fees (e.g., Penalty Fees) ○ Geographic Expansion (e.g., Satellite Campuses) 	<ul style="list-style-type: none"> • Grants, Donations, and Sponsorships <ul style="list-style-type: none"> ○ Grants ○ Alumni Engagement ○ Scholarships ○ Specific Purpose Donations • Endowment <ul style="list-style-type: none"> ○ Endowment & Investments ○ Endowment Fund ○ Endowed Professorships 	<ol style="list-style-type: none"> 1. Continued Education 2. Research and Innovation 3. Services 4. Asset Utilization 5. Partnerships

Human Resources Update

- Collaboration with Benefits Broker on STD (short term disability) and LTD (long term disability) vendor renewal
- Personnel Updates: Recruitment for Compensation & Benefits Manager
- Cardinal Training



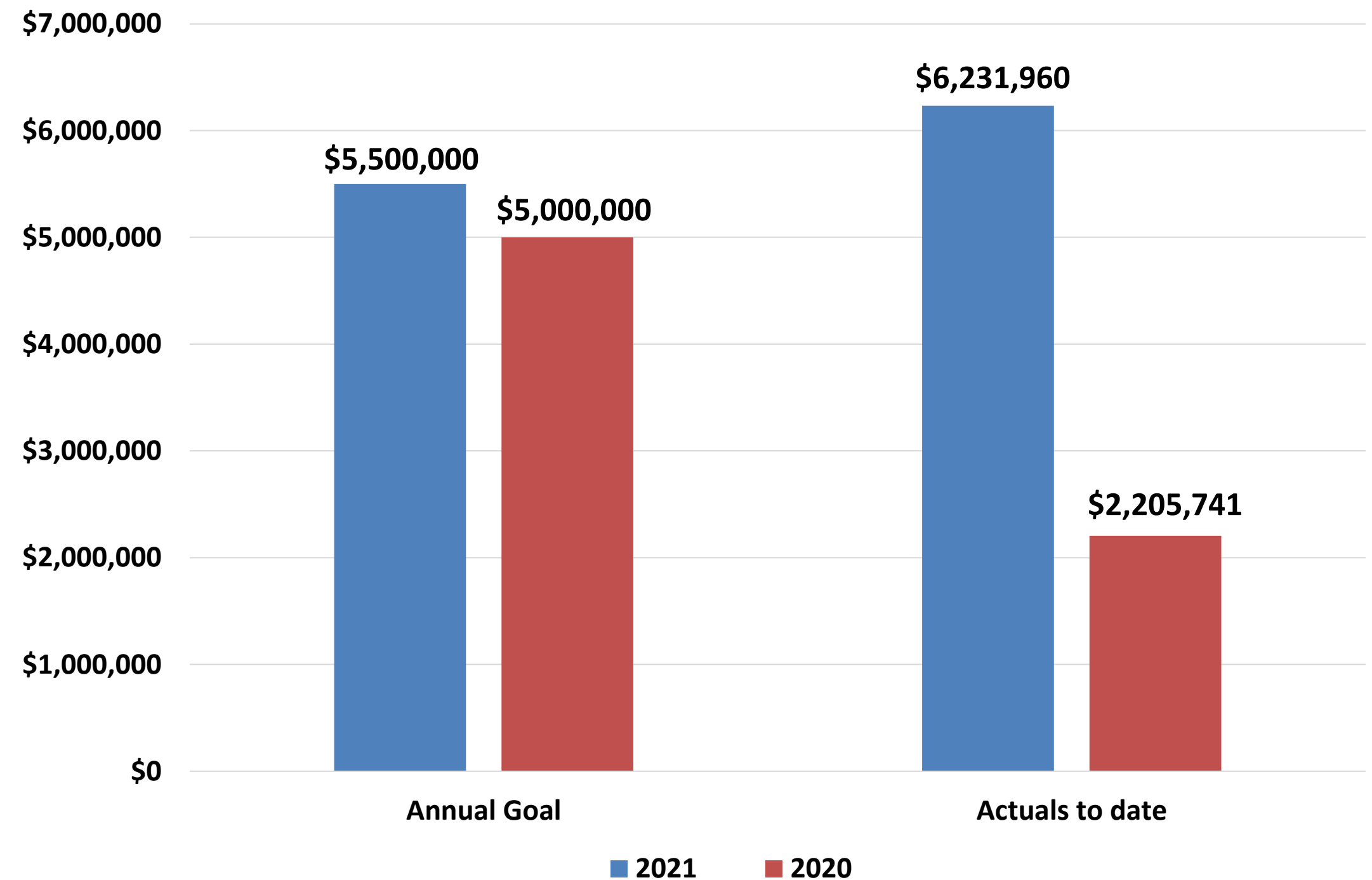
Information Technology Update



- Network Improvement Overview
- Spartan Innovation Academy – Status Update
- Duo Authentication Update
- Personnel Updates

Fundraising Analysis

- Fundraising Goal for 2021 is **\$5,500,000**
- **\$6,231,960.65** or 113.30% of the goal has been raised as of November 5, 2021
- Fundraising goal for 2020 was **\$5,000,000**
- Total raised for 2020 was **\$45,838,417**



Five Year Fundraising Projections

Baseline Avg.	CY 2021	CY 2022	CY 2023	CY 2024	CY 2025
\$4.3M					
Major Gifts	\$2,000,000	\$2,450,000	\$2,900,000	\$3,250,000	\$3,000,000
Alumni/ Annual	\$1,500,000	\$1,650,000	\$1,800,000	\$1,950,000	\$2,000,000
Planned Giving	\$500,000	\$650,000	\$800,000	\$975,000	\$1,000,000
Foundations	\$500,000	\$650,000	\$800,000	\$975,000	\$2,000,000
Athletics/ NSUAF	\$500,000	\$650,000	\$800,000	\$975,000	\$1,000,000
Academics/NSURIF	\$500,000	\$650,000	\$800,000	\$975,000	\$1,000,000
Total	\$5,500,000	\$6,700,000	\$7,900,000	\$9,100,000	\$10,000,000

Capital Campaign Timeline

Readiness Audit

Completed the readiness assessment of the fundraising capabilities of NSU. Presented findings to President and University Advancement.

**MAR
2021**

Feasibility Study

- Assemble strategy team to review Case Summary
- Conduct Prospect Screening
- Consultant assesses donor interviewees and begins scheduling

**JUL
2021**

Silent Phase

- Quietly solicit largest gifts from top donors, board, and friends of NSU
- Continues until 60-70% of goal is reached

**JAN
2022**

Celebrate Campaign Progress

- Achieve Primary Campaign Goal

2024

**JUN
2021**

Planning Phase

- Draft Case Summary & case for support
- Solidify Campaign Strategy Committee
- ID and research prospects

**AUG
2021**

Campaign Planning

- Study report presented to CSC committee
- Determine Goal
- Revise Case for Support
- Set Timeline and policies
- Enlist Campaign Committee
- BOV campaign approval (Oct)

2023

Campaign Kick-off & Public Phase

- Announce campaign goal and progress raised
- Celebrate success with press and media coverage



**NORFOLK STATE
UNIVERSITY**



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