

Board of Visitors Committee Meetings

Student Center Board Room, Suite 301

700 Park Avenue

Norfolk, VA, 23504

April 3, 2024



Meeting Book - Board of Visitors Committee Meetings- April 3, 2024

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Academic and Student Affairs Committee

AGENDA
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING
Wednesday, April 3, 2024
Delbert Parks, Chair
8:30 a.m. to 10:00 a.m.

I. Call to Order/Establish Quorum

II. Recommend Approval of Electronic Participation

III. Recommend Approval of the February 6, 2024, Committee Minutes

IV. Discussion Items

- a. Student Affairs Update Dr. Leonard Brown
 - i. Career Services
 - ii. Timely Care
- b. Enrollment Management Update..... Dr. Justin Moses
 - i. Admissions Update
- c. Athletics Update Ms. Melody Webb
 - i. Transfer Portal & Outcomes

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

- Delbert Parks, Chair
- Mike Andrews
- Dwayne Blake
- Bishop Kim W. Brown
- The Honorable James W. Dyke, Jr.
- Jay Jamison

Staff:

- Dr. Leonard E. Brown, VP for Student Affairs
- Dr. DoVeanna S. Fulton, Provost/VP for Academic Affairs
- Dr. Justin L. Moses, VP for Operations & Chief Strategist for Institutional Effectiveness
- Ms. Melody Webb, Director of Athletics

*The President participates in all Committee meeting

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

**NORFOLK STATE UNIVERSITY
BOARD OF VISITORS (BOV)
Academic and Student Affairs Committee Meeting
Tuesday, February 6, 2024**

MINUTES

I. Call to Order/Establish Quorum

Mr. Dwayne R. Blake, Secretary, called the Academic and Student Affairs Committee meeting to order at 8:39 a.m. A quorum was established with a 5-0 roll call vote.

Committee Members Present

Mr. Dwayne B. Blake, Secretary
Bishop Kim W. Brown, Vice Rector

Mr. Jay Jamison

Committee Members Virtual

Mr. Delbert Parks, Chair
Mr. T. Michael Andrews

The Honorable James W. Dyke, Jr.

Other Board Members Present

Mr. BK Fulton
Mr. Conrad Mercer Hall

Counsel Present

Pamela Boston, University Counsel and Senior Assistant Attorney General

NSU Administrators and Staff Present

Dr. Javaune Adams-Gaston, President
Dr. Juan M. Alexander, Associate Vice President for Enrollment Management
Dr. Leonard Brown, Jr., Vice President for Student Affairs
Mr. Andrew Carrington, Accreditation Specialist
Mr. Eric Claville, J.D., M.L.I.S., Executive Advisor to the President, Governmental Relations
Mr. Brian K. Covington, Chief of Police
Mr. Curtis Day, NSU Student
Ms. Sher're Dozier, Clerk to the President and BOV
Mrs. Kimberly Early, Executive Administrative Assistant, Student Affairs
Dr. DoVeanna Fulton, Provost and Vice President for Academic Affairs
Mrs. Kimberly Gaymon, Scheduler/Financial Specialist
Mr. Christopher Gregory, OIT
Dr. Dawn Hess, Chief Compliance Officer
Dr. Gerald Ellsworth Hunter, Vice President and CFO
Mr. Dennis Jones, Executive Budget Director

Dr. Justin Moses, Vice President for Operations
Dr. Cynthia Nicholson, Associate Dean, School of Education
Mr. Clifford Porter, Vice President, University Advancement
Mrs. Bonisha Townsend Porter, Senior Associate Vice President for Student Affairs
Ms. Tarrye Venable, Assistant to the Vice President, Student Affairs
Ms. Nilah Waller, NSU Student
Ms. Melody Webb, Athletics Director
Dr. Tanya S. White, Chief of Staff
Dr. Aurelia Williams, Vice Provost for Academic and Faculty Affairs
Dr. Danielle Williams, Director for Student Support Services, TRiO
Ms. Kerri Williams, NSU Student
Mrs. Saranette Williams, Director for Career Services
Mr. Terry G. Woodhouse, Interim Associate Vice President for Facilities Management

II. Recommend Approval of Electronic Participation

Mr. Delbert Parks, Chair, Mr. T. Michael Andrews, and The Honorable James W. Dyke, Jr. provided their reasons for electronic participation. Bishop Kim W. Brown motioned, seconded by Mr. Jay Jamison, and with a 5-0 roll call vote, the Committee unanimously approved electronic participation of Mr. Delbert Parks, Chair, Mr. T. Michael Andrews, and The Honorable James W. Dyke, Jr.

III. Recommend Approval of the November 16, 2023, Committee Meeting Minutes

The Honorable James W. Dyke, Jr., motioned, seconded by Mr. Jay Jamison, and with a 6-0 roll call vote, the Committee unanimously approved the November 16, 2023, Academic and Student Affairs Committee Meeting minutes.

IV. Discussion Items

a. Student Affairs Update – Dr. Leonard Brown, Jr., Vice President for Student Affairs

Dr. Brown began his presentation by introducing three current Norfolk State University (NSU) students, Ms. Kerri Williams, Mr. Curtis Day, and Ms. Nilah Waller. He noted each would share their experience with various support initiatives within the Division of Student Affairs. Dr. Brown then invited Ms. Williams, an NSU sophomore, to share her experience with the Spartan Promise to Persist with Purpose (SP3) summer program.

Ms. Williams provided a brief background to the 7-week SP3 program. She informed of many career and academic themes which were provided during the program, including lessons on public speaking and financial literacy. Through the program, she was able to overcome her fear of public speaking and gain lifelong knowledge on money management.

Dr. Brown further shared that the SP3 program is designed to equip students with the skills to gain internships and be successful in them. Most importantly, it gives students the opportunity to work on-campus during the summer earning money, while gaining skills for their future. Dr. Brown then invited Mr. Day, an NSU senior, to share his experience with Career Services.

Mr. Day discussed how the Career Services Office assisted him with practicing mock interviews, reviewing his resume, applying for internships, and finding a professional mentor. Through the skills he gained, he obtained a paid internship with Dominion Physical Therapy and Associates, as well as an unpaid internship through ABA Therapy.

Dr. Brown explained that we continue to see an increase in student participation and employer participation at our Career Expos hosted by Career Services. In addition, he shared that through a partnership with University Advancement, as well as through connections with several corporations, funding has been obtained to assist students with needs like transportation, ensuring internships are attainable. Next, Dr. Brown invited Ms. Waller, an NSU senior, to share her story on Student Support Services – TRiO.

Ms. Waller focused on the impact that TRiO had on her during her time at NSU. She noted the program fosters a sense of belonging and community amongst first-generation and low-income students. It also offers tools for academic success through tutoring, mentoring, and academic resources, assisting students with navigating coursework, so they excel in their studies.

Dr. Brown shared that TRiO is part of a Department of Education Grant. For over 50 years, NSU has been provided with the grant, which is one of the largest given by the Department of Education, in

terms of what NSU receives each year. Currently, there are 400 students in the program and the hope is to expand it to more first-generation students.

Dr. Brown concluded his report by thanking the students for sharing their experiences.

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

Dr. Fulton provided updates on academic affairs' leadership and faculty searches. There are currently 50 faculty searches posted in 20 national venues, as well as on the Commonwealth of Virginia's jobs website. In total, 305 individuals have submitted applications. Dr. Fulton noted that applications are not equally distributed across positions, and recruitments with smaller applicant pools will run a little longer. She still anticipates having most first-round interviews completed before the end of February. Additionally, there are three searches for leadership positions in academic affairs, including the vice provost for research and innovation, the dean of the college of liberal arts, and the dean of the school of business. She shared that each of these positions are being recruited for by national search firms. Dr. Fulton then introduced Associate Dean of the School of Education, Dr. Cynthia S. Nicholson, to give a presentation on addressing mental health inside and outside the classroom.

Dr. Nicholson began her presentation by emphasizing the changes in the landscape of education surrounding students' mental health. She spoke of Mental Health First Aid, and I Am My Spartan's Keeper. Dr. Nicholson explained that almost half of adults or 46.4%, will experience mental illness in their lifetime; one in five U.S. adults will experience mental illness each year; and 1 in 20 U.S. adults experience serious mental illness. Additionally, 1 in 6 U.S. youth, aged 6 to 17 years of age experience a mental health disorder each year, with 50% of all mental illnesses beginning by age 14 and 75% by the age of 24. Dr. Nicholson commended NSU on their mental health efforts, highlighting the Division of Student Affairs' Counseling Center, the TimelyCare application, and the NSU Health and Wellness Committee lead by Dr. Vanessa Jenkins and Dr. Ernestine Duncan. Dr. Nicholson shared she is partnering with Dr. Tim Gold on a research study titled, Mental Health First Aid for Community Partners in Hampton Roads. The study focuses on how we can provide Mental Health First Aid responders on campuses, trained to assist with those first actions that deescalate situations. Dr. Nicholson explained the I Am My Spartan's Keeper initiative, which provides that we are only as good as the faculty and staff on campus. Therefore, we want to be sure we have funding for these mental health initiatives. She concluded her report by asking that we continue to train our Mental Health First Aid Instructors on campus, ensuring each unit has the tools in place to help one other.

Dr. Fulton concluded her report by noting that not only are we providing mental health resources to our students and staff, we are offering education through our Masters in Counseling Services and the new Masters in Mental Health Education. Additionally, our teacher education programs provide students with the awareness and need to attend to mental health issues as part of their profession.

c. Enrollment Management Update – Dr. Justin Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness

Dr. Moses began his report with an update on enrollment. He noted we are up about 4% from last year at this time, with around 5,188 students. Dr. Moses then provided a breakdown of enrollment for each of the colleges for the Spring 2024 semester, noting most colleges saw growth, apart from slight decreases in the College of Business and the School of Social Work. He drew attention to the significant increase in enrollment in the College of Science, Engineering, & Technology (CSET). This trend began in the Fall 2021, which was the first year in which CSET was the largest college by enrollment on NSU's campus. The trend aligns with the increased interest in STEM fields across the

country. Overall, NSU graduated 343 students at the conclusions of the Fall 2023 semester. He completed the enrollment report by highlighting that FTE is positive across the board, with more students being enrolled in more classes.

Dr. Moses then provided an update on admissions, noting that Admitted Student Day will happen on April 6, 2024. Application numbers are trending upward and currently there are over 11,568 applications, a 15.23% increase over last year. To date, we have 6,289 first-time freshman students admitted for the Fall 2024 semester, a 2.64% increase over last year. Dr. Juan Alexander, Associate Vice President for Enrollment Management, shared we typically yield around 17-19% in the number of students that we admit. Additionally, he provided the total number of admitted students as of February 6, 2024, was 6,524, with just over 12,000 applications. Dr. Moses concluded his report following Dr. Alexander's updates.

d. Athletics Update – Ms. Melody Webb, Athletics Director

Ms. Webb began her presentation by speaking about athletics' transformation over the last few years. Student athlete needs have evolved, and the NCAA has shifted responsibility back to the memberships. She shared court challenges and state legislation have impacted the landscape for college sports, and a one-size-fits-all model has shifted to the haves and have nots. Ms. Webb provided emphasis on key athletics initiatives to include academic and athletic excellence, financial stability, brand management, and external engagement, noting we continue to focus on holistic student athlete experiences and compete for championships.

Ms. Webb then explained that there are several questions we must ask ourselves to ensure student athletes are provided with a fair, inclusive, holistic environment, where they can thrive academically and athletically. NSU's transformation process is focused on three areas for student athletes: elevating their mental, physical, and academic well-being, enhancing their performance and competitive experience, and building a sustainable external strategic model. Ms. Webb informed holistic development is focused on attestation and education surrounding mental health, nutrition, financial literacy, career readiness, name, image, and likeness, personal development, and DEI.

She discussed recent accomplishments including NSU's participation in the Name, Image, and Likeness Summit, hosted on campus at NUS, where 15 student athletes were given name, image, and likeness (NIL) deals on the spot. In January an NSU student athlete was 1 of 4 students from 1,100 institutions in attendance to speak about his experience with NIL to the NCAA membership.

Ms. Webb then shared metrics surrounding each of athletics key initiatives. Metrics for enhancing the holistic student athlete development included measuring academic achievement, student athlete wellness, graduation, and post-graduation success. Metrics surrounding academics encompassed scholarships, degree completion, graduation success rate, and academic performance. Lastly, enhancing the visibility of the department and brand by maximizing competition schedules to include regional, national, international, and cross-country. Ms. Webb noted this year, NSU secured an NCAA grant for \$100,000 and recently received an additional grant for \$15,000 for academic initiatives. She then provided information on the decentralization of rules and governance in the NCAA, as well as ways in which NSU works with our conference to ensure compliance.

Ms. Webb concluded her report with updates on programming. Recently, the men's and women's cross-country teams secured the MEAC Cross Country Championships. Additionally, NSU will be competing for the Indoor Track and Field Championships in February, with the MEAC Basketball

Championship following in March, where both teams are currently in 1st place. Finally, she shared that the North Carolina Central versus NSU game will be aired on an ESPN platform.

V. Public Comment

There was no public comment.

VI. Adjournment

There being no further business, Mr. Delbert Parks adjourned the meeting at 10:09 a.m. With a motion by the Honorable James Dyke, and a second by Mr. Mike Andrews.

Mr. Delbert Parks, Chair

Date

Kimberly Early, Executive Administrative Assistant

Date

**NSU BOV ACADEMIC AND STUDENT AFFAIRS COMMITTEE
ROLL CALL VOTE
FEBRUARY 6, 2024, 8:30 A.M.**

Item	Mr. Delbert Parks (Chair)	Mr. Mike Andrews	Mr. Dwayne Blake	Bishop Kim Brown	The Honorable James Dyke	Mr. Jay Jamison	Mr. B K Fulton	Mr. Conrad Hall	Totals
Quorum			Yes	Yes		Yes	Yes	Yes	5-0
Recommend Approval of Electronic Participation			Yes	Yes		Yes	Yes	Yes	5-0
Approval of the Minutes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	5-0

NSU B.O.V. Academic and Student Affairs Subcommittee Meeting

April 3, 2024

Chair: Delbert Parks





Agenda

- **Student Affairs Update:**
Career Services & Counseling Services (impact of Timely Care)
- **Enrollment Management Update:**
Admissions data & RNL partnership
- **Athletics Update:**
Transfer Portal Outcomes

Student Affairs Update

CAREER SERVICES



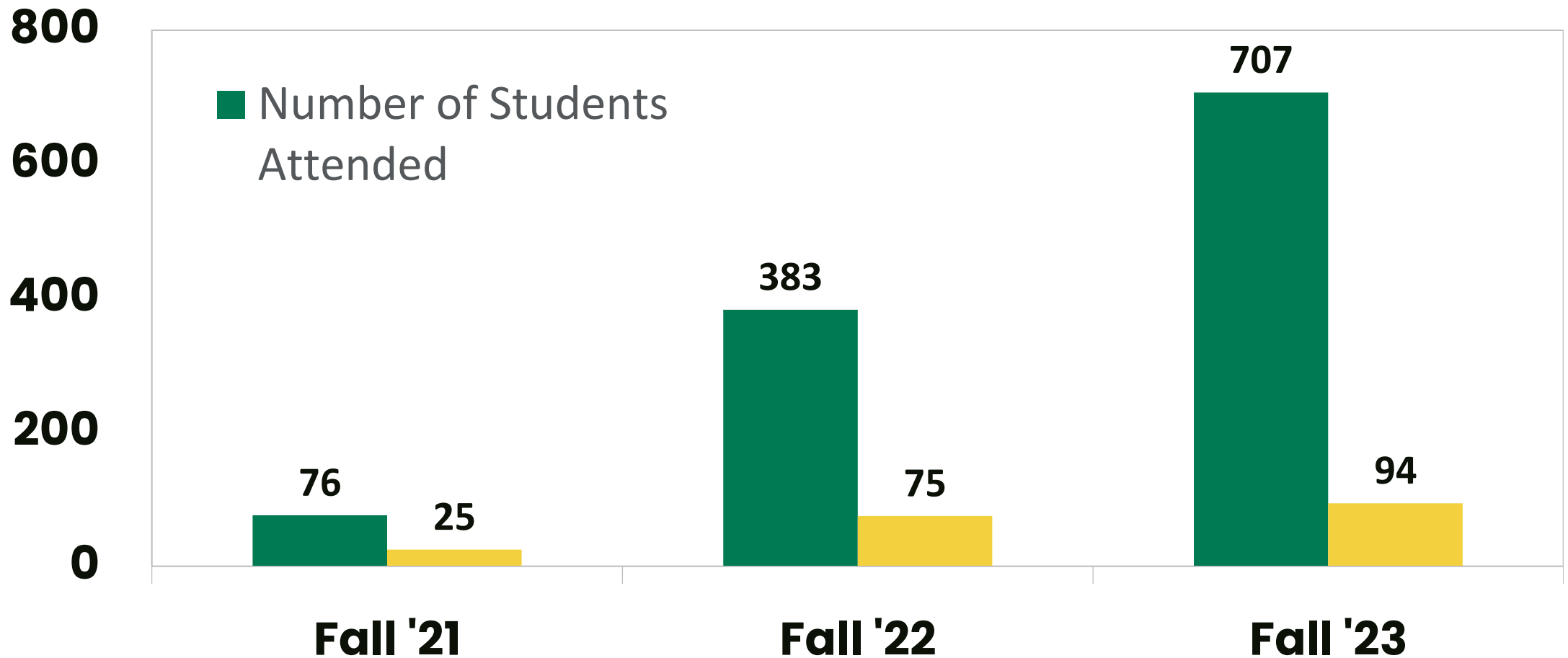
NORFOLK STATE
UNIVERSITY

SCHEV GRANT AWARDS



- Awarded the \$100,000 SCHEV Commonwealth Innovative Internship Fund Program (VTOP) Grant that will help students SOAR.
- Awarded \$100,000 from the SCHEV Commonwealth Innovative Internship Fund Program (VTOP).

CAREER EXPO DATA



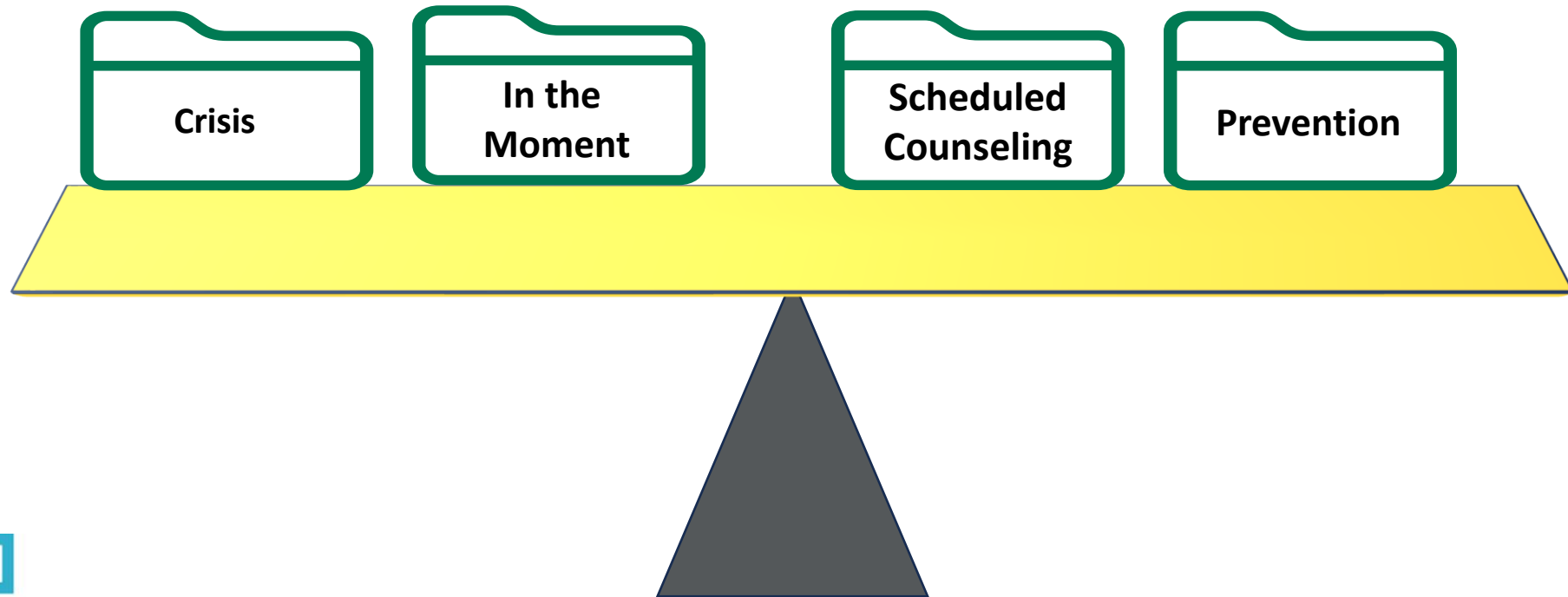
COUNSELING SERVICES



NORFOLK STATE
UNIVERSITY

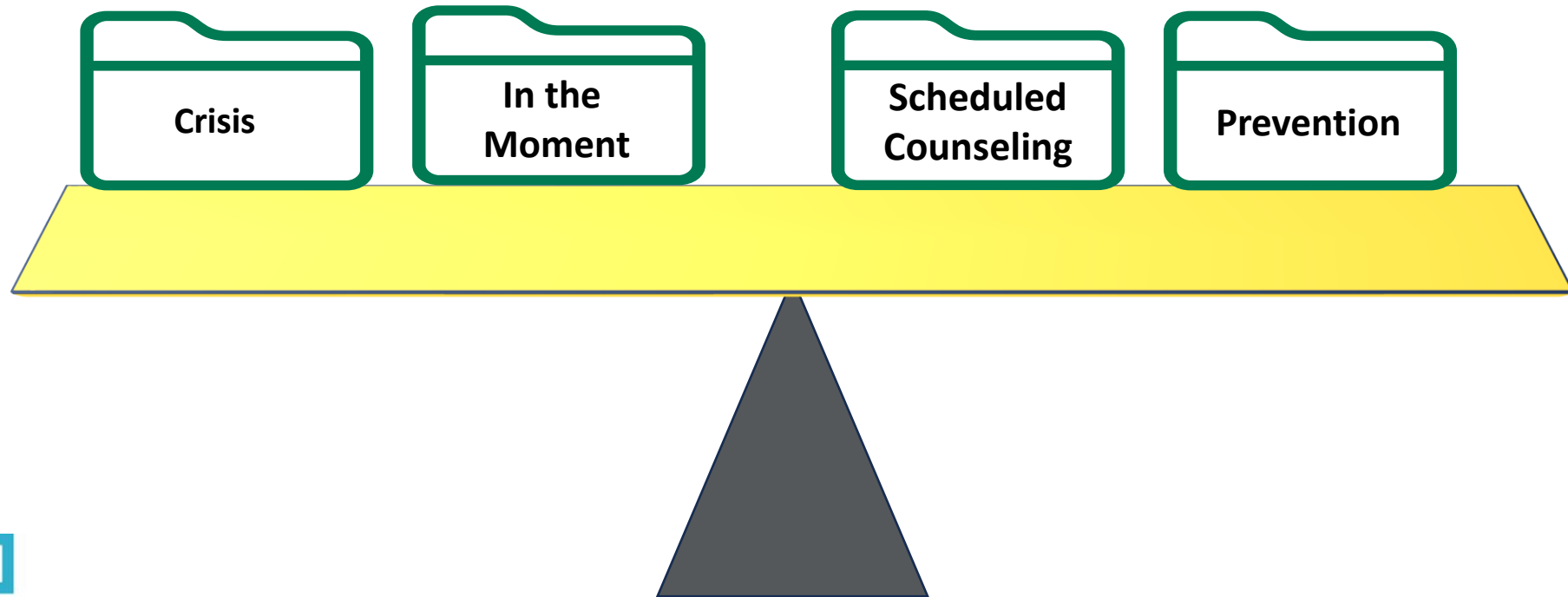
COUNSELING SERVICES

IMPACT OF TIMELY CARE



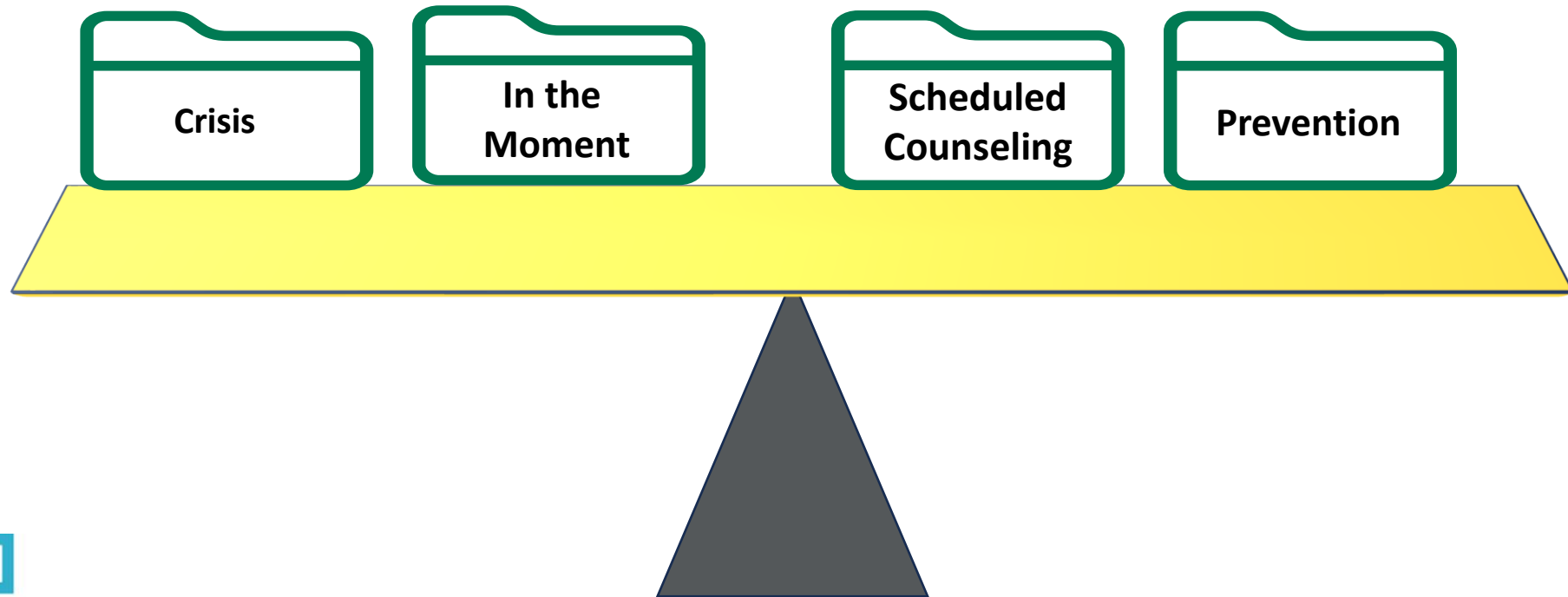
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IMPACT OF TIMELY CARE



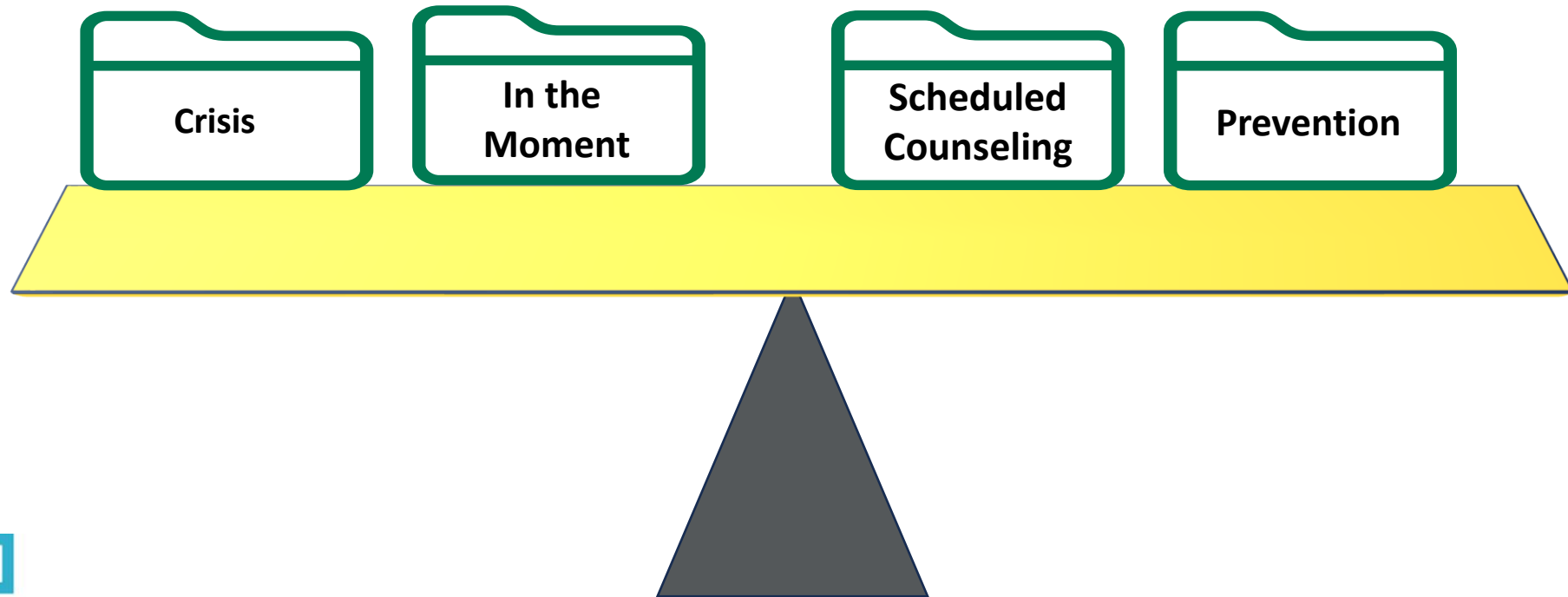
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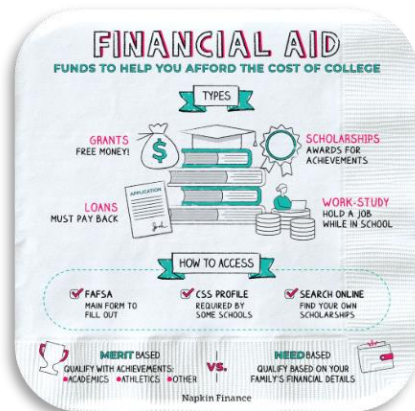
IMPACT OF TIMELY CARE



COUNSELING SERVICES

IMPACT OF TIMELY CARE





Enrollment Management Updates

- Partnership with Ruffalo-Noel Levitz
 - 6 consultation sessions have occurred to date.
 - End goal is to establish and implement a strategic retention plan
 - This collaborative effort has included partners from Operations and Enrollment management, Academic Affairs, Student Affairs
- Admitted student to be held on April 6. As of March 22, 2024, **404** admitted students are registered to attend.
- Financial Aid merit notifications were sent on February 15, 2024.

Admissions Update

	Applications			Admitted			Deposits****		
Metric →	2024	2023	% 1 Yr Diff	2024	2023	% 1 Yr Diff	2024	2023	% 1 Yr Diff
First Time Freshman	13690	12380	+10.58%	8323	7789	+6.86%	158	238	-34%
NSU Second Degree*	4	33	-87.88%	1	8	-87.50%	-	-	-
Readmit Student**	3	5	-40.00%	0	3	-100.00%	-	-	-
Transfer***	544	589	-7.64%	66	156	-57.69%	6	25	-76%
Undergraduate No-Degree/Certificate	46	65	-29.23%	0	5	-100.00%	-	-	-
Total	14287	13072	9.29%	8390	7961	5.39%	164	263	-

NOTES:

*Second degree students are individuals seeking a second bachelors degree.

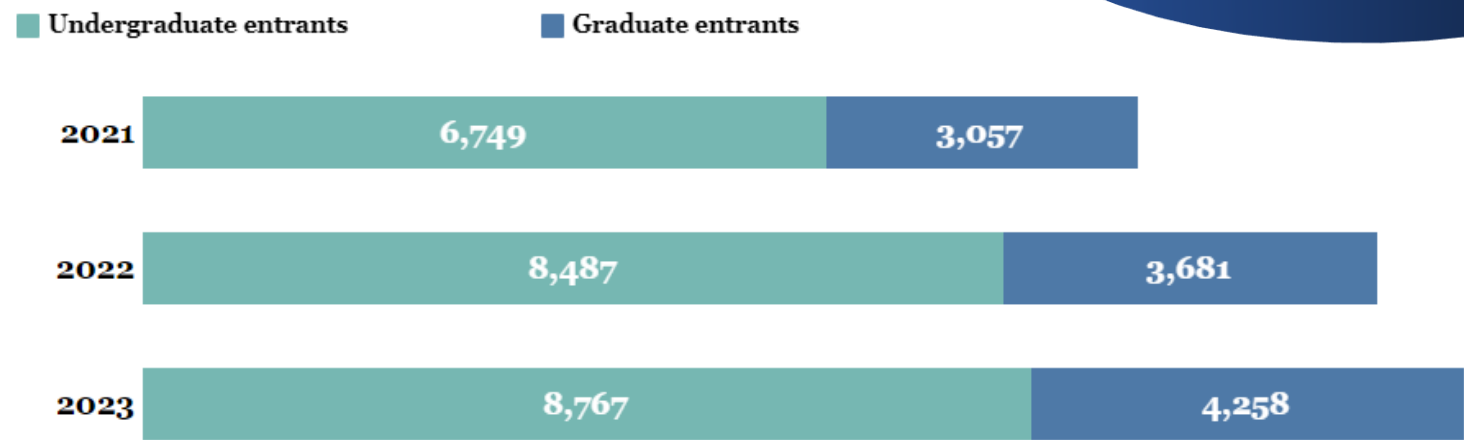
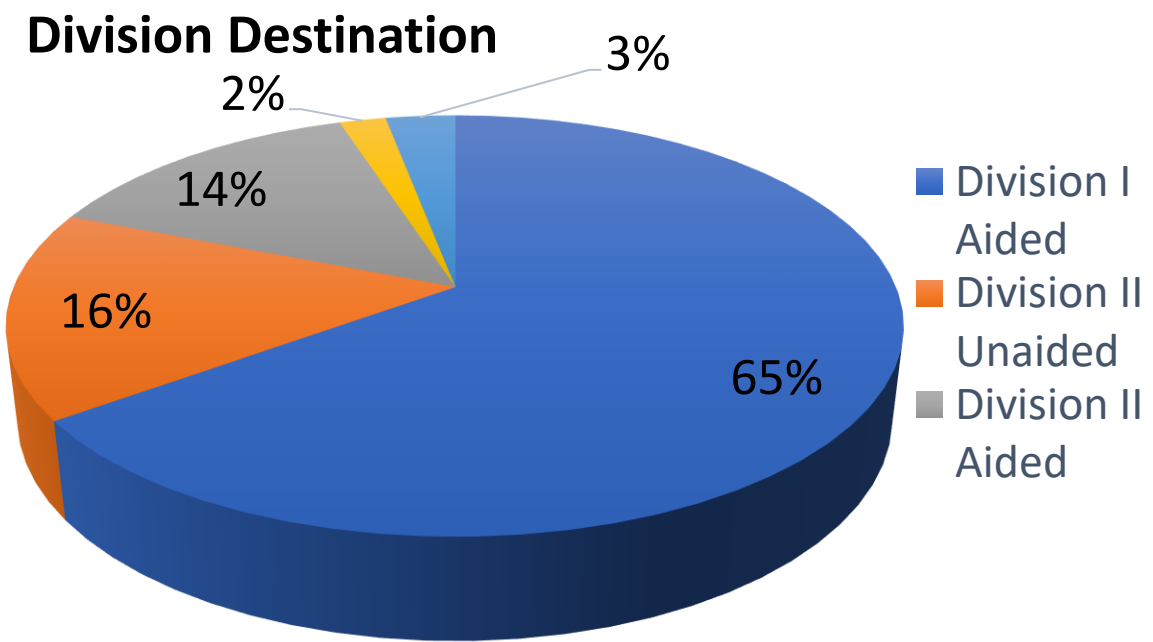
** Readmit students were enrolled students but have not been enrolled for a year or more.

***Current staff is processing all applications – this number is expected to change in the upcoming months.

****Delay in processing 2024-2025 FAFSA and the delay in launching yield campaigns contribute to the decrease in deposits.

TRANSFER PORTAL

The NCAA transfer portal is an online database used by college athletes who want to explore the possibility of transferring to another school. It allows athletes to enter their name into the portal, which notifies other coaches and schools of their interest in transferring. This system provides athletes with more control and transparency in the transfer process, as they can easily connect with interested coaches and explore their options.



TRANSFER PORTAL OUTCOMES

Transferred



Student-athletes reported to have **enrolled at a new NCAA member school.**

Withdrawn

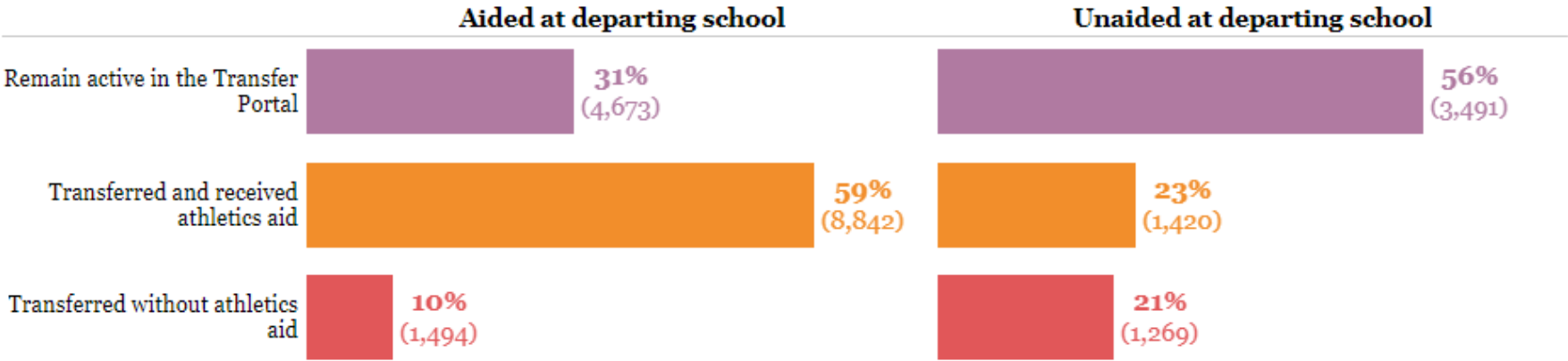


Student-athletes who were **withdrawn from the Transfer Portal.** These student-athletes are assumed to have stayed at their original school.

Active



Default status for those entered into the Transfer Portal. **Active entrants** may still be exploring transfer options, may have transferred to a non-NCAA school or may have left their sport.



Thank you!



Governance Committee



BOARD OF VISITORS

700 Park Ave., HBW Suite 520, Norfolk, Virginia 23504
P: 757-823-8670 | F: 757-823-2342 | nsu.edu

AGENDA BOARD OF VISITORS GOVERNANCE COMMITTEE MEETING

Wednesday, April 3, 2024

Heidi Abbott, Chair

Campus Location:

Norfolk State University,
700 Park Avenue, Norfolk, VA 23504 Student Center Board Room 3rd Floor, Suite 301

Zoom Webinar Participation:

https://nsu-edu.zoom.us/webinar/register/WN_G4xuD7UcRRC_Y2P8FkGVvw

- I. Opening by Chair
- II. Call to Order/Establish Quorum
- III. Recommend Approval of Electronic Participation
- IV. Recommend Approval of the February 6, 2024, Governance Minutes
- V. Discussion Items
 - a. Old Business
 - b. New Business
- VI. Board Policies and Procedures
 - a. Review of Process
 - b. Update of Board of Visitors Board Policies and Procedures
- VII. Discussion and other items
- VIII. Adjournment

Governance Committee

Heidi Abbott, Chair

BK Fulton

Delbert Parks

Dr. Katrina Chase

Mike Andrews

Gilbert Bland

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

The President participates in all Committee meetings.

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.

**BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING
February 6, 2024
MINUTES**

1. Call to Order

The Governance Committee Meeting was called to order at approximately 2:45 p.m. A quorum was established with a 4-0 Roll Call Vote.

Committee Members Present

Mr. BK Fulton

Dr. Katrina Chase

Other Board Members Present

Mr. Jay Jamison

Mr. Conrad Mercer Hall

Committee Members Virtual

Ms. Heidi Abbott, Chair

Mr. Mike Andrews

Mr. Gilbert Bland

Mr. Delbert Parks

Committee Members Absent

Mr. Devon M. Henry, Rector

NSU Administrators and Staff Present

Dr. Javaune Adams-Gaston, President

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

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

Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs

Dr. Leonard Brown, Vice President for Student Affairs

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

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

Mr. Clifford Porter, Vice President, University Advancement

Ms. Melody Webb, Athletics Director

Dr. Tanya White, Chief of Staff

Ms. Sher're Dozier, Clerk to the University President for the Board of Visitors

Mr. Christopher Gregory, Office of Information Technology

BOARD OF VISITORS

Governance Committee Meeting

February 6, 2024

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2. Recommend Approval of Electronic Participation

Mrs. Heidi Abbott, Chair, Mr. Mike Andrews, and Mr. Delbert Parks provided their reasons for Electronic Participation. Mr. BK Fulton motioned, seconded by Dr. Chase, and with a 4-0 Roll Call vote, the Committee unanimously approved the virtual participation of Board Chair Heidi Abbott and Board Members Mr. Mike Andrews, and Mr. Delbert Parks.

3. Recommend Approval of the November 16, 2023, Governance Committee Minutes

The Committee voted and unanimously approved with a 4-0 Roll Call Vote, the Minutes for the November 16, 2023, Committee Meeting motioned by Mr. Fulton and seconded by Dr. Chase.

4. Board of Visitors Policies and Procedures Update

-Review of Board of Visitors Position:

- The Board of Visitors Policies are up for review and renewal as of March of 2024. Mrs. Abbott and Mr. Claville are working together to determine the policies that will need additional discussion prior to providing to the Committee, in the Full Board Meeting; for renewal.
- The University “Free Speech Policy” is currently undergoing review and possibly revamping, due to a Free Speech Summit at UVA. A complete list is forthcoming for discussion with the Committee for input.

5. Discussion of other Items

Mr. Gilbert Bland joined virtually and provided his reasons for Electronic Participation. Motioned by Dr. Katrina Chase seconded by Mr. BK Fulton, and with a 4-0 Roll Call vote, the Committee unanimously approved the virtual participation of Mr. Gilbert Bland.

- There were no other items of discussion

BOARD OF VISITORS

Governance Committee Meeting

February 6, 2024

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6. Closed Meeting – Pursuant to 2.2-3711A.1 and 8, Code of Virginia

Dr. Katrina Chase read the following motion, seconded by Mr. BK Fulton, and with a 4-0 Roll Call Vote the Board unanimously approved.

Motion by Dr. Katrina Chase

Pursuant to Section 2.2-3711(A).1 and 8 of the Code of Virginia, I move that this Norfolk State University Board of Visitors go into Closed Session for the purpose of discussion of Board of Visitors business, including candidates for officers, and for the purpose of consultation and briefing by staff members. Further, that the following remain for or attend when called to the Closed Meeting – Eric Claville 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.

7. Reconvene in Open Meeting

Mrs. Abbott read the following motion, and with a 4-0 Roll Call Vote the Board unanimously approved.

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 §2.2-3711A.1 and 8, Code of Virginia, were (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.

8. Approval of Actions Discussed in Closed Session

None

9. Adjournment

There being no further business, Ms. Heidi Abbott adjourned the meeting at 3:30 p.m. With a motion to close, with a 4-0 Roll Call Vote. The Committee unanimously agreed.

DRAFT

BOARD OF VISITORS

Governance Committee Meeting

February 6, 2024

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Respectfully submitted,

Heidi Abbot, Chair Governance Committee

Sher're S. Dozier, Clerk to the University President for the Board of
Visitors

BOARD OF VISITORS

Governance Committee Meeting

February 6, 2024

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NSU BOV GOVERNANCE COMMITTEE

ROLL CALL VOTE

February 6, 2024

Item	Mrs. Heidi Abbot (Virtual)	Mr. Conrad Hall	Mr. BK Fulton	Mr. Delbert Parks (Virtual)	Dr. Katrina Chase	Mr. Jay Jamison	Mr. Mike Andrews	Mr. Gilbert Bland (Virtual)	Totals
Quorum	-	Yes	Yes	-	Yes	Yes	-	-	4-0
Recommend Approval of Electronic Participation	-	Yes	Yes	-	Yes	Yes	-	-	4-0
Approval of the Minutes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	4-0
Motion to go into Closed Meeting Pursuant to 2.2- 3711A.1, 7 and 8, Code of Virginia	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	4-0
Motion for Open Meeting	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	4-0
Adjournment	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	4-0

NSU B.O.V. GOVERNANCE COMMITTEE

April 3, 2024

AGENDA

- ☐ Opening by Chair
- ☐ Call to Order and Establish Quorum
- ☐ Recommend Approval of Electronic Participation
- ☐ Recommend Approval of February 6th, 2024, Committee Minutes
- ☐ Discussion Items
- ☐ Old Business
- ☐ New Business
- ☐ Board Policies and Procedures
 - ☐ Review of Process
 - ☐ Update of Board of Visitors Board Policies and Procedures
- ☐ Discussion of Other Items
- ☐ Adjournment

QUESTIONS & DISCUSSION

Audit, Risk, and Compliance Committee

AGENDA
BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING

Wednesday, April 3, 2024
Dr. Harold Watkins II, Chair
11:30 a.m. to 12:30 p.m.

Zoom Webinar Participation:

https://nsu-edu.zoom.us/webinar/register/WN_G4xuD7UcRRC_Y2P8FkGVvw

Campus Location:

Norfolk State University, 700 Park Avenue, Norfolk, VA 23504
Student Center Board Room, 3rd Floor, Suite 301

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the February 6, 2024 Committee Minutes
- III. Discussion Items
 - a. Internal Audit, Ms. Derika Burgess
 - i. Department of Internal Audit's Charter
 - ii. Internal Audit Plan Status
 - iii. Audits in Process
 - b. University Compliance, Dr. Dawn M. Hess
 - i. Artificial Intelligence and Executive Order 30
 1. Policy and Security Standards
 2. Education Standards
 - ii. ADA Compliance Assessment: Student Focus
 - iii. Updates on Prior Gap Closure Plans: Open and Closed
 - iv. System Maturity: Policy and Training
 - c. Closed Session: Status and Update of Fraud, Waste and Abuse Investigations
- IV. Public Comment
- V. Adjournment

Audit, Risk and Compliance Committee

Dr. Harold Watkins, II, Chair

The Honorable James W. Dyke, Jr.

Gilbert Bland

BK Fulton

Dwayne B. Blake

Conrad Hall

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 6, 2024

1. Call to Order/Establish Quorum

Mr. Conrad Mercer Hall called the Audit, Risk, and Compliance Committee meeting to order at approximately 10:20 a.m. A quorum was established with a 4-0 roll call.

Committee Members

Dr. Harold L. Watkins II, Chair (Virtual)
Mr. Dwayne B. Blake
Mr. BK Fulton
Mr. Conrad Hall

Additional Board Members Present

Dr. Katrina L. Chase (Completed Quorum)

Committee Members Absent

The Honorable James W. Dyke, Jr.
Mr. Gilbert Bland

Counsel Present

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

NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Dr. Tanya S. White, Chief of Staff
Mrs. Derika L. Burgess, Chief Audit Executive
Dr. Dawn Hess, Chief Compliance Officer
Dr. Leonard E. Brown Jr., Vice President for Student Affairs
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. Clifford Porter, Vice President for University Advancement
Ms. Melody Webb, Athletics Director
Dr. Aurelia T. Williams, Senior Vice Provost for Academic and Faculty Affairs
Karla J. Amaya Gordon, Assistant Vice President for Finance and Administration
/University Controller
Dr. Andrew T. Carrington, Assistant Vice President for Finance and Administration
CP Brian K. Covington, University Police and Parking Services

Mr. Cornelius Graves, Research Innovation Foundation
Mr. Terry G. Woodhouse, Interim Associate Vice President for Facilities Management
Mr. Dennis Jones, Executive Director for Planning and Budget
Dr. Karen Pruden, AVP Project Management
Ms. Irma Thomas, Senior Technical and Finance Analyst to Vice President/CFO
Dr. Davida M. Harrell-Williams, Director for Auxiliary Enterprises and Services
Mr. Christopher Gregory, Office of Information Technology
Ms. She're S. Dozier, Clerk to the University President/Liaison to the Board of Visitors
Ms. Phillita Peeples, Audit and Compliance Administrative Assistant

2. Recommend Approval of Electronic Participation

The Committee unanimously approved the electronic participation for Dr. Harold Watkins II with a 4-0 roll call vote. The motion was made by Mr. BK Fulton and seconded by Mr. Dwayne B. Blake.

3. Approval of the Minutes

Mr. Fulton motioned, Mr. Blake seconded, and the Committee unanimously approved the Audit, Risk, and Compliance Committee information session minutes for November 16, 2023.

4. Discussion Items

Internal Audit

The Chief Audit Executive presented an update on student payment improvements, audit monitoring, and the intersection between Audit and Compliance.

Student Payments

Several departments are responsible for ensuring student payments are processed timely at the start of each semester. The process was lengthy and created challenges with compensation.

Updates:

- Student employees are eligible to start when the HR1 form or student stipend form is approved.
- The HR1 or stipend should be submitted no later than 2 weeks before the 1st day of the semester.

- International students require additional documentation and should submit HR1 or stipend no later than 4 weeks before the 1st day of the semester.
- Academic Affairs is upgrading hard copy HR1 forms to digital and requiring electronic submission.
- Information sessions will be provided to faculty to discuss issues with completing the HR1 form, adherence to timelines, and procedures.

Audit Monitoring: Corrective Actions

Corrective action is a component of the last stages in audit reporting. This provides the organization an opportunity to observe the efficacy of how audit findings are addressed. Since 2021, a total of 81 auditees have been identified. The findings from an audit are measured and used to generate corrective actions for the management action plan. Simultaneously, there are 36 closed corrective actions while 45 remain open.

Management Action Issues

- **Work Orders**
 - *Open (4) | Closed (2)*
- **Clery**
 - *Open (1) | Closed (12)*
- **LOTO**
 - *Open (1) | Closed (5)*
- **Evidence**
 - *Open (10) | Closed (5)*
- **Export Controls**
 - *Open (9) | Closed (8)*
- **Pre-Award**
 - *Open (10) | Closed (2)*
- **Employment**
 - *Open (10) | Closed (2)*

Audit and Compliance Intersection**Business Partners**

- The Chief Audit Executive and Chief Compliance Officer are positioned as partners in strategic planning, process development, and implementation efforts.

Analysis

- **AUDITS**-Internal Audit is independent of management. They evaluate the internal controls environment for adequacy, efficiency, and effectiveness. Audit also provides coaching feedback on response.
- **ASSESSMENTS**-University Compliance is an integral component of management that ensures compliance with applicable laws, rules, regulations, internal codes of conduct, policies, and procedures, along with compliance partners act as integrated part of response, both strategic and operational.

Continuous Monitoring

- When observations are noted, Audit and Compliance coordinate to determine root causes, develop corrective action plans, and support implementation.

BOV Reporting

- Compliance and Audit both report to the Board of Visitors to assist members and management in the effective performance of their responsibilities and to maintain comprehensive and professional Internal Audit and University Compliance programs.

University Compliance

The Chief Compliance Officer continued the discussion on Internal Audit and University Compliance coordination. Dr. Hess presented the 2023 annual update, compliance maturity, and focus for 2024.

2023 Highlights with Compliance Partners

- **IT Security** developed Incident Response, Security Assessment and Authorization, and System and Information Integrity policies.
- **Environmental, Health and Safety** developed the Environmental, Health and Safety policy and multiple supporting programs and SOPs.
- **Finance and Administration** updated the Violence Prevention Committee and Threat Assessment Team policy.
- **Campus Police** developed Clery Act Compliance policy, Timely Warning procedure, and updating Campus Security Authorities procedure.
- **Campus Police and Human Resources** incorporated into new hire onboarding a UPD presentation including link to Clery report(s).

- **Human Resources** is updating the Civility in the Workplace policy.
- **Transportation and Fleet Services** updated the Driver Authorization and Utility Vehicle Golf Cart policies and supporting forms.
- **Academic Affairs** developed policies for Research Misconduct and Researcher Compensation policy (2022) and updating the Animal Use and Care policy.

2023 Capability Maturity

Dr. Hess presented the 2023 NSU Compliance Capability Maturity data. The matrix results focus on integration of the compliance program in institutional business processes by evaluating the maturity of the program by levels. As an organization moves up the maturity model, ownership spreads across the organization and becomes embedded within the culture. The university compliance controls and procedures are documented and standardized across the organization increasing the overall maturity score to 3.5 from 2021-2023.

2024 University Compliance Focus

- **Complete Student-Focused ADA Compliance Assessment**
 - Review data and identify compliance gaps.
 - Support compliance partner with the development of gap closure plan, including prioritization of compliance gaps.
 - Support compliance gap closures.
- **Continue to close compliance gaps on open issues (examples):**
 - **Researcher Laboratory Safety and Security**
 - Laser and radiation safety, documentation/training for those using hazardous materials/chemicals/equipment, keep current inventories (with EHS) MSDS/chemical/hazardous material & researcher equipment.
 - **Environmental, Health and Safety**
 - Spill Prevention, Control and Countermeasures Plan, keep campus-wide inventories current MSDS/chemical/hazardous material & equipment.

- **Develop plan to close Compliance Maturity gaps to reach level 4 in the following institutional-wide elements:**
 - Policies
 - Training & Communication
 - Assessments

5. Closed Meeting – Pursuant to 2.2-3711A.1 and 8, Code of Virginia

Mr. Conrad Hall read the following motion, seconded by Mr. BK Fulton, and with a 4-0 Roll Call Vote the Board unanimously approved.

Motion by Mr. Conrad Hall

Section 2.2-371 LA. 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

(7) and (8) Consultation with legal counsel and briefing by staff members or consultants regarding specific legal matters requiring the provision of legal advice, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university, and

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

the President

University Counsel

Chief Audit Executive

Provost and Vice President of Academic Affairs

Vice President for finance and Administration

And that any member of the NSU Board of Visitors be permitted to attend virtually or by phone to listen in the Closed Meeting, but not participate or vote.

6. Reconvene 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 4-0 roll call vote.

7. Adjournment

There being no further business, Chairman Dr. Harold L. Watkins II adjourned the meeting at 11:46 a.m.

Respectfully submitted,

Dr. Harold L. Watkins II, Chair
Audit, Risk and Compliance Committee

Ms. Phillita M. Peebles, Audit and
Compliance Administrative Assistant

Board of Visitors

Audit, Risk, and Compliance Committee Meeting

February 6, 2024

DRAFT**NSU BOV AUDIT, RISK AND COMPLIANCE COMMITTEE****ROLL CALL VOTE FEBRUARY 6, 2024 10:00 A.M.**

Item	Dr. Harold Watkins, II (Chair)	The Honorable James Dyke, Jr.	Mr. Gilbert Bland	Mr. BK Fulton	Mr. Dwayne Blake	Mr. Conrad Hall	Totals
Quorum	Virtual	Absent	Absent	Present	Present	Present	4-0
Recommend Approval of Electronic Participation	-	Absent	Absent	Yes	Yes	Yes	4-0
Approval of the Minutes	Yes	Absent	Absent	Yes	Yes	Yes	4-0
Motion to go into Closed Meeting Pursuant to 2.2- 3711A.1, 7 and 8, Code of Virginia	Yes	Absent	Absent	Yes	Yes	Yes	4-0
Motion for Open Meeting	Yes	Absent	Absent	Yes	Yes	Yes	4-0
Adjournment	Yes	Absent	Absent	Yes	Yes	Yes	4-0



NORFOLK STATE UNIVERSITY

Audit, Risk and Compliance Committee Meeting
April 3, 2024

Agenda

- I. Internal Audit, Ms. Derika Burgess
 - A. Department of Internal Audit's Charter
 - B. Internal Audit Plan Status
 - C. Audits in Process
- II. University Compliance, Dr. Dawn M. Hess
 - A. Artificial Intelligence and Executive Order 30
 - A. Policy and Security Standards, Mr. Ronald King, Chief Information Security Officer
 - B. Education Standards, Dr. Marshall Thompson, Vice Provost for Academic Effectiveness
 - B. ADA Compliance Assessment: Student Focus
 - C. Updates on Prior Gap Closure Plans: Open and Closed
 - D. System Maturity: Policy and Training
- III. Closed Session: Status and Update of Fraud, Waste and Abuse Investigations

Internal Audit Charter



PURPOSE

Purpose

This charter provides the framework for the Internal Audit Department, its activities and functions in the University.



Roles and Responsibility

The activities performed by internal audit assist the University in the assessment and improvement of internal controls and governance. This includes processes designed to evaluate the effectiveness and efficiency of operations, ability to execute on strategic initiatives, reliability of financial reporting, and compliance with applicable laws and regulations.



Reporting and Monitoring

- Results of internal audits and recommendations for improvement.
- Corrective action taken or to be taken in regard to the specific findings and recommendations.



Professionalism, Authority and Quality

- Institute of Internal Auditors' mandatory guidance
- University policies and procedures
- Governmental Auditing Standards and Generally Accepted Accounting Principles
- Unrestricted Access and accountability for confidentiality and safeguarding records and information, to any and all of the University's records, physical properties, and personnel pertinent to carrying out any engagement, under review.
- Develop and maintain a quality assurance and improvement program based on conformance with the IIA Standards and Code of Ethics. at least every five years by a qualified, independent assessor.

NSU Internal Audit Plan

Audit Timeframe	Proposed Audit Area	Audit Description/ Preliminary Audit Scope	Reason for inclusion
Complete	Sponsored programs - Pre - Award	Follow up review to evaluate the design and operating effectiveness of the internal controls over the process for developing and submitting proposals.	Initiative to grow NSU's research portfolio.
Continuous Monitoring	Grants and Contracts:timely spending	Review of research expenditures for compliance with the requirements of the OMB Uniform Guidance.	ongoing concerns with timely spending, equipment and personnel expenditures of research funding
Complete	Office of Sponsored Programs	Review compliance with deemed export control requirements	ITAR and EAR compliance not reviewed in the past
Complete	NSUPD	review tracking system for assigned property and evidence received and/or confiscated	has not been reviewed in the past
Complete	Human Resources	Review of processes used to perform Employee verification checksincluding employment authorizations, certifications and licenses	recent APA interpretaions on standard; has not been audited before
Complete	Sponsored programs - Cash Drawdown process	Review of the drawdown process for compliance with the requirements of the OMB Uniform Guidance.	Impact on the university cash flow and timely recovery of expenses.
Fall 2024-Derika and Pernell	Student Campus Safety and Access	application of school regulations and conduct files/records	deficiencies noted in related investigations and audits
Summer 2024-Derika	Class/Lab Space Utilization	Review of the process for identifying, assessing and scheduling classess, lab work	multiple requests for capitol funding including teaching spaces/classess
Fall 2024-Derika	Student Accounts	credits, payments, refunds, fees and fines	has not been reviewed in 5+ years
TBD	Facilities and Maintenance	Review of Voyager Gas Card and Blue Card activity	not part of procurement, APA or ARMICS reviews
TBD	Threat Assessment Team	review of the process used to identify and mitigate percieved threats to the campus	has not been reviewed in the past
TBD	Finance	Stewardship of resources: Conservation and recycling	has not been reviewed in the past
TBD	Provost	Review of the process for creating, disseminating and maintaining revised and new academic programs and curriculums	initiative to create new and disruptive education models
Complete	IT Baseline Audit: ITGC	Review for compliance with VITA SEC 501.	VITA requirement to audit sensitive systems at minimum, once ever three years.
In Progress	CAD/RMS	Review for compliance with VITA SEC 532.	VITA requirement to audit sensitive systems at minimum, once ever three years.
In Progress	Ellucian	Review for compliance with VITA SEC 532.	VITA requirement to audit sensitive systems at minimum, once ever three years.
In Progress	ATS-Athletic Trainer System	Review for compliance with VITA SEC 532.	VITA requirement to audit sensitive systems at minimum, once ever three years.
Special projects			
Complete	Accounts Payable	Consultation-Formal Memo	
Complete	Sponsored Research	Consultation-Formal Memo	
Complete	Gift Cards	Consultation-Formal Memo and training	
* Assuming 12 allegations per year and average of 20 hours per allegation.	State Fraud, Waste and Abuse Hotline Calls	Budgeted time for investigation of allegations	
Complete	Management Requests and Emerging Risks	late student, faculty and staff Payments; Faculty Senate, Vendors-Leadership and Background Checks; Pay analysis, Campus Dining; Property and Evidence Inspections; Mech room secured; Mech room housekeeping; emergency lighting;	
Continuous Monitoring	Monitoring the Status of Management Action Plans	Budgeted time for following up on the status of outstanding action items.	



Residence Hall Visitor Policy Audit

What and Why

- Effective process for student visitors
- Less effective process for other guests
- Increased need for multi purpose areas

Outcomes

- Increased satisfaction of the on-campus student experience
- Enhanced comfort and safety



Lab Space Utilization Audit

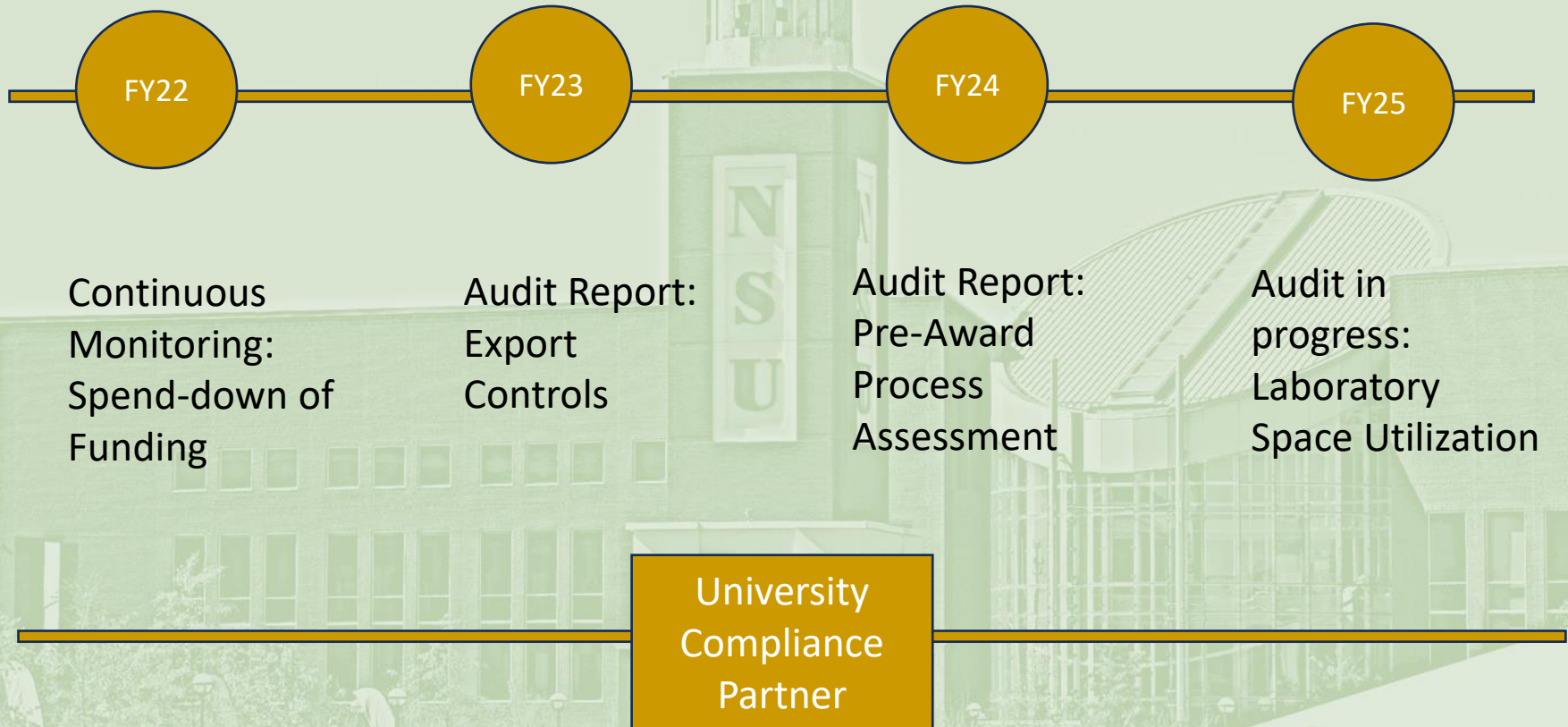
What and Why

- A critical element of operations
- Space is often at a premium
- Increased demand for multi-purpose areas

Outcomes

- Flexible facilities
- Enhanced productivity of students, faculty and staff
- More efficient means of operations configured for comfort, safety and efficiency
- Increase overall satisfaction among a campus community

Research Administration Roadmap



Artificial Intelligence and Executive Order 30

Governor's Executive Order 30, *Implementation of Standards for the Safe Use of Artificial Intelligence Across the Commonwealth*

- AI Policy Standards
- AI IT Standards
- AI Education Guidelines





Artificial Intelligence and IT Security

Governor's Executive Order 30 – *Policy and Security Standards sections*

Mr. Ron King, CISO

Security Standards for evaluating technology remains much the same

- Cloud Oversight Process (COP)
- Continue Vulnerability Scanning
- Continue Penetration Testing
- NSU *Acceptable Use Policy* to be reviewed

Governor's Executive Order 30 - *Education Guidelines*

Dr. Marshall Thompson, Vice Provost for Academic Effectiveness


- Proposed University Syllabus Statement
 - *Artificial Intelligence (AI) can be an effective training tool to enhance learning when used appropriately. AI can be used as an effective learning tool but should not replace students original work, critical thinking and creativity. AI platforms may be used as a learning tool with instructor awareness and is permissible within defined circumstances. AI needs to be used in moderation to enhance learning and not replace students' individual contributions. If you use AI tools, be sure to cite the contribution otherwise your actions would be considered academically dishonest and a violation of the NSU Honor Code.*

Potential Concepts to be Addressed in Policy

- Identifying acceptable use of AI
- Preventing and responding to unacceptable use of AI
- Structuring opportunities for exploration and collaboration

Artificial Intelligence and Education Guidelines





ADA Compliance Assessment: Student Focus

- Data collection is complete
- Preliminary compliance gaps have been identified:
 - Policy, procedures & processes
 - Student Disability Services
 - Housing
 - Facilities & Parking
- Gap Closure Plan to be developed by May 2024

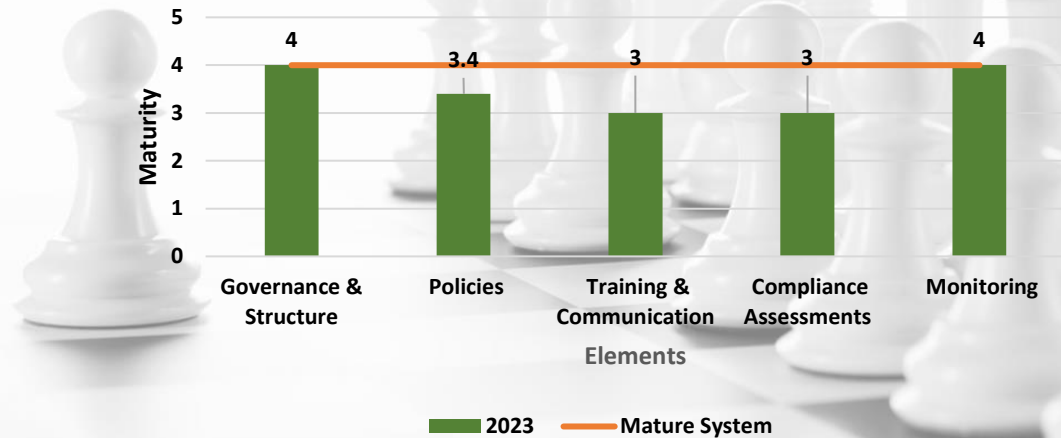
Updates on Existing Gap Closure Plans

- Environmental, Health and Safety – OPEN ISSUES, ***Consultant Engaged***
 - Spill Prevention Control and Countermeasures
 - Confined Space
 - Campus-wide inventories to be kept current for MSDS/chemical/hazardous material & equipment
- ***Partnering with Research***
 - Researcher Laboratory Safety
 - Laser and radiation safety, documentation/training for those using hazardous materials/chemicals/equipment- ***Interim Laser Safety Office position filled***
 - Keep current inventories (with EHS) MSDS/chemical/hazardous material & researcher equipment. ***OPEN – partnering with EHS***

Noteworthy Projects

- Timely Award Notification, with the Office of Sponsored Programs, documenting process flow from notification of pending award through award start-up meeting
- Clery Activities, with University Police Department Office of Information Technology and Environmental, Health and Safety, continuing to update Clery report, Clery Security Authorities Training and Fire Safety report.

NSU Capability Maturity Gap Analysis 2023



Gaps in Elements

	Policies	Training & Communication	Compliance Assessments
Level 4 Mature System	Compliance with policies and the consequences of noncompliance are communicated regularly, at least annually. Policy compliance is monitored and assessed.	An enterprise-wide compliance training program exists and is monitored by management and responsible officers. The organization identifies persons needing training in key compliance areas and monitors their participation. Training metrics are collected and reported to executives and the Board at least annually.	All formal processes for compliance risk management have been implemented throughout the organization and are formally documented through a compliance risk register or other means.
	Policies are reviewed regularly to ensure compliance with regulatory changes. Monitoring of compliance with the policy review process is formal and documented.	The organization has developed a formal compliance communication plan that is documented and updated at least annually.	All compliance risks are assessed at least annually. Mitigation plans are monitored by compliance owners and reviewed by an independent department (e.g. compliance or internal audit). The results of compliance risk assessment/management processes are reported at least annually to executive management and the Board.
Priority	2	1 ⁵⁹	3

Thank You



Strategic Finance Committee



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

Mr. Jay Jamison, Chair
April 3rd, 2024, 1:30 – 3:00 pm

Campus Location

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

Zoom Webinar Participation

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the February 6, 2024, Committee Minutes**
- IV. Discussion Items**
 - A. Quarterly Financial Report (Gerald Hunter)
 - B. Debt Services Ratio (Karla Amaya Gordon)
 - C. Debt Management Compliance (Gerald Hunter)
 - D. FY 2024-25 Operating Budget (Gerald Hunter)
 - 1. Budget Assumptions
 - 2. Tuition & Fees Recommendation
 - 3. Tuition & Fees Resolution
 - 4. Operating Budget Recommendation
 - 5. Operating Budget Resolution
 - E. Facilities Management Update (Terry Woodhouse)
 - F. Legislative Affairs Update (Eric Claville)
 - G. Human Resources Update (Justin Moses)
 - H. Information Technology/Information Security Update (Justin Moses)
 - I. Institutional Effectiveness Update (Justin Moses)
 - J. University Advancement Update (Clifford Porter)
- 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

Mr. Jay Jamison, <i>Chair</i>	Ms. Heidi Abbott
Bishop Kim W. Brown	Dr. Katrina Chase
Mr. Conrad Hall	Dr. Harold L. Watkins, II

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

The President participates in all Committee Meetings.

BOARD OF VISITORS (BOV)

STRATEGIC FINANCE COMMITTEE MEETING

April 3, 2024, 1:30 – 3:00PM

Jay Jamison, *Chair*


Ms. Heidi W. Abbott

Bishop Kim W. Brown

Dr. Katrina Chase

Mr. Conrad Hall

Dr. Harold L. Watkins, II

- 
- I. Call to Order/Establish Quorum**
 - II. Recommend Approval of Virtual Participation for Board Members**
 - III. Recommend Approval of the February 6, 2024, Committee Minutes**

DRAFT

BOARD OF VISITORS

Strategic Finance Committee

February 6, 2024

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**BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
TUESDAY, FEBRUARY 6, 2024**

MINUTES

1. Call to Order/Establish Quorum

Mr. Jamison, Chair, called the Strategic Finance Committee meeting to order at approximately 11:47 a.m.

Participants – Committee Members

Mr. Jay Jamison, Chair

Ms. Heidi W. Abbott (Electronic)

Bishop Kim W. Brown

Dr. Katrina Chase

Mr. Conrad Hall

Dr. Harold L. Watkins, II (Electronic)

Participant - Counsel

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

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President

Mr. Eric Claville, Executive Advisor to the President (Interim), Governmental Relations

Ms. Sher're Dozier, Clerk to the President for the Board of Visitors

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

Mr. Richard Martin, Director of Energy & Sustainability

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

Mr. Clifford Porter, Vice President, University Advancement

Ms. Melody Webb, Athletic Director

Ms. Martha M. Wilson, Executive Assistant, Finance and Administration

Mr. Terry Woodhouse, Interim Associate Vice President, Facilities Management

Student Government Association Participants

None present

BOARD OF VISITORS

Strategic Finance Committee

February 6, 2024

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Observers – NSU Administrators and Staff

Ms. Stevalynn Adams, Assistant Vice President of Communications and Marketing,
Communications and Marketing

Ms. Karla Amaya Gordon, Assistant Vice President, Finance and Administration/University,
Controller

Ms. Derika Burgess, Chief Audit Executive • Internal Audit

Dr. Andrew T. Carrington, Assistant Vice President for Finance and Administration

Mr. Brian Covington, Chief of Police, Police and Parking Department

Dr. Ethel M. Edwards, Interim Director, Procurement Services

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

Ms. Misti Goodson, Director, Development Services & Stewardship, University Advancement

Mr. Cornelius Graves, Director, E2F Research and Innovation Foundation

Mr. Christopher Gregory, Media Specialist, Office of Information Technology

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

Ms. Michelle Hill, Executive Director, Alumni Relations & Annual Giving, University
Advancement

Ms. Shana James, Assistant Vice President for Development, University Advancement

Mr. Dennis Jones, Executive Budget Director, Budget and Planning

Mr. Rashool Shabazz, Project Engineer, Office of Information Technology

Ms. Crystal Square-Williams, Executive Director for University Events and the Wilder Center,
University Events

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

Dr. Aurelia Williams, Sr. Vice Provost, Academic and Faculty Affairs

2. Recommend Approval of Electronic Participations

A motion was made by Dr. Katrina Chase and second by Bishop Brown with a 4-0 Roll Call vote to approve electronic participation due to distance for Ms. Abbott and Dr. Watkins, II- Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

3. Recommended Approval of the Committee Minutes

A motion was made by Bishop Brown and second by Dr. Chase with a 6-0 Roll Call vote to approve the November 16, 2023, meeting minutes – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

4. Discussion Items

• **Revenue and Expense Budget Report**

Dr. Gerald Ellsworth Hunter, Vice President for Finance and Administration, presented the Revenue and Expense Budget Report as of December 31, 2023.

- Actual revenue totaled \$225,224,000 and Actual expenses totaled \$136,208,000 for a positive Fund balance of \$89,016,000 million through December 31, 2023.

BOARD OF VISITORS

Strategic Finance Committee

February 6, 2024

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- The FY 2024 year-end Fund Balance is projected to be approximately \$23,337,000.
- **Spring 2024 Financial Report**

Dr. Hunter presented the Spring 2024 Tuition & Fee Revenue Projection as of January 24, 2024. Based upon an Actual Student Headcount Enrollment of 5,162 and 3,964 Part-time Hour Enrollment, Budgeted Revenue totaled \$23,426,400 which is \$84,424 ahead of budget. The Spring 2024 Out-of-State Capital Outlay Revenue Projection of \$479,560 is projected to be \$258,092 ahead of budget and the Spring 2024 Auxiliary Enterprise Mandatory Fee Revenue Projection is \$8,608,300 which is projected to be \$477,212 ahead of budget. In summary, Total Spring Tuition & Fee Revenue is projected to be \$819,728 above budget.
- **Facilities Management Report**

Dr. Hunter and Mr. Terry Woodhouse, interim associate vice president, presented the Facilities Management Update:

 - **Capital Projects** included a synopsis of the following **new** structures:
 1. Construct Living Learning Center and Dining Facility, \$129,332,812
 2. Construct Wellness, Health and Physical Education Center, \$146,813,967
 3. Construct Lab School Academy, \$37,393,060
 4. Construct New Dining Facility/Replace Scott Dozier, \$76,387,058
 5. Construct Residential Housing Phase II, \$78,597,510
 6. Improve Campus Infrastructure, \$14,064,327
 - **Capital Projects in Progress**
 1. Construct New Science Building, \$112 Million
 2. Replace the Fine Arts Building, \$97 Million
 3. Construct Physical Plant/Warehouse, \$30 Million
 4. Park Place at NSU Renovation
 5. Spartan Lanes Equipment Upgrades, Student Services Building
 6. Football Locker Room Upgrades
 7. Pool Locker Room Upgrades
 8. Baseball and Softball Field Upgrades
 - **Energy & Sustainability Update**

Mr. Woodhouse and Mr. Richard Martin, director of energy & sustainability, presented the Energy & Sustainability Update:

 1. Introduction
 - ✓ Energy & Sustainability Accomplishments
 - ✓ Energy
 - ✓ Sustainability
 - ✓ Stay Tuned – More to Come!
- **Legislative Update**

Mr. Eric Claville, executive advisor to the president for governmental relations, discussed the following Legislative Updates:

 - HB30/SB30: In-State Tuition for Out-of-State Students
 - HB145: Virginia Teacher Residency Training Corps; Established
 - HB566: SCHEV; Membership to Include Representative of a Historically Black College or University

BOARD OF VISITORS

Strategic Finance Committee

February 6, 2024

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- HJ25: Provide Study; Joint Committee of the House Committee on Education and the Senate Committee on Education
- HB30/SB30 BUDGET AMENDMENTS:
 - NSU Work Based On-Campus Experience
 - NSU Construct Fine Arts Building
 - Detailed Planning – Living Learning and Dining Center
 - Detailed Planning – Plan Health, Wellness, and Physical Education Building
 - Living Wage
 - Unfunded Scholarships
 - Increase Maintenance Reserves
 - Spartan Innovation Academy FY24-25: \$4,000,000 // FY25-26: \$4,000,000
- **Division of Operations Update**

Dr. Justin Moses, vice president for operations & institutional effectiveness, provided the Division of Operations Updates:

 - **Human Resources**
 - HRIS Identification and Selection Update
 - HR Operations and Compensation Manager Searches
 - **Institutional Effectiveness**
 - Assistant/Associate Vice President for Institutional Effectiveness Update
 - Data Governance
 - Data Dictionary Project
 - Policy and FOIA oversight changes
 - **Information Technology and Security**
 - Information Technology
 - ✓ Client Services Model
 - ✓ HRIS Selection
 - ✓ Doctums
 - ✓ APA Audit
 - Personnel Changes
 - ✓ Chief Information Security Officer Moves Back Under OIT
- **University Advancement Update**

Mr. Clifford Porter, vice president for university advancement, presented a detailed analysis of the following University Advancement activities:

 - **University Events**
 - **2023 Founders Day Celebration**
 - ✓ Founders Day Breakfast – Mr. Juan Williams, New York Times
 - ✓ Welcomed Class of 2027 – Over 1500 First Time Freshman
 - **111th Commencement, December 9, 2023**
 - ✓ Mr. Loni Love, Keynote Speaker
 - ✓ Approximately 400 Graduates
 - ✓ Senator Lamont Bagby Awarded Honorary Degree
 - **Mr. Ndaba Mandela, Keynote Speaker, January 31, 2024**

BOARD OF VISITORS

Strategic Finance Committee

February 6, 2024

Page 5

- **Fundraising Analysis**
 - What is a Campaign?
 - NSU's Now is Our Time Campaign
 1. Pre-Planning Phase
 2. Planning Phase
 3. Quiet Phase
 4. Kick-off Phase
 5. Public Phase
 6. Campaign Finale Phase

Closed Meeting Session

Mr. Jamison, Chair requested that the Strategic Finance Committee Meeting go into Closed Session at 1:45pm.

A motion was made by Mr. Hall and second by Dr. Chase with a 6-0 Roll Call vote to go into Closed Meeting Session – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia.

Open Meeting Session

Mr. Jamison, Chair reconvened the open session and thanked everyone for their attendance and participation.

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 anonymously approved with a 6-0 roll call vote.

Adjournment

There being no further business, the meeting adjourned at approximately 2:51 p.m.

Respectfully submitted,

Jay Jamison, Chair
Strategic Finance Committee

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

Strategic Finance Committee
April 3, 2024

Division of Finance and Administration

Gerald Ellsworth Hunter, PhD
Vice President & Chief Financial Officer



REVENUE AND EXPENSE BUDGET REPORT

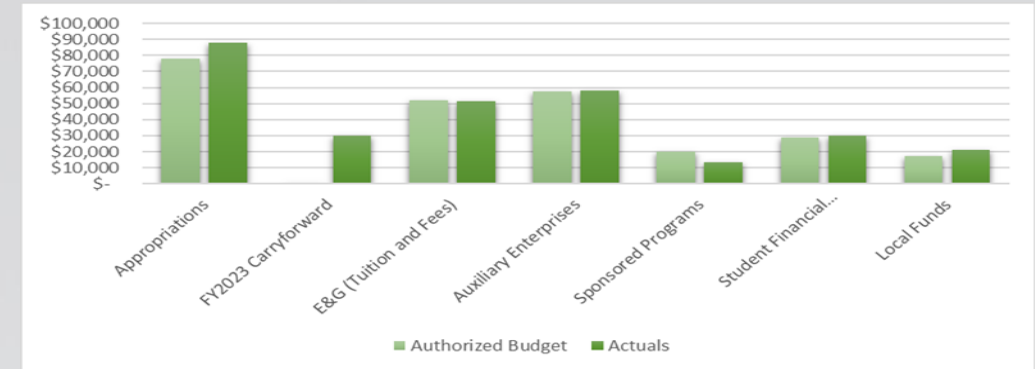


NORFOLK STATE
UNIVERSITY

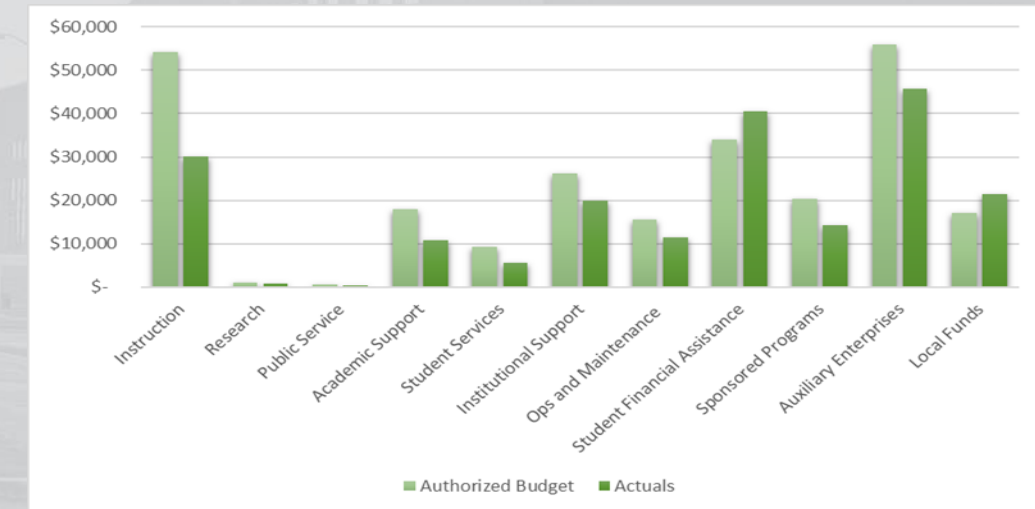
FY 2024 - Condensed Summary of Revenues and Expenses Budget Report - All Funds

(Cash Basis) As of March 15, 2024 (Amounts in Thousands)

<u>Revenues</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>	<u>Year-end Projection</u>
Appropriations	\$ 78,273	\$ 88,195	113%	\$ 88,195
FY2023 Carryforward	-	30,206	0%	30,206
E&G (Tuition and Fees)	51,933	51,491	99%	53,626
Auxiliary Enterprises	57,295	58,119	101%	60,106
Sponsored Programs	20,232	13,168	65%	20,232
Student Financial Assistance	28,826	30,076	104%	30,076
Local Funds	17,000	21,347	126%	21,633
Total Revenues	\$ 253,559	\$ 292,602	115%	\$ 304,074

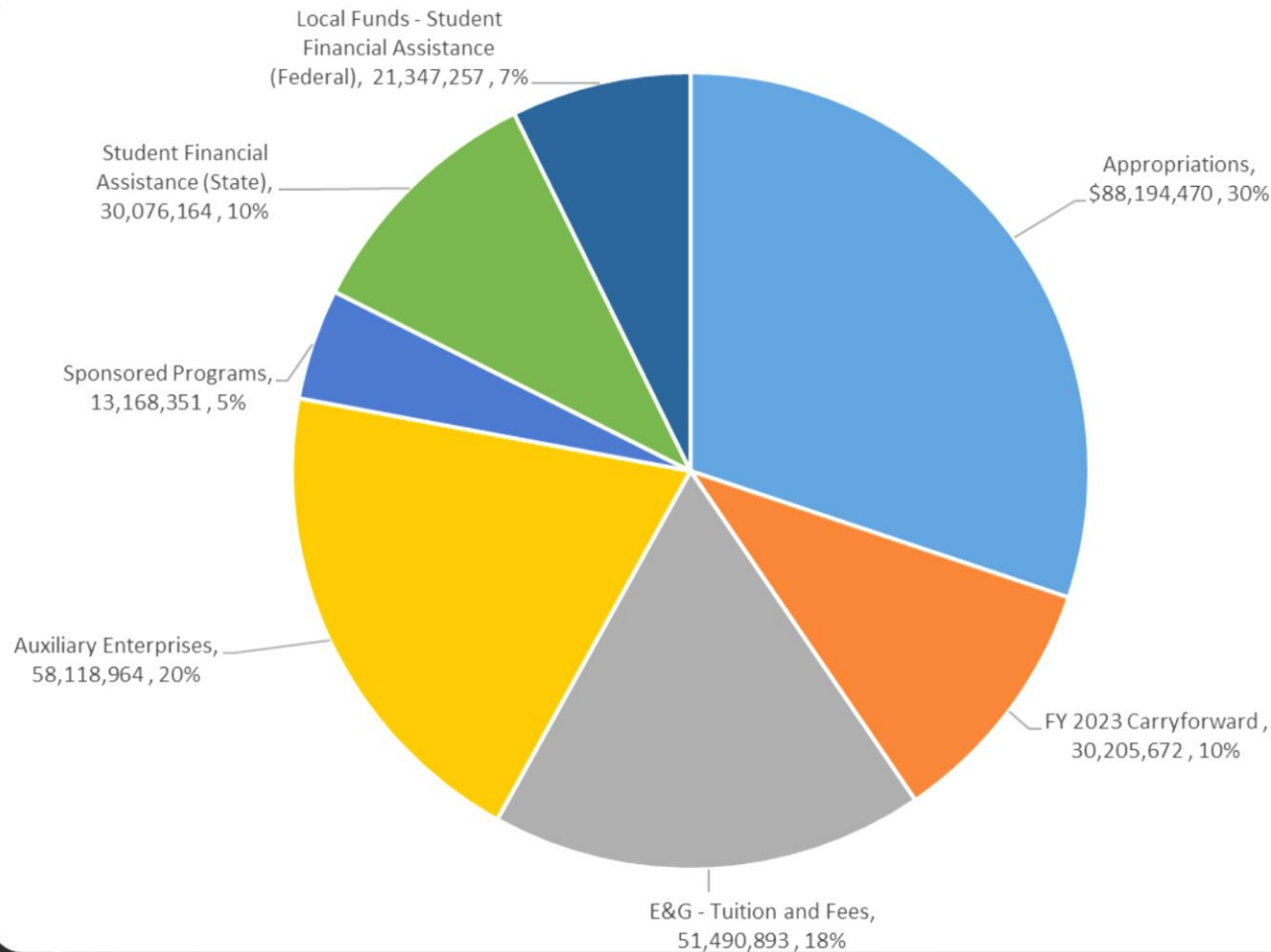


<u>Expenses</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>	<u>Year-end Projection</u>
Instruction	\$ 54,316	\$ 30,157	56%	\$ 57,753
Research	1,003	687	68%	1,023
Public Service	654	318	49%	679
Academic Support	17,974	10,889	61%	19,693
Student Services	9,201	5,593	61%	9,201
Institutional Support	26,274	19,999	76%	27,909
Ops and Maintenance	15,651	11,456	73%	24,772
Student Financial Assistance	33,959	40,469	119%	40,469
Sponsored Programs	20,232	14,267	71%	20,232
Auxiliary Enterprises	55,871	45,690	82%	57,373
Local Funds	17,000	21,407	126%	21,633
Total Expenses	\$ 252,135	\$ 200,932	80%	\$ 280,737
Revenue Over Expenses	\$ 1,424	\$ 91,670		\$ 23,337



SOURCES OF FUNDS

Actuals as of March 15, 2024



Revenues

Actuals

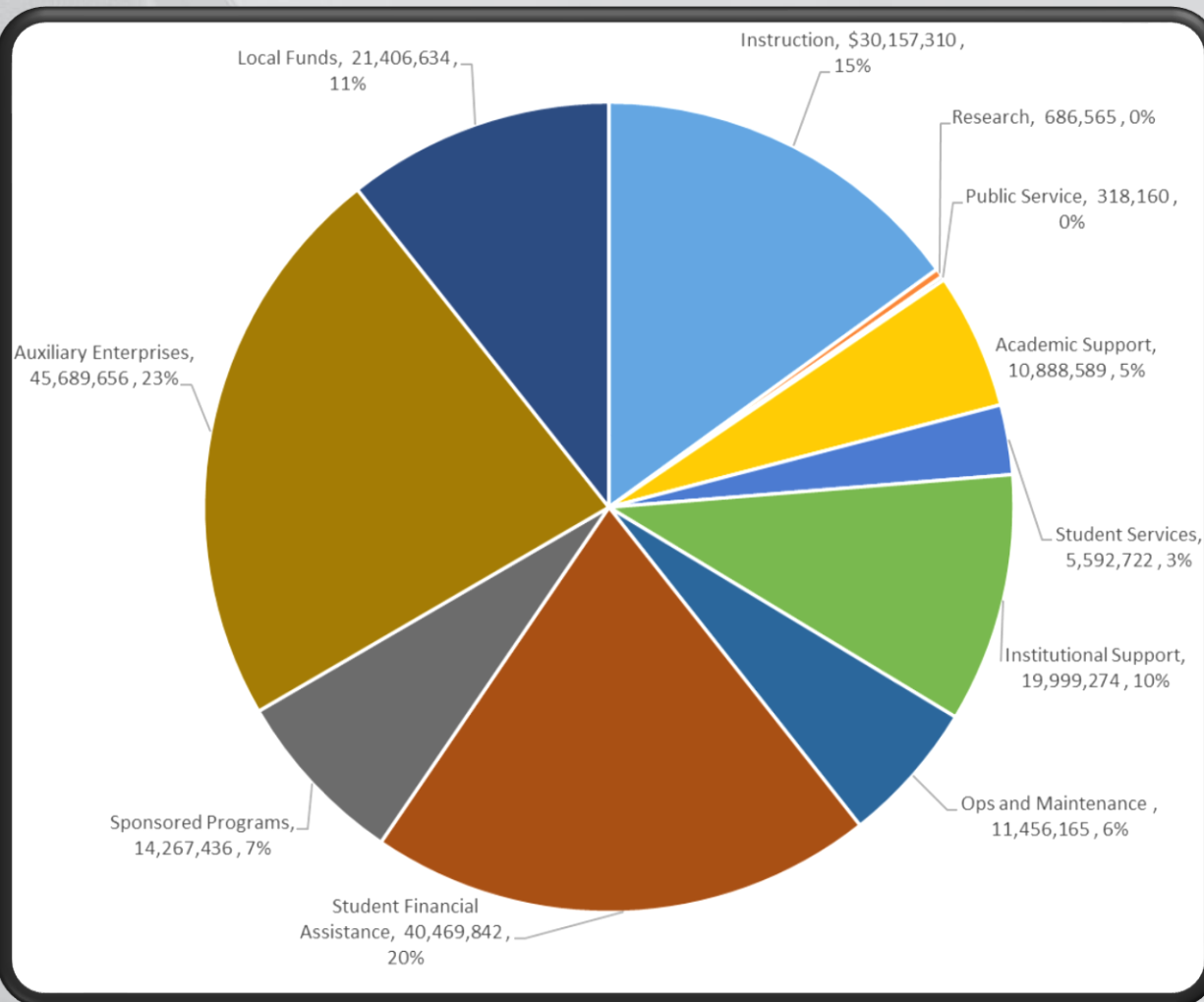
Appropriations	\$ 88,194,470
FY 2023 Carryforward	30,205,672
E&G - Tuition and Fees	51,490,893
Auxiliary Enterprises	58,118,964
Sponsored Programs	13,168,351
Student Financial Assistance (State)	30,076,164
Local Funds - Student Financial Assistance (Federal)	21,347,257
Total Revenues	<u>\$ 292,601,771</u>



NORFOLK STATE
UNIVERSITY

USES OF FUNDS

Actuals through March 15, 2024, Preliminary



Expenses	Actuals
Instruction	\$ 30,157,310
Research	686,565
Public Service	318,160
Academic Support	10,888,589
Student Services	5,592,722
Institutional Support	19,999,274
Ops and Maintenance	11,456,165
Student Financial Assistance	40,469,842
Sponsored Programs	14,267,436
Auxiliary Enterprises	45,689,656
Local Funds	21,406,634
Total Expenses	\$ 200,932,353

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 2023 ratio was 2.99 percent and the 2022 ratio, 1.52 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 2023 debt service coverage ratio was 7.78 and 9.36 percent for 2022. The current ratios are based on the FY 2023 Unaudited Financial Statements. The University complies with established debt policy thresholds.

DEBT MANAGEMENT COMPLIANCE - RATIOS

FY 2022	<i>Principal</i>	518,771	
Debt Burden	<i>Interest</i>	2,690,460	
	Annual debt Service	3,209,231	1.52%
	Total Operating Expenses	210,869,093	

Target - less than or equal 7 %

Source - FY 2022 Audited Financial Statements

Debt Service Coverage Ratio

Operating loss + Non operating Revenue + Depreciation	30,065,196	9.37
Annual Debt Service	3,209,231	

Target - greater than 2 times the annual debt service

Note: Non operating revenues includes non-operating revenues and net other revenues from the financial statements

FY 2023	<i>Principal</i>	3,980,130	
Debt Burden	<i>Interest</i>	2,755,751	
	Annual debt Service	6,735,881	2.99%
	Total Operating Expenses	225,199,146	

Target - less than or equal 7 %

Projection for operating expenses includes a 3% increase from the previous year

Debt Service Coverage Ratio

Operating loss + Non operating Revenue + Depreciation	52,252,292	7.76
Annual Debt Service	6,735,881	

Target - greater than 2 times the annual debt service

Note: Non operating revenues includes non-operating revenues and net other revenues from the financial statements

DEBT MANAGEMENT COMPLIANCE – RATIOS

PROJECTION FY 2024

FY 2024 Estimate with increase annual debt service

Debt Burden	<i>Principal</i>	5,808,300	
	<i>Interest</i>	3,016,336	
	<u>Annual debt Service</u>	<u>8,824,636</u>	3.80%
	Total Operating Expenses	231,955,120	

Debt Service Coverage Ratio

<u>Operating loss + Non operating Revenue + Depreciation</u>	<u>52,252,292</u>	5.92
Annual Debt Service	8,824,636	

Target - less than or equal 7 %

Projection for operating expenses includes a 3% increase from the previous year

Target - greater than 2 times the annual debt service

Note: Non operating revenues includes non-operating revenues and net other revenues from the financial statements

FY 2024-25 OPERATING BUDGET



NORFOLK STATE
UNIVERSITY

1. BUDGET ASSUMPTIONS



NORFOLK STATE
UNIVERSITY

NSU BUDGET ASSUMPTIONS

NSU's FY25 Budget Assumption was developed using the University's Six Year Plan as the basis. Additionally, budget development relied on the Governor's budget for the 2024 – 2026 biennium as submitted to the General Assembly. The General Assembly's budget, while considered, is not included in the University's proposed budget; it has not been approved by the Governor and faces pushback in parts. Consideration has been given to graduation rates, retention rates, enrollment projections, salary proposals, benefit rates, fixed costs, tuition rates, fee schedules, endowment, financial management decisions, etc. Also, we consider unforeseen factors such as economic trends, population growth and demographic shifts. The final budget assumption was based upon maintaining a conservative, stable enrollment fixed at the 2023 Fall Semester enrollment and mix, as follows:

Full-Time

- **Undergraduate**
 - In-State 3,521
 - Out-of-State 1,372
- **Graduate**
 - In-State 228
 - Out of State 96

Part-Time/Hours

- **Undergraduate**
 - In-State 463 3,156
 - Out-of-State 133 852
- **Graduate**
 - In-State 73 345
 - Out of State 40 149
 - Online Masters 100 690

TOTAL	6,026	4,502
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Budget Actions

Description	Amount
Tuition Changes (In-State & Out of State) At Equal Percent	
Tuition Increase - In State	3%
Tuition Increase In State Undergraduate	\$180
Tuition Increase In State Graduate	\$270
Tuition Increase - Out of State	3%
Tuition Increase Out of State Undergraduate	\$520
Tuition Increase Out of State Graduate	\$640
Projected Tuition Revenue	\$55,598,409

Description	Amount
Auxiliary Enterprise Fees	3%
Projected Auxiliary Enterprise Revenue	\$61,827,067
Governor's Budget GF Changes E&G Campus safety and security initiatives	\$388,650
Governor's Budget GF Central Appropriations	\$7,846,228
Governor's Budget NGF Central Appropriations	\$5,468,618

Norfolk State University
2024 Session General Assembly Session - Items Affecting
Prepared April 2, 2024

Description	Conference Budget				Conference Budget			
	2025				2026			
	GF	NGF	Debt	Total	GF	NGF	Debt	Total
Conference Budget								
Operating								
Repurposed - Proposed New Security Initiative	(388,650)			(388,650)				0
FY25 & FY26 - 3% salary increase for state employees 1	1,327,322	2,016,762		3,344,084	2,694,464	3,383,904		6,078,368
Affordable Access Funding	1,598,000			1,598,000	1,598,000			1,598,000
Additional Operating Support	10,000,000			10,000,000	10,000,000			10,000,000
Senator Yvonne B. Miller Internship Program	50,000			50,000	50,000			50,000
Transfer Financial Aid from SCHEV	1,250,000			1,250,000	1,250,000			1,250,000
Graduate Financial Aid	15,000			15,000	25,000			25,000
Undergraduate Financial Aid	928,340			928,340	982,240			982,240
Approval of unfunded scholarships for merit students - Language				0				0
Operating Amendments	15,168,662	2,016,762	0	17,185,424	16,599,704	3,383,904	0	19,983,608
Capital Outlay								
Campus Infrastructure	14,064,327		(14,064,327)	0				0
Planning Living Learning Center	2,000,000			2,000,000				0
Maintenance Reserve	2,994,736			2,994,736	3,893,157			3,893,157
Replace Fine Arts Building 2			148,545,000	148,545,000				0
Capital Outlay Amendments	19,059,063	0	134,480,673	19,059,063	3,893,157	0	0	3,893,157

Notes:

1. The amounts noted are calculations from University staff. The Department of Planning and Budget will produce the actual calculation for distribution after final passage of the budget.

2. The Fine Arts Replacement Project is a part of the debt pool used for debt financed capital outlay projects supported by the Commonwealth. The amount noted is the last estimated amount provided to DPB.

Norfolk State University
Schedule of Six Year Plan General Fund Requests
Prepared April 2, 2024

Rank	Title	Description	2024-2025		2025-2026	
			Total Amount	GF Support	Total Amount	GF Support
1	Compensation (Living Wage)	Campus-wide effort to bring the lowest paid employees up to a wage that provides a competitive salary offered by business entities throughout the Hampton Roads region. This initiative is critical to the Success of NSU!	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
2	IT Infrastructure and Innovation	NSU is working to both improve it computing infrastucture and to be in a position that allows for better connectivity with the wider world. The University's expanding online education presence has added extra pressures to the campus' technology and as efforts in the online arena increase, there are upgrades needed to the campus' IT capability.	\$4,500,000	\$4,500,000	\$11,000,000	\$11,000,000
3	Develop comprehensive preparation programs for first generation and Pell eligible students. Streamline work-based learning with experiential learning opportunities	Expand work based experiences on campus and in the local community for all students so that they are developing skills in jobs that have the flexibility to allow them to succeed in the classroom. Expand the successful SP3 program and develop a follow-up program for students that completed the 1st year SP3 program.	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000
4	Math Center	NSU is developing a math facility that will help to address students arriving to campus with deficiencies in math and those needing assistance in specific courses. These student will be assisted with professional math tutors and pedalogy innovations to improve their preparedness for the courses in which they are enrolled.	\$1,000,000	\$500,000	\$1,000,000	\$500,000
5	Computer Science Curriculum Development	The development and implementation of computer science curriculums that will lead to well paid careers for NSU students.	\$200,000	\$100,000	\$1,200,000	\$900,000
6	Research and Innovation Infrastructure	Establishing the appropriate research and innovation structure will aid the University in securing additional research awards and the development of technologies with private sector partners.	\$100,000	\$0	\$1,000,000	\$561,910
7	Unfunded Scholarship- <i>Language Only</i>	NSU realizes that merit scholars are an asset to the University's student body. These are highly sought after students, who are generally provided scholarships based on their merit. NSU has limited resources to provide merit scholarships but is seeking permission to use unfunded scholarships for merit students.	\$2,000,000	\$0	\$2,000,000	\$0
8	Continue to invest in the mental health, wellness, medical, and other supporting resources	Students attending NSU need a full compliment of mental health and wellness services available to them.	\$354,000	\$354,000	\$354,000	\$354,000
9	Spartan Innovation Academy	Infrastructure to provide appropriate management and oversight of the SIA is necessary for both operational and programmatic success. Additionally, staff is needed to promote full integration of devices in the classroom setting, as appropriate, for students, and faculty.	\$625,000	\$625,000	\$625,000	\$625,000
10	Compensation (Market/Competitive)	A major infusion is needed to bring the NSU employee compensation to the statewide averages. Increased compensation will make NSU a more attactive employer in the Hampton Roads region and will improve cost efficiency by reducing employee turnover. This request includes \$1 million towards Campus Safety Initiatives.	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000
Total			\$21,129,000	\$18,429,000	\$29,529,000	\$26,290,910

Norfolk State University
Two Year Revenue Comparision
Prepared April 2, 2024

Two - Year Tuition Comparison

	FY25	FY24	Difference
Full - Time Undergraduates			
In - State	21,128,326	19,259,616	1,868,710
Out of State	24,201,332	22,249,797	1,951,535
Full - Time Graduates			
In - State	2,094,920	1,653,475	441,445
Out of State	2,083,972	1,532,307	551,665
Part - Time Undergraduates			
In - State	2,725,663	2,467,800	257,863
Out of State	1,684,893	2,218,440	(533,547)
Part - Time Graduates			
In - State	512,113	684,410	(172,297)
Out of State	417,189	401,732	15,457
Total	54,848,408	50,467,577	4,380,831
Academic Partnerships	750,000		750,000
Total Tuition	55,598,408	50,467,577	5,130,831

Two - Year Auxiliary Enterprise Revenue Comparison

	FY25	FY24	Difference
Mandatory Fees	20,340,046	18,257,921	2,082,125
User Fees	38,927,674	35,461,544	3,466,130
Ticket Sales	494,216	494,216	0
Game Guarantees	1,050,000	1,050,000	0
Contributions	1,347,024	1,347,024	0
Miscellaneous Revenue	1,108,869	684,702	424,167
Other Sources	1,664,479		1,664,479
Total	64,932,308	57,295,407	7,636,901

2. TUITION & FEES RECOMMENDATION



NORFOLK STATE
UNIVERSITY

Norfolk State University
Proposed Full Year Tuition and Fees for Full-Time Students (Residents)
For Year 2024 - 2025

Schedule A

	Actual 2023-2024	Proposed 2024-2025	Inc/Dec Amount
Resident Undergraduates			
Tuition	\$5,926	\$6,106	\$180
Mandatory Fees	\$3,984	\$4,104	\$120
Subtotal - Tuition and Mandatory Fees	<u>\$9,910</u>	<u>\$10,210</u>	<u>\$300</u>
Room	\$7,422	\$7,646	\$224
Board	\$3,748	\$3,860	\$112
Subtotal Room and Board	<u>\$11,170</u>	<u>\$11,506</u>	<u>\$336</u>
Total Cost	<u><u>\$21,080</u></u>	<u><u>\$21,716</u></u>	<u><u>\$636</u></u>
Resident Graduates			
Tuition	\$9,084	\$9,354	\$270
Mandatory Fees	\$3,984	\$4,104	\$120
Subtotal - Tuition and Mandatory Fees	<u>\$13,068</u>	<u>\$13,458</u>	<u>\$390</u>
Room	\$7,422	\$7,646	\$224
Board	\$3,748	\$3,860	\$112
Subtotal Room and Board	<u>\$11,170</u>	<u>\$11,506</u>	<u>\$336</u>
Total Cost	<u><u>\$24,238</u></u>	<u><u>\$24,964</u></u>	<u><u>\$726</u></u>

Annual Room Charges

Residence Hall/Room Type	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$7,646	\$8,702	\$7,646
Alexander/Scott	\$7,754	\$8,832	\$7,754
Charles & Lee Smith	\$7,794	\$8,872	\$7,794
Residence Hall/Room Type	Double Suites	Triple Suite	Resident Assistant Room
Midrise	\$9,358	\$8,958	\$9,358
Overflow - Hotel	\$9,358		\$9,358
New Residence Hall			
Room Type	Double Suites	Single	Resident Assistant Room
Non - ADA Compliant	\$10,022	\$11,026	\$10,022
Non - ADA Compliant - Triple Suite	\$10,424	\$10,624	\$10,022
ADA Compliant - Triple Suite Config 1	\$10,522	\$10,724	\$10,022
ADA Compliant - Triple Suite Config 2	\$10,424	\$10,624	\$10,022
Residence Hall/Room Type	Double Suites	Single	Resident Assistant Room
Village at Park Place	\$10,022	\$11,026	\$11,026

Norfolk State University
Proposed Full Year Tuition and Fees for Full-Time Students (NonResidents)
For Year 2024 - 2025

Schedule B

	Actual 2023-2024	Proposed 2024-2025	Inc/Dec Amount
Nonresident Undergraduates			
Tuition	\$17,428	\$17,948	\$520
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	\$18,188	\$18,708	\$520
Mandatory Fees	\$3,984	\$4,104	\$120
Subtotal Tuition and Mandatory Fees	\$22,172	\$22,812	\$640
Room	\$7,422	\$7,646	\$224
Board	\$3,748	\$3,860	\$112
Subtotal Room and Board	\$11,170	\$11,506	\$336
Total Cost	\$33,342	\$34,318	\$976
Nonresident Graduates			
Tuition	\$21,498	\$22,138	\$640
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	\$22,258	\$22,898	\$640
Mandatory Fees	\$3,984	\$4,104	\$120
Subtotal Tuition and Mandatory Fees	\$26,242	\$27,002	\$760
Room	\$7,422	\$7,646	\$224
Board	\$3,748	\$3,860	\$112
Subtotal Room and Board	\$11,170	\$11,506	\$336
Total Cost-Boarding	\$37,412	\$38,508	\$1,096

Annual Room Charges

Residence Hall/Room Type	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$7,646	\$8,702	\$7,646
Alexander/Scott	\$7,754	\$8,832	\$7,754
Charles & Lee Smith	\$7,794	\$8,872	\$7,794
Residence Hall/Room Type	Double Suites	Triple Suite	Resident Assistant Room
Midrise	\$9,358	\$8,958	\$9,358
Overflow - Hotel	\$9,358		\$9,358
New Residence Hall			
Room Type	Double Suites	Single	Resident Assistant Room
Non - ADA Compliant	\$10,022	\$11,026	\$10,022
Non - ADA Compliant - Triple Suite	\$10,424	\$10,624	\$10,022
ADA Compliant - Triple Suite Config 1	\$10,522	\$10,724	\$10,022
ADA Compliant - Triple Suite Config 2	\$10,424	\$10,624	\$10,022
Residence Hall/Room Type	Double Suites	Single	Resident Assistant Room
Village at Park Place	\$10,022	\$11,026	\$11,026

Norfolk State University
Proposed Tuition for Part-Time Students
For Year 2024 - 2025

Schedule C

	<u>Actual 2023-2024</u>	<u>Proposed 2024-2025</u>	<u>Inc/Dec Amount</u>
<u>Resident Undergraduates</u>			
Tuition	\$450	\$464	\$14
Tuition (three) semester hours	\$1,350	\$1,392	\$42
<u>Resident Graduates</u>			
Tuition	\$769	\$792	\$23
Tuition (three) semester hours	\$2,307	\$2,376	\$69
<u>Nonresident Undergraduates</u>			
Tuition	\$973	\$1,002	\$29
Tuition (three) semester hours	\$2,919	\$3,006	\$87
<u>Nonresident Graduates</u>			
Tuition	\$1,499	\$1,544	\$45
Tuition (three) semester hours	\$4,497	\$4,632	\$135

**Norfolk State University
Proposed Miscellaneous Fees
For Year 2024 - 2025**

Schedule D

Other Miscellaneous Fees

**Proposed
2024-2025**

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 \$5,238
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Meal Plan Type

Per Semester

19 Meal Plan w/\$150	^a \$1,930
160 -Block w\$275	^a \$1,930
130 -Block w\$325	^a \$1,858

Other Miscellaneous Fees

		Proposed 2024-2025
7 Meal Plan w/ \$400	a	\$1,636
10 Meal Plan w/\$325	a	\$1,858
14 Meal Plan w/\$275	a	\$1,930

Commuter Meal Plan Type

100-Block w/\$100	a	\$835
75-Block w/\$100	a	\$661
50-Block w/\$100	a	\$478
25-Block w/\$100	a	\$286

Summer Housing Rates

Session		Room Rate	Board Rate	Total
A (6-weeks)	a	\$1,508	\$752	\$2,260
B (4-weeks)	a	\$1,003	\$502	\$1,505
A&B (10-weeks)		\$2,511	\$1,254	\$3,765

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	\$50 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
2024-2025

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.

Faculty/Staff	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 2024 - 2025

ATTACHMENT I

Category	FY 2022 Annual Fee	FY 2023 Annual Fee	FY 2024 Annual Fee	Proposed FY 2025 Annual Fee	Change FY24 - FY25	Change FY22 - FY25
Student Activities Fee	\$370	\$370	\$379	\$388	\$9	\$18
Athletic Fee	\$1,698	\$1,698	\$1,750	\$1,804	\$54	\$106
Debt Service Fee	\$768	\$768	\$791	\$816	\$25	\$48
Fitness Center	\$32	\$32	\$33	\$34	\$1	\$2
Auxiliary Security Fee	\$324	\$324	\$334	\$344	\$10	\$20
Student Center Bldg. Maint.	\$246	\$246	\$254	\$262	\$8	\$16
Student Center	\$132	\$132	\$135	\$140	\$5	\$8
Transportation Fee	\$68	\$68	\$70	\$72	\$2	\$4
Auxiliary Technology Fee	\$12	\$12	\$12	\$12	\$0	\$0
Auxiliary Contingency Fee	\$82	\$82	\$84	\$86	\$2	\$4
Health Service Fee	\$138	\$138	\$142	\$146	\$4	\$8
Campus Improvement Fund	\$0	\$0	\$0	\$0	\$0	\$0
Total Auxiliary Mandatory Fees	<u>\$3,870</u>	<u>\$3,870</u>	<u>\$3,984</u>	<u>\$4,104</u>	<u>\$120</u>	<u>\$234</u>

3. TUTION & FEES RESOLUTION



NORFOLK STATE
UNIVERSITY

FY 2024 – 2025 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE TUITION AND FEES FOR FISCAL YEAR 2024 – 2025

WHEREAS, the Commonwealth of Virginia funding policies and economic forecasts for the foreseeable future as contained in the 2024 - 2025 Biennium Appropriation Act (Act), 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 2023 Virginia Acts of Assembly Chapter 697 contains that the Norfolk State University Board of Visitors and the Virginia State University Board of Visitors may charge reduced rate tuition to any non-Virginia student who has completed at least 30-credit hours of course work and 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; 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.

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 2024-2025 academic year; and

WHEREAS, the President shall monitor any subsequent actions of the General Assembly between now and the beginning of Fiscal Year 2024-2025 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 2024-2025 as presented this ____ day of ____ 2024.

Signature

Devon M. Henry, Rector
Norfolk State University Board of Visitors

Date _____

4. OPERATING BUDGET RECOMMENDATION



NORFOLK STATE
UNIVERSITY

Norfolk State University
Proposed FY25 Budget - DRAFT
March 29, 2024

University Operating Budget

	FY24 Budget	Proposed FY25 Budget	Change
Revenue			
Educational and General			
General Fund			
General Fund Appropriations	\$78,273,131	\$82,502,359	\$4,229,228
In-State Tuition Affordability			\$0
GF July 1, 2021 Carry Forward			\$0
Non General Fund			
Higher Education Operating			
Tuition	\$50,467,577	\$55,598,409	\$5,130,832
Out of State Capital Outlay Fees	\$420,789	\$420,789 ²	\$0
Miscellaneous Revenue	\$1,044,106	\$1,044,106	\$0
Total Educational and General	\$130,205,603	\$139,565,663	\$9,360,060
Auxiliary Enterprises	\$57,295,407	\$64,932,308	\$7,636,901
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$28,826,164	\$32,443,164	\$3,617,000
Local Funds	\$17,000,000	\$20,000,000	\$3,000,000
Total Revenues	\$253,559,117	\$277,173,078	\$23,613,961
Expenses			
Educational and General			
Instruction	\$54,316,015	\$55,710,798	\$1,394,783
Research	\$1,002,823	\$1,715,185	\$712,362
Public Service	\$653,790	\$857,635	\$203,845
Academic Support	\$17,973,544	\$18,813,315	\$839,771
Student Services	\$9,201,161	\$9,904,885	\$703,724
Institutional Support	\$21,247,813	\$24,945,146	\$3,697,333
Operations and Maintenance of Plant	\$15,651,239	\$15,871,170	\$219,931
Funding to Be Budgeted Later	\$5,026,351	\$6,614,662	\$1,588,311
Total Educational and General	\$125,072,736	\$134,432,796	\$9,360,060
Auxiliary Enterprises	\$55,871,164	\$64,932,308	\$9,061,144
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$33,959,031 ¹	\$37,576,031 ¹	\$3,617,000
Local Funds	\$17,000,000	\$20,000,000	\$3,000,000
Total Expenses	\$252,134,874	\$277,173,078	\$25,038,204
Increase (Decrease) in Fund Balance	\$1,424,243	\$0	(\$1,424,243)

Notes:

1. 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 \$4 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.

2. The Commonwealth reduced the Capital Outlay Fee obligation for the University; the current obligation the University must provide to the Commonwealth is \$420,789. However, the University has not reduced the amount charged to nonresident students; the total collected will exceed the University's obligation to the State. The Capital Outlay Fee is a factor in the amount used by SCHEV for the annual full cost of education calculation. SCHEV's latest calculation shows that NSU is charging nonresident student less than the full cost of education. All revenue in excess of the amount needed for the Capital Outlay Fee obligation remains in E&G and is used to support E&G functions.

Norfolk State University
Proposed FY25 Budget - DRAFT
March 29, 2024

Educational and General Schedule

	FY24 Budget	Proposed FY25 Budget	Change
Revenue			
Educational and General			
General Fund			
General Fund Appropriations	\$78,273,131	\$82,502,359	\$4,229,228
In-State Tuition Affordability			\$0
GF July 1, 2021 Unallotted Appropriations			\$0
Non General Fund			
Higher Education Operating			
Tuition	\$50,467,577	\$55,598,409	\$5,130,832
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	\$130,205,603	\$139,565,663	\$9,360,060
Expenses			
Instruction	\$54,316,015	\$55,710,798	\$1,394,783
Research	\$1,002,823	\$1,715,185	\$712,362
Public Service	\$653,790	\$857,635	\$203,845
Academic Support	\$17,973,544	\$18,813,315	\$839,771
Student Services	\$9,201,161	\$9,904,885	\$703,724
Institutional Support	\$21,247,813	\$24,945,146	\$3,697,333
Operations and Maintenance of Plant	\$15,651,239	\$15,871,170	\$219,931
Funding to Be Budgeted Later	<u>\$5,026,351</u>	<u>\$6,614,662</u>	<u>\$1,588,311</u>
Total Expenses	<u>\$125,072,736</u>	<u>\$134,432,796</u>	<u>\$9,360,060</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 FY25 Budget - DRAFT
March 29, 2024

Auxiliary Enterprise Schedule

	FY24 Budget	Proposed FY25 Budget	Change
Revenues			
User Fees	\$35,461,544	\$38,927,674	\$3,466,130
Mandatory Fees	\$18,257,921	\$20,340,046	\$2,082,125
Revenues and Commissions	\$3,575,942	\$4,000,109	\$424,167
Other Sources	<u>\$0</u>	<u>\$1,664,479</u>	<u>\$1,664,479</u>
Total Revenue	\$57,295,407	\$64,932,308	\$7,636,901
Expenses			
Personal Services - Budget	\$11,931,503	\$13,250,996	\$1,319,493
Non Personal Services - Budget	\$35,336,122	\$42,856,676	\$7,520,554
Debt Service	<u>\$8,603,539</u>	<u>\$8,824,636</u>	<u>\$221,097</u>
Total Expenses	<u>\$55,871,164</u>	<u>\$64,932,308</u>	<u>\$9,061,144</u>
Increase (Decrease) in Fund Balance	<u>\$1,424,243</u> ¹	<u>(\$0)</u>	<u>(\$1,424,243)</u>

Note:

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

5. OPERATING BUDGET RESOLUTION



NORFOLK STATE
UNIVERSITY

FY 2024 – 2025 BOARD RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
OPERATING BUDGET FOR FISCAL YEAR 2024 – 2025**

WHEREAS, the Norfolk State University Board of Visitors (“Board of Visitors”) at its _____, 2024th meeting approved tuition and fee rates for Fiscal Year 2024 - 2025 within the limits set by the Commonwealth of Virginia as introduced by the [NO BUDGET AS OF TODAY] (the Act) ; and

WHEREAS, the tuition and fee rates approved for Fiscal Year 2024 - 2025 as presented by the Administration are deemed reasonable and consistent with 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 2023 – 2024, based upon conservatively anticipated enrollment levels; and

WHEREAS, the Board of Visitors approves the proposed University Operating Budget for 2024 - 2025 as presented and attached to this Resolution; and

WHEREAS, the Board of Visitors approves the Educational and General (E&G) Budget for 2024 - 2025 appearing on the attached E&G Schedule; and

WHEREAS, the Board of Visitors approves the budgeted amounts for the Auxiliary Enterprise programs for 2024 - 2025 appearing on the attached Auxiliary Enterprise Schedule; and

WHEREAS, the Board of Visitors approves the State Student Financial Assistance budget for 2024 - 2025, 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 2024 - 2025; 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 2024 - 2025 University Operating Budget in total as presented this ____ day of ____ 2024; 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 - 2024 Educational and General and Auxiliary Enterprise funding that may be reappropriated for use in Fiscal Year 2024 - 2025 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 UPDATE

CAMPUS MASTER PLAN



NORFOLK STATE
UNIVERSITY

CURRENT CAPITAL PROJECTS

AGENCY RANKING	REQUEST TITLE	PROJECTED PROJECT COST
1	Construct Living Learning Center and Dining Facility	\$129,332,812
2	Construct Wellness, Health and Physical Education Center	\$146,813,967
3	Construct Lab School Academy	\$37,393,060
4	Construct New Dining Facility/Replace Scott Dozier	\$76,387,058
5	Construct Residential Housing Phase II	\$78,597,510
6	Improve Campus Infrastructure	\$14,064,327

In Progress Projects

- Construct New Science Building
- Replace the Fine Arts Building
- Construct Physical Plant/Warehouse

CURRENT CAPITAL PROJECTS-CONTINUED

New Science Building

- **Design Architect:** Work Program Architects + Smith-Group
- **Construction Delivery Method:** CMAR - SB Ballard Construction
- **Construction Cost:** \$112 Million
- **Four-level 131,231 square foot**
- **Completion:** Fall 2026



CURRENT CAPITAL PROJECTS-CONTINUED

New Fine Arts Building

- Design Architect: Hanbury
- Construction Cost: \$97 million
- Construction Delivery Method:
- Construction Manager At Risk
- Completion: Fall 2027



CURRENT CAPITAL PROJECTS-CONTINUED

Replace Physical Plant Building

- Design Architect: RRMM Architects
- Project Cost: \$30 million
- Square Feet: 80,000
- Construction Delivery Method:
Design-bid-build



WILSON HALL— 5th FLOOR

President's Suite

- Current Construction Renovation Photos



ROBINSON TECH

Classrooms



ROBINSON TECH

Roof



BABBETTE 11th FLOOR (North & South)

Roof



McDEMMOND ROOM NO. 311

3rd Floor Quantum Lab



LEGISLATIVE AFFAIRS UPDATES

Eric W. Claville, JD, MLIS

April 3, 2024

UPDATES

- ❑ **HB1505 (Austin) Intercollegiate athletics; student-athletes; compensation for name, image, or likeness.** On Makes several changes to existing provisions of law relating to compensation of a student-athlete at a public or private institution of higher education in the Commonwealth (institution) for the use of the name, image, or likeness of such student-athlete, including (i) prohibiting any athletic association, athletic conference, or other organization with authority over intercollegiate athletics from preventing an institution, its supporting foundations, or an entity acting on its behalf from identifying, creating, negotiating, facilitating, supporting, engaging with, assisting with, or otherwise enabling a name, image, or likeness opportunity for a student-athlete; (ii) requiring each institution to develop and submit to the institution's governing board or similar governing body for approval policies or procedures that govern the compensation of a student-athlete for the use of his name, image, or likeness; and (iii) permitting an institution to provide assets, resources, or benefits as an incentive to individuals, companies, or other entities to provide money, benefits, opportunities, or services to an outside entity that supports name, image, or likeness opportunities for the institution's student-athletes. **Status: 03/09/24 House: VOTE: Adoption (97-Y 0-N) (Passed)**
- ❑ **HB48 (Helmer) Public institutions of higher education; admissions applications; legacy admissions and admissions based on donor status prohibited.** Prohibits any public institution of higher education from providing any manner of preferential treatment in the admissions decision to any student applicant on the basis of such student's legacy status, defined in the bill, or such student's familial relationship to any donor to such institution. This bill is identical to SB 46. **Status: 03/08/24 Governor: Approved by Governor-Chapter 15 (effective 7/1/24) (Passed)**
- ❑ **HB566 (Askew): SCHEV; membership to include representative of a historically black college or university.** State Council of Higher Education for Virginia; membership; representative of a historically black college or university. Requires the membership of the State Council of Higher Education for Virginia to include at least one non-legislative citizen member who has served as a chief executive officer of one of the Commonwealth's historically black colleges or universities. **Status: 03/11/24 Governor: Governor's Action Deadline 11:59 p.m., April 8, 2024 (Passed)**
- ❑ **SB506 (Surovell): Public institutions of higher education; governing boards; powers and duties; legal counsel; scope of employment.** Provides that the governing board of each public institution of higher education shall have authority over the employment of all legal counsel for the institution, including decision-making authority in the commencement or termination of any legal counsel, the employment of outside legal counsel, the oversight and management of any legal counsel, and the appointment of a general counsel to serve as the chief legal officer of the institution. The bill provides that the chief legal officer and the vice president or similarly situated executive officer of such institution shall, under the direction of the governing board of such institution, conduct the legal affairs of and provide legal advice and representation for such institution on any matter that the governing board determines to be in the interest of the institution.
Status: 03/07/24 Senate: Signed by President (Passed)

UPDATES

❑ BUDGET AMENDMENT: HB30/SB30: SCHEV - Transfer Financial Aid to HBCUs.

- ❑ This amendment transfers previously authorized financial aid funding directly to Norfolk State University and Virginia State University consistent with legislative intent.

❑ BUDGET AMENDMENT: HB30/SB30: NSU Construct Fine Arts Building.

- ❑ This amendment provides **\$148.5 million** from the general fund in the first year to add a project to the Public Educational Institution Capital Account construction pool to construct a Replacement Fine Arts Building at Norfolk State University. This project was previously authorized for planning.

❑ BUDGET AMENDMENT: HB30/SB30: Detailed Planning – Living Learning and Dining Center

- ❑ This amendment provides **\$2.0 million** from the general fund in the first year to add a project to the planning pool to construct a new Living and Learning Center at Norfolk State University.

❑ BUDGET AMENDMENT: HB30/SB30: NSU - Restore Chapter 1 Affordable Access

- ❑ This amendment is a companion amendment to Item 240 to restore affordable access funding provided in Chapter 1 of the 2023 Special Session I.

❑ BUDGET AMENDMENT: HB30/SB30- NSU - HAC Affordable Access, Retention and Degree Production

- ❑ This amendment provides additional operating support of **\$20 million per biennial** to minimize in-state undergraduate tuition increases, improve retention and graduation and increase degree production in high demand programs. In addition, language permits the institution to collaborate with Virginia State University, Virginia Union University and Hampton University in bringing various programs to localities throughout the Commonwealth.

❑ BUDGET AMENDMENT: HB30/SB30- Unfunded Scholarships

- ❑ This amendment requests authority to utilize unfunded scholarships to merit students without consideration of need in order to allow the University another tool with which to attract, enroll and retain the most qualified students regardless of their financial condition.

❑ BUDGET AMENDMENT: HB30/SB30- Improve Campus Infrastructure

- ❑ This amendment provides \$14.1 million in general fund the first year in place of \$14.1 million in bond proceeds for campus infrastructure improvements at Norfolk State University.

❑ BUDGET AMENDMENT: HB30/SB30- Senator Yvonne B. Miller Internship Program

- ❑ This amendment provides funding to establish the Senator Yvonne B. Miller Internship Program.

QUESTIONS & DISCUSSION

Strategic Finance Committee
April 3, 2024

Division of Operations & Institutional Effectiveness

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



HUMAN RESOURCES UPDATE

- **Leadership Personnel Change**
- **Doctums Process Mapping Exercise: March – April 2024**
 - Recruitment
 - Onboarding/Offboarding
 - Promotion/Demotion
 - Salary Adjustment
 - Leave Approval



INFORMATION TECHNOLOGY /INFORMATION SECURITY UPDATE

- **HRIS System – Process Mapping**
- **Virtual Desktop Infrastructure Project**
- **Cybersecurity Insurance**



**NORFOLK STATE
UNIVERSITY**

INSTITUTIONAL EFFECTIVENES UPDATE

- **Assistant/Associate Vice President for Institutional Effectiveness Update**
- **NSU Factbook Project**

Strategic Finance Committee
April 3, 2024

Division of University Advancement

Clifford Porter, Jr., J.D.
Vice President



An aerial photograph of the Norfolk State University campus. The image shows a large brick building with a central glass-enclosed tower and a circular roof. In front of the building is a large green lawn with a paved walkway that forms a large 'X' shape. Several parking lots with cars are visible around the campus. In the background, a city skyline with various buildings and a highway can be seen. Overlaid on the center of the image is the text 'NOW IS OUR TIME' in large, bold, yellow capital letters.

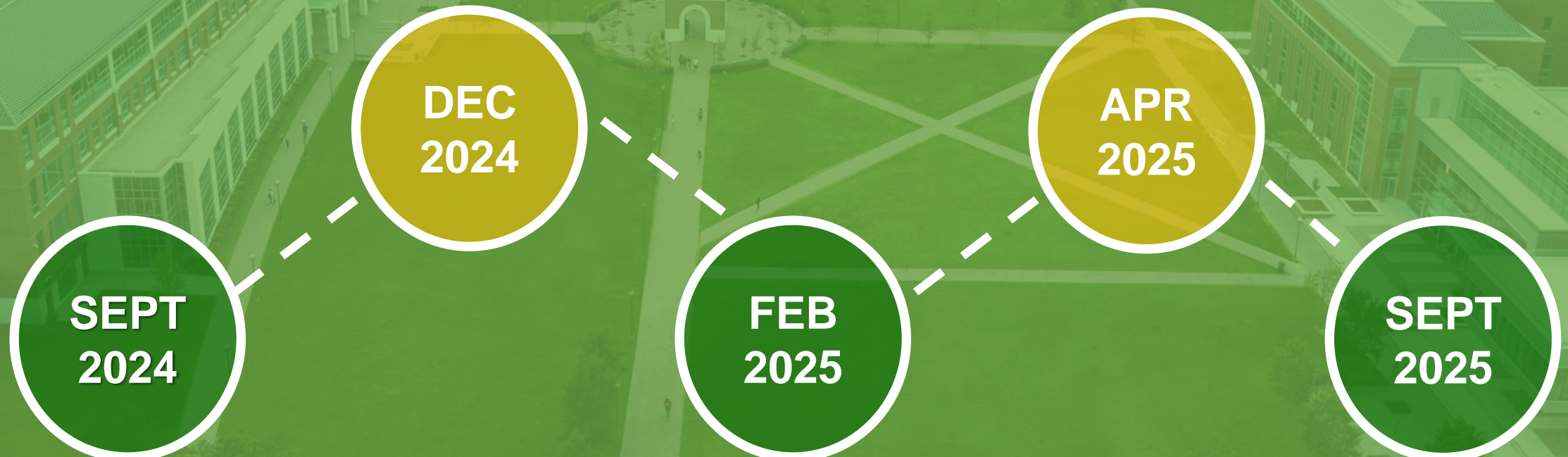
NOW IS OUR TIME

The Campaign for Norfolk State University

NOW IS OUR TIME

The Campaign for Norfolk State University

PUBLIC PHASE TIMELINE



NOW IS OUR TIME

The Campaign for Norfolk State University

PUBLIC PHASE TIMELINE

SEPT
2024

DEC
2024

FEB
2025

APR
2025

SEPT
2025



**NOW IS OUR TIME TO
LAUNCH**

NOW IS OUR TIME

| THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY

BATTLE OF THE BAY



VS.



September 14, 2024





Pre-Launch Kick-Off RECEPTION

Battle of the Bay Football Game

September 14, 2024

12:00 PM

Student Center Room 149



NOW IS OUR
TIME

THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY

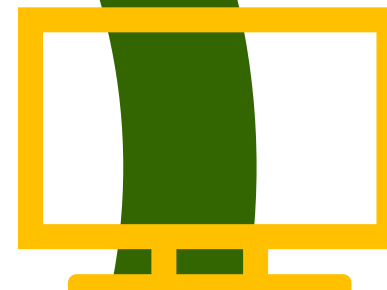
BATTLE OF THE BAY



VS.



September 14, 2024





#NSU90 Tent

- ✓ Located in tailgating area
- ✓ Giveaways (t-shirts for new donors who make a recurring gift or a single gift of a certain level)
- ✓ Mini footballs with #NSU90
- ✓ Campaign information
- ✓ Campaign mailer distributed



Campaign Commercial

- ✓ Air campaign commercial during halftime of game
- ✓ Announce the campaign goal from the field



#NSU90 Halftime Show

- ✓ Spartan Legion forms
#NSU90 on the field at the
end of the halftime
performance



NOW IS OUR
TIME

THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY

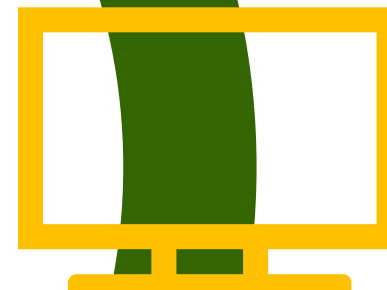
BATTLE OF THE BAY



VS.



September 14, 2024



NOW IS OUR TIME

The Campaign for Norfolk State University

PUBLIC PHASE TIMELINE

DEC
2024

SEPT
2024

FEB
2025

APR
2025

SEPT
2025

NOW IS OUR TIME TO

GIVE

The word "GIVE" is rendered in large, bold, sans-serif capital letters. Each letter is a yellow cutout that reveals a background image of several stacked green gift boxes. Each box is wrapped in a textured green paper and tied with a gold-colored ribbon in a bow. The background is slightly blurred, suggesting a shallow depth of field. The entire graphic is set against a solid yellow background.

NOW IS OUR TIME

| THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY

**Emerald Society Induction
Friday, December 13, 2024**

NOW Is Our Time **Holiday Mailer**

End of Year Appeal



NOW IS OUR TIME

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The background is a collage of two images. On the left, a crowd of people, mostly Black, are cheering and holding up signs, including one that says "MEAC CHAMPIONS". On the right, a basketball player in a white jersey with "SPARTANS 13" and "NCAA MEAC" logos is celebrating with his mouth open. The text "NOW IS OUR TIME TO" is overlaid on the left side in white, and "DANCE" is overlaid in the center in large yellow letters.

NOW IS OUR TIME TO

DANCE



NOW IS OUR TIME: ELEVATING ATHLETICS

NSU Athletics achieved an average cumulative GPA of 3.15 among student-athletes. Still, our graduation rate falls below the national average for Division I sports due in part to the need for fifth-year scholarship funds. With additional scholarship and program funding, our athletic department leadership will be better able to attract additional high-achieving students and retain student-athletes.





MEAC Championships

Football (0): 2011 **

Men's Basketball (3): 2012, 2021, 2022

Women's Basketball (2): 2002, 2023

Baseball (1): 2021

Men's Indoor Track & Field (12): 1998, 2001, 2006-13, 2022, 2023

Men's Outdoor Track & Field (11): 1998, 2001, 2006-12, 2022, 2023

Men's Cross Country (15): 2000-2006, 2008-11, 2017, 2019, 2021, 2022

Women's Indoor Track & Field (2): 2000, 2010

Women's Outdoor Track & Field (1): 2001, 2011 **

Women's Cross Country (2): 2009 **, 2019, 2021

Bowling (1): 2012

A baseball player in a yellow jersey with the number 34 and a green helmet is running on a baseball field. The background shows a brick building and a green field. A large, semi-transparent white letter 'U' is overlaid on the right side of the image.

SPORTS OFFERED (15)

Men: Baseball, Basketball, Cross Country,
Football, Tennis, Indoor Track & Field,
Outdoor Track & Field

Women: Basketball, Bowling, Cross
Country, Softball, Tennis, Indoor Track &
Field, Outdoor Track & Field, Volleyball



Norfolk State University
Department of Athletics

presents

CASINO NIGHT

sponsored by



February xx, 2025
Location: Rivers Casino
3630 Victory Boulevard
Portsmouth, VA



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NOW IS OUR TIME TO

SHOWCASE

A young woman with dark hair, wearing a white sweatshirt with "NORFOLK STATE UNIVERSITY" printed on it, is pointing her right index finger at a whiteboard. The whiteboard is covered with handwritten chemical structures and formulas in purple and black ink. The background is a bright, modern classroom or lab setting with large windows and yellow chairs.

NOW IS OUR TIME: **STRENGTHENING ACADEMIC PROGRAMS**

200C
STUDY
SACSCOC Accredited

Established 1935

THE ACADEMIC ENTERPRISE

April 2025

Each college/school will premiere short vignettes that highlight academic success.



Graduate Studies

Advocates for the continued improvement of graduate education, the Office of Graduate Studies administers nineteen (19) graduate programs and is for the development and maintenance of high-quality graduate programs.



College of Liberal Arts

The largest of the five academic units, COLA is committed to assisting students in developing the essential attributes of a liberal education which are the ability to: develop questions, evaluate evidence, think critically, represent ideas fairly, weigh competing claims, reach sound judgments, construct arguments, and express ideas clearly and effectively.



College of Science, Engineering & Technology

CSET has over 2,000 students and presently comprises over 30% of the University's total student enrollment. Undergraduate students can select from a wide array of courses in eight academic departments: biology, chemistry, computer science, engineering, mathematics, nursing and allied health, physics, and technology. Effective and innovative support programs enhance the educational experience for students.



School of Business

The School of Business enrolls over 700 baccalaureate students in three degree programs: Accountancy, Business and Tourism and Hospitality Management. Within the Business major there are seven areas of concentration Business Intelligence and Data Analytics, Entrepreneurship, Finance, Financial Services, Management, Management Information Systems and Marketing.



School of Education

The School of Education develops exceptional practitioners through its high-quality signature programs. The School of Education has state approved and nationally accredited teacher education, counseling, and leadership programs that ensure graduate are well prepared to address the needs of a diverse, global community, promote positive change, and create inclusive environments.



School of Social Work

The School of Social Work develops social workers who are advocates, practitioners and change agents. Through our history, and even today, the mission continues to be rooted in ethics, empowerment, social justice, social responsibility, human rights, diversity, equity, and inclusion of ALL people living in the state of Virginia and globally.



Honors College

The RCN Honors College is designed to provide an enriched and challenging program of study for students who manifest exceptional academic potential; to improve the University's ability to attract such scholars; and to enrich the academic community.

THE ACADEMIC ENTERPRISE



Graduate Studies

Sunday, April xx, 2025

- Video Message from Dean
- Highlight stellar program
- Graduate student testimonials



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- Testimonials from students.

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NOW IS OUR TIME TO
CELEBRATE



Suggested Celebrity Emcee
Sheryl Lee Ralph



Priority Guests:
James Brown & Quincy Jones





NORFOLK STATE
UNIVERSITY

NOW IS OUR
TIME



| THE CAMPAIGN FOR
| NORFOLK STATE UNIVERSITY

Comprehensive Campaign Progress Report

Goals	# OF GIFTS	CASH/STOCKS	PLEDGE BALANCE	TOTAL	\$75m GOAL	% TO \$75m GOAL	\$90m Goal	% to \$90m Goal
Investing in People	11,435	\$ 44,711,869.06	\$ 4,018,057.43	\$ 48,729,926.49	\$35,000,000.00	139%	\$ 42,000,000.00	116%
Strengthening Academic Programs	13,808	\$ 22,677,085.64	\$ 1,262,738.50	\$ 23,939,824.14	\$25,000,000.00	96%	\$ 30,000,000.00	80%
Elevating Athletics	4,659	\$ 2,639,717.59	\$ 209,814.01	\$ 2,849,531.60	\$10,000,000.00	28%	\$ 12,000,000.00	24%
Advancing Excellence Year After Year	9,755	\$ 1,458,283.30	\$ 124,187.69	\$ 1,582,470.99	\$5,000,000.00	32%	\$ 6,000,000.00	26%
				\$ 77,101,753.22	\$ 75,000,000.00	103%	\$ 90,000,000.00	86%

**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