

Draft Meeting Minutes - December 13, 2002

**BOARD OF VISITORS  
BOARD MEETING  
President's Conference Room  
December 13, 2002**

**MINUTES (draft)**

The Rector called the meeting to order at 9:00 a.m. Roll Call indicated that the following Board of Visitors were in attendance and that a quorum was present.

**Board Members Present:**

Dr. Alvin Bryant, Rector  
Mr. David Robertson, Secretary  
Ms. Delores Archer  
Mr. Michael Ball  
Mr. Willie Brown  
Mrs. Teresa Carrington  
Mr. Jack Ezzell  
Capt. Fred Garner  
Mr. Colvin Gibson  
Mrs. Viola Madison-Foreman

**Board Members Absent:**

Mr. Alfred Austin, Vice Rector  
Dr. Caspa Harris  
Mrs. Maria Ortiz

**Student Representative Absent:**

Ms. Christine Carter

**Members of the NSU Staff Present:**

Dr. Marie McDemmond, President  
Dr. Alvin J. Schexnider, Interim Executive Vice President  
Mrs. Karla Johnson, Executive Assistant to the President and Agency Liaison  
Dr. Elsie Barnes, Acting Vice President for Academic Affairs  
Mr. Edward Jolley, Vice President for Finance and Business  
Mr. Larry Curtis, Vice President for Student Affairs  
Mr. Paul Shelton, Vice President for University Advancement  
Dr. Adebisi Oladipupo, Vice President for Research and Technology  
Mr. Earlie Horsey, Executive Director, Planning & Budget

Mr. Patrick Kelly, General Counsel  
Dr. Curtiss Wall, President-elect, Faculty Senate  
Mr. Marty Miller, Associate Vice President, Student Affairs  
Mr. Ernest Ellis, Internal Auditor  
Mrs. April Allbritton, Office Manager

**Presenters/Representatives Present:**

Mr. John Mybeck, SMA Representative  
\_\_\_\_\_, SMA Representative  
Dr. Cuevas, Associate Vice President, Academic Affairs  
Mrs. Terricita Sass, Director, Institutional Research  
Dr. Clarence Coleman, Associate Director, University Advancement  
Mr. Tony Valentine, Assistant Vice President for Finance & Business  
Mr. Lavoris Pace, Assistant Director, Marketing  
Mrs. Divita Williams, Director, Auxiliary  
Mrs. Michelle Marable, Director, Admissions

**1. Invocation**

Dr. Bryant asked Mr. Brown to give the invocation.

**2. Approval of Minutes**

**Mr. Robertson motioned, seconded by Ms. Archer and unanimously voted by the Board to approve the minutes of the August 30, 2002 and October 9, 2002 Board meetings.**

**3. Presentations**

SMA - Mrs. Johnson introduced the representatives from Strategic Marketing Affiliates (SMA). Mr. Mybeck stated that the purpose of this presentation is to outline who SMA is, what we do, how we do it, and in some cases – what we have done.

Mr. Mybeck gave a description of what SMA would offer:

- **Licensing Representation**
  - Full Service Agency
  - Develop a Comprehensive 5-year Licensing Plan
  - Collection and Disbursement of Royalties
  - Management of Licensees
  - Assist with Artwork Approval
  - Perform any Necessary Audits
  - Protection of Intellectual Property Rights
  - Promotion, Marketing, Merchandising, etc.

- Consulting
- Offer the above services on an as needed basis

- **Marketing Counsel**

- Develop a Comprehensive 5-year Marketing Plan
- Assistance in implementing the plan

- **Marketing Advocacy**

- SMA Personnel located on-site to implement 5-year marketing plan

Mr. Mybeck stated that SMA would like to partner with NSU as its exclusive trademark licensing agency. He stated that SMA and NSU would be able to establish a strong collegiate licensing program. Mr. Mybeck stated that the following colleges and universities (Florida A&M, Maryland-Baltimore County, Morgan State, Southern, Spelman, and Tuskegee) have generated royalties from \$13,200 to \$34,900 while working with SMA. He also provided examples of the types of projects that could be implemented by having a licensing and merchandising program. SMA would plan, implement and manage these types of projects. SMA's job is to protect and promote the rights of NSU's logo. Vendors have been sent agreements to sign. All of the vendors have been agreeable with the royalty rate of 7%. Mr. Mybeck stated that all internal products are exempt from the royalty; however, most outside sale are included. He stated that NSU is not locked into the 7%. The standard is 6-8%.

Dr. Bryant thanked the representatives for the presentation and they were excused at approximately 9:40 a.m. A five-minute break was provided to allow the second presenter to set up.

**NSSE** – Dr. Cuevas explained the purpose of the National Survey of Student Engagement (NSSE). She stated that the project was a joint effort between Academic Affairs and Student Affairs. Dr. Cuevas provided copies of handouts that she received from her recent visit to SACS that included NSSE's newsletter and a description of the Benchmarks of Effective Educational Practice, that are a result of the 41 questions on the NSSE survey. These benchmarks fall into five key cluster of activities that research studies show are linked to desired outcomes in college:

1. Level of Academic Challenge
2. Student-Faculty Interactions
3. Active and Collaborative Learning
4. Enriching Educational Experiences
5. Supportive Campus Environment

The lessons learned from this survey show that NSU scored higher than average on most of the outcomes for both freshmen and seniors at the master's and national levels. The only outcome that was slightly lower was the Supportive Campus Environment; however, when NSU's institutional characteristics are taken into consideration, NSU performs exceptionally well on this

benchmark – better than 85% of all institutions. Cpt. Garner stated that the university should address this benchmark to facilitate improvement in this area.

Dr. Cuevas stated that NSU has instituted some measures to improve overall student satisfaction, customer service and academic advising. She stated that Dr. Schexnider chairs the Enrollment Management Committee where these measures are being addressed by subgroups.

Cpt. Garner asked if NSU would perform a horizontal analysis over time? Dr. Cuevas responded that the university would do both horizontal and triangular analysis. Mr. Brown asked how many NSU students participated in the survey? Dr. Cuevas responded over 300 which is close to the 22% rating of master's participation.

Dr. Cuevas stated that NSU's future plans include participation in the 2003 web-based NSSE survey and also the pilot administration of the Faculty Survey of Student Engagement (FSSE), as well as the Building Engagement and Attainment of Minority Students (BEAMS) Project and the American Association for Higher Education (AAHE) Summer Academy. She stated that NSU was invited to develop a set of questions for the BEAMS project and nine items on NSU's exit survey would be used on the BEAMS project. **Mr. Gibson stated that he would like to see a presentation on the exit work in the future.**

#### **4. Standing Committee Reports**

**Academic Affairs** – Ms. Archer stated there were no action items presented by the Committee. She stated that Academic Affairs gave an overview of full-time and part-time faculty to student ratios. Ms. Archer stated that Dr. Barnes provided information on the nominees for the Outstanding Faculty Award. She stated that Dr. Wall expressed concerns on campus parking. She stated that Dr. Schexnider offered insight on the university's mission and building a brand for the university.

Dr. Bryant thanked Ms. Archer for her service to the Board as Chair of the Academic Affairs Committee and other Committees. He stated that he hopes that she is reappointed by the Governor.

**Audit** – Cpt. Garner chaired this meeting in Dr. Harris' absence. Dr. Bryant stated that Dr. Harris is recovering from foot surgery. He stated that Dr. Harris sent his regards and best wishes for a happy new year. The Board wished him a speedy recovery.

Cpt. Garner stated that there were no actions presented by the Committee. HE stated that the Procedures for the Authorization and Approval of Board Travel would be deferred to the next Board meeting. He stated that the audit schedule is up-to-date and that the Internal Audit Office is fully staffed, except for a secretary. Dr. McDemmond stated that this position would most likely be posted after the Governor releases his budget on December 20.

Cpt. Garner stated that there was one closed session item on the malfeasance of an employee that resulted in a positive outcome for the university.

Dr. Bryant thanked Cpt. Garner for his service on the Board as Chair of the Ad-Hoc Committee on Political Activity and other Committees of the Board. He stated that he hopes that the Governor reappoints him.

**Building & Grounds** – Mr. Robertson stated that the Committee has one action item for consideration that relates to the proposed revisions of the Campus Master Plan.

Mr. Jolley stated that there are two versions of the plan. Revisions include:

1. The addition of RISE I and II
2. The addition of new Residence Hall at Phyllis Wheatley
3. Alternatives if Norfolk Community Hospital is not acquired
  - a. Build two new academic buildings

Dr. McDemmond stated that the Governor is considering funding for NCH in his budget package. She stated that Delegate Spruill announced at last night's legislative reception that the Governor may fund up \$5M for this item. Dr. McDemmond stated the acquisition of NCH is estimated at \$2.2M. Any additional funding would be used for renovations. Mr. Brown stated that a total \$10M is needed to acquire and fully renovate the structure.

Mr. Jolley gave an overview of the two diagrams, citing the location of the additions and alternatives.

**Cpt. Garner motioned, seconded by Mr. Brown and unanimously voted by the Board to approve the Campus Master Plan with the changes as outlined based upon the outcome of the Governor's budget announcement.**

Dr. Bryant thanked Mr. Robertson for his service on the Board and for his membership on Committees and as Chair of the Buildings & Grounds Committee. He stated that Mr. Robertson provided an invaluable service and shared his legal expertise on many matters. Dr. Bryant stated Mr. Robertson served the maximum eight years on the Board and would not be reappointed.

**Finance** – Mr. Ball chaired this Committee in Dr. Harris' absence. Mr. Ball stated that there were no action items presented by the Committee. He stated that NSU is blessed to have a President with financial knowledge and abilities. Mr. Ball asked the Board review the annual Financial Report, paying particular attention to the new reporting format and cash flow. The new format gives a good picture of how money flows.

Mr. Ball stated that the Committee discussed logos and branding. The Committee also talked about the gap between aid and actual cost. The unmet need for some students was between \$1,400 and \$1,500.

Dr. Bryant stated that Dr. McDemmond is an excellent financial manager and has done well to conserve where possible. Dr. McDemmond thanked Mr. Horsey for being very conscious of spending. She stated that fiscal status meeting with Mr. Jolley and Mrs. Hall (Comptroller) aided the success in this area.

**Research & Technology** – Mr. Ezzell stated that there were action items presented by the Committee. He stated that Mrs. Shaw and Ms. Monroe ably represented Dr. Oladipupo. Mr. Ezzell stated that Dr. Oladipupo represented the university at Jefferson Lab in a meeting with the Secretary of the Technology and the Virginia Research and Technology Advisory Committee (VRTAC). Dr. Oladipupo stated that a lot of recommendations were made that would affect NSU during the General Assembly session and he was able to interject NSU's viewpoints.

Mr. Ezzell stated that an aggressive plan for Sponsored Program is on track. He stated that he was pleased to hear that incentives are being processed as prescribed by policy. Mr. Ezzell stated that Ms. Monroe spoke on ways to improve the infrastructure.

Mr. Ezzell stated that there is a desire to accelerate RISE I so that both structures (RISE I and II) would be completed on a similar timetable. Dr. McDemmond stated a Language Amendment is being sent to the General Assembly for approval. Indications from the state are that this is possible, provided however, all codes are followed. Other Language Amendments include the dorm and the student union.

**Student Affairs** – Mrs. Carrington stated that no action items were presented by the Committee. She that the Committee had a very productive and full agenda and she asked Mrs. Sass to give her report on enrollment, persistence and retention rates to the full Board. Dr. McDemmond stated that Mrs. Sass was also involved in the NSSE project.

Mrs. Sass' presentation included:

- Student Enrollment and FTE (up 1.76%)
- First-time, Full-time, Degree Seeking Freshmen Retention
- Graduate School Enrollment Trends for Specific Programs
- Fall Freshmen Profile

Mr. Ball asked how does NSU compare on progression? Mrs. Sass stated that only Virginia does progression. She stated that she would contact our peer and report this information at the March meeting. Mr. Ball also asked if a goal has been set on progression to the sophomore level? Mrs. Sass stated that NSU is looking at its peers and working on that piece. There may be different goals over time. Mrs. Carrington stated that the population has not gone through the entire process. NSU is still in the implementation phase.

Cpt. Garner asked if NSU would continue to raise admissions requirements? Dr. McDemmond stated that NSU is still committed to being the university of opportunity. No goal has been set; however, current standards would remain if not elevated.

Mr. Curtis stated that ACCESS, student residence advising, live-in graduate assistants, tutoring, mediation conflict resolution, intramurals and extra curriculum activities are all positive programs that are affecting retention. He thanked Mrs. Marable for her hard work for the past three years as Admissions Director. Mrs. Marable stated that some of the success is contributed to having two male recruiters for the first time.

Mrs. Carrington thanked Mrs. Sass for the report. She stated that she is comfortable with the numbers. She stated that Mrs. Sass would look at the original population to see the percentages for the sophomores and also look at indices for that population.

Mrs. Carrington stated that Mr. Moss reported that a new football coach (Coach Comegy) has been hired. She stated that Mr. Moss is optimistic that NSU will have a winning football program. Dr. McDemmond stated that she is pleased with the selection.

Dr. McDemmond stated that Auxiliary had a \$2M operating deficit in 1997; however, the fund balance is now positive. She thanked Mr. Moss for his assistance. Dr. McDemmond stated that the P. Diddy Concert suffered some losses that would be repaid by the Athletic Department.

Dr. Bryant thanked Mrs. Carrington for her service on the Board as a previous Rector, as Chair of the Student Affairs Committee, and as a member of the Executive Committee and other Committees. He stated that Mrs. Carrington would remain on the Board. He thanked her for allowing him to lean on her for advice and assistance and asked that she would do the same for the new Rector.

**University Advancement** – Mr. Gibson stated that there is one action item for approval to formally adopt the 2003 annual giving campaign goal recommendation of \$2.2M.

**Mr. Brown motioned, seconded by Ms. Archer and unanimously approved by the Board to approve the 2003 Annual Giving Campaign Goal of \$2.2M.**

Mr. Gibson stated that Joan Gifford (Board Member, NSUF) has agreed to serve as chair of this year's annual fund giving campaign.

Mr. Gibson stated that he is proud of the accomplishments of University Advancement's area, including the publications, billboard program and news. He thanked Mr. Shelton and Dr. McDemmond as orchestrators of this effort to uplift the university and draw new donors. He also thanked the Board for their support. Mr. Gibson stated that he raised his pledge from \$10,000 to \$12,000 and provided Dr. Bryant with a check.

Mr. Shelton thanked Mrs. Sharon Hoggard, Director, News and Media Relations for the outstanding job that she has done to improve relations with the media. Dr. Bryant thanked her for provided articles of interest to Board members.

Mr. Shelton reported on the Management and Administrative Ratios.

Dr. Bryant stated that Mr. Brown was tasked to facilitate Memorandum of Understandings for the Athletics Foundation and the National Alumni Association. Mr. Brown stated that signed agreements for NSUF and E<sup>2</sup>F were completed in 1997 and 2002, respectfully. He stated that the Athletics Foundation is reviewing its MOU and would sign it shortly. Progress is being made with the National Alumni Association. Mr. Shelton provided copies of the MOUs to Board members.

Dr. Bryant thanked Mr. Brown for his work on the Ad-Hoc Political Committee and other Committees and also thanked Mrs. Madison-Foreman for her service on several Ad-Hoc Committees and other Committees of the Board. Dr. Bryant also thanked Mr. Gibson for his service as Chair of the University Advancement Committee, as well as for the outstanding performance as Chair of last year's Annual Fund Campaign.

**Executive Committee** – Dr. Bryant stated that there are three action items for approval.

**Mr. Ezzell motioned, seconded by Mr. Brown and unanimously voted by the Board to approve the language to change the appointment date of the NSU Board of Visitors to on or before June 30.**

**Mr. Ball motioned, seconded by Mr. Gibson and unanimously voted by the Board to approve the President's Revised Annuity as amended.**

Dr. McDemmond stated the revision does not add any money to the annuity. It merely corrects the annuity.

**Mrs. Madison-Foreman motioned, seconded by Ms. Archer and unanimously approved by the Board that Dr. Alvin J. Schexnider be confirmed as permanent Executive Vice President at an appropriate salary with benefits, a car allowance and for a contractual period of five years effective January 1, 2003.**

Dr. Bryant gave a short speech before the Nominating Committee made its report. Dr. Bryant asked that the Board and the administration review operational plans and the Institutional Performance Agreement (IPA). He stated that the university and the Board accomplished a great deal when it developed the IPA.

Other accomplishments include:

- Approval of a public/private partnership for residential housing
- Approval of policies on Board travel
- Development of E<sup>2</sup>F
- Approval of OCR programs
- Approval of Resolution Supporting the General Obligation Bond
- Establishment of new Audit Policy
- Approval of adjustments for faculty and administrative salaries
- Established Faculty Senate and NSUAEOP representation at Board meetings
- Told NSU story in largest ever fundraising campaigns
- And, most importantly, reappointed Dr. McDemmond as President

Dr. Bryant stated that the following would be challenges for NSU:

- Acquisition of NCH
- Construction of RISE I and II
- Development of a Lab School

- Improving the campus infrastructure (wiring)
- Recruitment of quality local athletes
- Complete funding for OCR
- Construction of additional parking
- Raising athletic programs up to MEAC level competition
- Meeting the Major Gifts Campaign objectives as well as the Annual Fund Objectives

Dr. Bryant urged the Board and the administration to develop a strategic plan – "plan ahead for the future or plan to fail." The plan should be 10 to 15 years out with input from the vice presidents and deans. He stated that our mission has three notable objectives that must continue. Dr. Bryant encouraged Dr. McDemmond to remain as President as long as she possible.

Dr. Bryant closed with some words from a "pilgrim's parting spoken by a dying knight," looking back upon his life:

"My sword I give to him that shall succeed me in my pilgrimage said the knight and my courage and my skills to him that can get it. My marks and scars I carry with me and have fought the battles that will now be my reward." "I carry a few scars and I carry them proudly. I leave here with my head held high. Proud of what we have done for Norfolk State together and confident of the future."

**Nominating Committee Report** – Mrs. Carrington thanked Mr. Robertson and Ms. Archer for their assistance on the Committee. She also thanked all the Board members who expressed interest in serving as an officer. Mrs. Carrington named the slate of officers as follows:

Rector	Mr. Jack Ezzell
Vice Rector	Mr. Colvin Gibson
Secretary	Mrs. Viola Madison-Foreman

**Mr. Brown motioned, seconded by Cpt. Garner and unanimously approved by the Board to approve the Nominating Committee's slate of officers as presented.**

Dr. Bryant opened the floor for nominations for Rector. **There being no response, Mrs. Carrington motioned, seconded by Mr. Ball and unanimously approved by the Board to close the nominations for Rector with one nominee.**

Dr. Bryant opened the floor for nominations for Vice Rector. **There being no response, Cpt. Garner motioned, seconded by Mr. Brown and unanimously approved by the Board to close the nominations for Vice Rector with one nominee.**

Dr. Bryant opened the floor for nominations for Secretary. **There being no response, Mrs. Carrington motioned, seconded by Mr. Robertson and unanimously approved by the Board to close the nominations for Vice Rector with one nominee.**

**Mr. Ball motioned, seconded by Mr. Brown and unanimously approved by the Board the acclamation of the slate of officers as presented by the Nominating Committee.**

Board members who certified the motion:

Archer	yes	Ezzell	yes
Bryant	yes	Garner	yes
Ball	yes	Gibson	yes
Brown	yes	Madison-Foreman	yes
Carrington	yes	Robertson	yes

Mr. Ezzell was elected Rector, Mr. Gibson, Vice Rector and Mrs. Madison-Foreman, Secretary.

Dr. McDemmond presented a resolution to Dr. Bryant for his service as Rector (attached). She stated that a reception is planned for February for Board members that would not return or be reappointed.

Dr. Bryant passed the gavel to Mr. Ezzell, the new Rector.

Mr. Ezzell gave a short speech as follows:

"Behold the Green and Gold!! It is a pleasure to be assembled here, a representative of the NSU family. We are a family. It is so few times in life that you get a chance to be a part of history and I think we are. We all are involved in the transformation of a good university into a great institution. To the Nominating Committee and to the Board, thank you so very much for the confidence that you have placed in me. I can assure you that you will get my utmost efforts in promoting NSU. I think those of you here understand the serious financial conditions that exist in the state, the competition for resources; and I believe that you are also much aware of the buzz that is out in the community about this great, great institution and it is just wonderful to be apart of it. I'm excited. I also want to thank Dr. Bryant for his superb leadership and what he has done for Norfolk State."

Mr. Ezzell stated that he looks forward to serving with Mr. Gibson and Mrs. Madison-Foreman. He stated that he hopes the Governor would reappoint everyone and he pledged that he would give 100% support of the university.

Mr. Ezzell wished everyone a wonderful and prosperous new year.

## 5. Adjournment

There being no further business the meeting was adjourned at 12:15 p.m.

Respectfully submitted,

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Karla C. Johnson, Executive Assistant  
to the President and Agency Liaison

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David W. Robertson, Secretary  
Board of Visitors

Attachments

## **NORFOLK STATE UNIVERSITY**

### **BOARD OF VISITORS**

#### **DR. ALVIN BRYANT**

**WHEREAS**, Dr. Alvin Bryant has faithfully and ably served Norfolk State University and the Commonwealth of Virginia since his appointment to the NSU Board of Visitors in February, 1999; and

**WHEREAS**, Dr. Alvin Bryant has provided thoughtful and decisive leadership to the Board of Visitors and the University through his service as Rector; and

**WHEREAS**, Dr. Alvin Bryant has brought experience, insight, interest and courage when necessary, and great influence to the University and its mission during his tenure as Rector; and

**WHEREAS**, through his leadership, Dr. Alvin Bryant was instrumental in developing a new evaluation process for the President as well as the Board and in giving the community a greater sense of confidence in the University and its initiatives; and

**WHEREAS**, his chairmanship of the University's Annual Fund Campaign in 2000 set a high standard for gift giving and support to NSU that has encouraged those who have come after him to set the bar even higher; and

**WHEREAS**, his cooperative spirit accompanied by his sincere dedication to higher education has helped set the tone for comprehensive assessments of the University's performance and evaluation.

**NOW, THEREFORE BE IT RESOLVED** by the Board of Visitors of Norfolk State University, that Dr. Alvin Bryant be properly recognized and thanked as an expression of the University's sincere appreciation for his outstanding service as Rector of the Norfolk State University Board of Visitors and as the first Rector to serve the University in the new millennium.

**BE IT FURTHER RESOLVED** that this Resolution be spread upon the Minutes of the Board of Visitors, and that an appropriately framed copy is hereby presented to Dr. Alvin Bryant.

**IN TESTAMENT THERETO**, I affix my signature and the seal of the University this thirteenth day of December 2002, in the two hundred twenty-sixty year of the Commonwealth and the sixty-seventh year of the University.

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PRESIDENT