

**BOARD OF VISITORS  
BOARD MEETING  
President's Conference Room  
December 10, 2004**

**MINUTES**

1. Establish Quorum/Call to Order

Mr. Jack Ezzell, Rector, called the meeting to order at 3:05 p.m. and established that a quorum was present.

Board Members Present:

Mr. Jack Ezzell, Rector  
Mr. Colvin Gibson, Vice Rector  
Mrs. Viola Madison-Foreman, Secretary  
Mr. Willie Brown (departed at 3:40 p.m.)  
Mrs. Teresa Carrington  
Mr. Howard Kern  
Mr. Donald Patterson  
Ms. Judith Rosenblatt (departed 4:50 p.m.)  
Mr. Bobby Vassar

Board Members Absent:

Mr. Michael Ball  
Ms. Virginia Board  
Dr. Jacquelyn Madry-Taylor  
Mr. Rod Rodriguez

Student Representative Absent:

Mr. Robert Looper III, SGA Vice President

Members of the NSU Staff Present:

Dr. Alvin J. Schexnider, Acting President  
Mrs. Karla Johnson, Executive Assistant to the President and Agency Liaison  
Dr. Elsie Barnes, Vice President for Academic Affairs  
Mr. Kevin Appleton, Vice President for Finance and Business  
Mr. Larry Curtis, Vice President for Student Affairs  
Dr. Adebisi Oladipupo, Vice President for Research and Technology, Executive Dir., E2F  
Mr. Earlie Horsey, Executive Director, Planning and Budget  
Mr. Patrick Kelly, General Counsel  
Mr. Ernest Ellis, Internal Auditor  
Mrs. Terricita Sass, Executive Director, Institutional Research and Enrollment Management  
Mr. Terry Stokes, RISE Campus Program Manager  
Mrs. April Allbritton, Office Manager

Others Present:

Mr. Timothy Polk, Director, Planning and Community Development, City of Norfolk  
Ms. Acquanetta Ellis, Assistant Director, Planning and Community Development, City of Norfolk  
Ms. Greer D. Saunders, Assistant Attorney General  
Ms. Jennifer Jiggets, Writer, *Spartan Echo*  
Mr. Phil Walzer, Writer, *The Virginian-Pilot*

**2. Broad Creek Revitalization and Implementation Plan Presentation**

Dr. Schexnider introduced Mr. Timothy Polk as Director and Ms. Acquanetta Ellis as Assistant Director of Planning

and Community Development for the City of Norfolk.

Mr. Polk provided kudos to Norfolk State on an article in The Virginian-Pilot relating to business matters, the economic impact of the university and the RISE Center for generating private dollars in the Hampton Roads area.

Mr. Polk gave a PowerPoint presentation on the Broad Creek Revitalization Plan. He stated that the Broad Creek area encompasses approximately three square miles and contains roughly 12,000 people (does not include NSU's student population). This project is the largest redevelopment project for the City of Norfolk. The revitalization plan was developed with the assistance of Wallace, Roberts and Todd (WRT), a planning and design firm out of Philadelphia. Mr. Polk listed the objectives of the plan that would result in connecting and opening the community to the City and the region through three gateways going into downtown. Additional slides outlined program initiatives, major catalytic components and historic neighborhoods. He stated that the revitalization plan would allow for trend-setting neighborhoods; a market square; civic square; public and open spaces; the renovation of Douglas Park; and, more importantly to the university, an arts, academics and technology "university district." He stated that the City is aware that Norfolk is a "learning based community" with the many schools in this area providing education from kindergarten up to a graduate degree. Mr. Polk stated that in order for this plan to be successful, there must be a good partnership between academics and business. He stated that the ideal model shows that you need both to be successful.

Mr. Kern asked if the community rail is factored into the plan. Mr. Polk stated yes, the federal government is making a recommendation, and there is a strong possibility that it will be funded.

Mr. Polk stated that the 4c's of the revitalization plan are community, connectivity, convenience and compatibility. He stated that all new homes in Broad Creek will have Internet connectivity. He announced that "Homerama" will be held in Norfolk for the second year in a row which will help to showcase this area.

Board members asked Mr. Polk what he foresees for NSU. Mr. Polk stated that it is envisioned that Norfolk State would in the long-term:

- Establish fencing or landscaping as a way for the university to separate itself from the community
- Acquire Spartan Village
- Acquire additional land toward the waterfront (*The university has expanded with the RISE Campus in South Brambleton and may be able to expand in other directions*)

Ms. Ellis, the Assistant Director, stated that Trinity College in Hartford is an example of where business and academics are successfully partnering together. She stated that programming for continuous learning attracts new populations. She stated that the City of Norfolk wants to achieve multicultural diversity.

Mr. Patterson asked who would have the leadership role in this project. Mr. Polk stated that it is a combined effort with the City of Norfolk and the community. The City will be one of the leaders but there would be joint ownership including the Mayor's Office and City Council. Mr. Polk stated that, "NSU is our partner and we hope you feel the same." As a key partner, NSU would be able to help shepherd the project. He stated that the revitalization plan goes before the Norfolk City Council for review and approval this month. Mr. Polk asked for an endorsement from the university.

Mr. Ezzell thanked Mr. Polk for including Norfolk State and stated that this plan is a move in the right direction. Dr. Schexnider stated that the university would consider writing a letter of support.

### **3. Introduction**

Mr. Ezzell asked Mr. Kelly to introduce his guest. Mr. Kelly introduced Ms. Greer Saunders, an attorney with the Attorney General's Office that has been appointed to be NSU's General Counsel. He stated that Ms. Saunders is from the City of Richmond. She received her graduate degree from Virginia Commonwealth University, her masters from George Washington and a Law degree from Washington and Lee University. Mr. Kelly stated that Ms.

Saunders spent time at Hunton and Williams and earned her “bones” in legal aid in the Central Virginia area. She has been in higher education for a couple of years now working for Mary Washington and Longwood Universities. She is now ready for prime time (NSU) and has a lot to contribute to the university. Mr. Kelly stated that he would be working part-time for the university, starting February 1, 2005.

Ms. Saunders stated that it was good meeting so many Board members and staff during the Committee meetings. She stated that she is looking forward to meeting everyone else and working with NSU.

#### **4. Approval of Board Minutes**

Mr. Ezzell asked for a motion to approve the minutes of the September 3, 2004 Board meeting, as well as the minutes of the October 15, 2004 Executive Committee meeting.

Mr. Vassar motioned, seconded by Ms. Judith Rosenblatt and unanimously voted by the Board to approve the September 3, 2004 Board minutes.

Mr. Gibson motioned, seconded by Mrs. Viola Madison-Foreman and unanimously voted by the Executive Committee to approve the October 15, 2004 Executive Committee minutes.

#### **5. Rector's/President's Report**

Mr. Ezzell stated that the update on the Board processes from the September 3 Retreat is tied to the Strategic Planning Report. As such, he deferred his comments to Dr. Schexnider to provide an update on the Strategic Planning process.

Dr. Schexnider asked the Board to refer to Tab 8 of the Board book, the second to last section. He stated that a crosswalk of the five strategic goals have been aligned with the seven critical success factors and assigned to Board Committees. He stated that a Strategic Implementation Council has been appointed that includes the vice presidents, the executive vice president, as well as Mrs. Karla Johnson, Mrs. Terricita Sass and Mr. Earlie Horsey. Also, included in the Board book is the budget and strategic plan cross-functional reporting outline and workflow chart. Dr. Schexnider stated this strategic plan process is tied to the budget process. He asked Mr. Horsey, as staff to the Strategic Implementation Council, to provide an overview.

Mr. Horsey stated that in order to make the strategic plan work, it has to be tied to the budget process. Since the plan is tied to the budget, the operating budget will not be presented to the Board in March during the normal reporting time. He stated that the operating budget would not be complete until mid-April or early May, thus it would be presented to the Board for approval at the May meeting. Tuition and fees; however, will still be presented at the March meeting.

Mr. Horsey stated the theme for 2005-2006 fiscal year is organizational efficiency, using current dollars better. Implementation teams are to develop action plans and metrics using current level resources. He stated that the action plans are to be done within the confines of the budget. The gatekeeper of the resources will be the University Budget Committee. The University Budget Committee will make recommendations to the President and Executive Cabinet, who in turn, would have the final decision on how funds will be disbursed.

Mrs. Carrington asked why University Advancement is not involved with Critical Success Factor #3. Mr. Shelton stated that University Advancement should be there and was listed on an earlier version. Dr. Schexnider stated that the correction would be made.

#### **6. Standing Committee Reports**

Mr. Ezzell stated that Mr. Brown had to leave to attend his son's graduation and that Mr. Gibson would give the University Advancement Committee report in his stead. He stated that Mr. Gibson will also report for Academic Affairs.

**ACADEMIC AFFAIRS** – Mr. Gibson stated that he chaired the Academic Affairs Committee in Dr. Madry-Taylor’s absence. He asked the Board to refer to Tab 7 and stated that three individuals, each of whom have distinguished themselves and have terminal degrees, will undertake sabbaticals either for one or two semesters. The three sabbaticals are for the following:

- 1) Visiting artistship at the American Academy in Rome, Italy.
- 2) 2004-2005 Fulbright Fellowship in Nigeria to teach an intercultural communication course. The fellowship includes a stipend.
- 3) Visiting faculty member for Spring 2005 at Xavier Institute of Management in India.

Mr. Gibson stated that the sabbaticals are recommended by the respective academic deans and the vice president for Academic Affairs, and subsequently, recommended by the Academic Affairs Committee.

Mr. Gibson motioned to accept the recommendation of the Academic Affairs Committee, seconded by Mr. Kern and unanimously voted by the Board to approve the sabbatical requests of the three faculty members.

Mr. Gibson stated that the Faculty Manual is currently being updated and includes a revision to the sabbatical policy. The university is seeking to adopt a moratorium effective this day that any new sabbatical requests be placed on hold until the revised Faculty Manual is approved. The manual is expected to be completed during the Spring. Changes would take effect with the Fall 2005 semester.

Mr. Gibson motioned to accept the recommendation of the Academic Affairs Committee, seconded by Mrs. Viola Madison-Foreman and unanimously voted by the Board to approve the sabbatical moratorium as outlined above.

Mr. Gibson stated that Dr. Barnes reported on several items. During the Committee meeting, it was reported that:

- 1) SACS work is continuing and is important for re-accreditation.
- 2) Four hundred and seventy students were academically cleared for graduation tomorrow.
- 3) Several faculty members have been nominated for the 2005 Outstanding Faculty Award.

Mr. Gibson stated that he hopes that our faculty will be selected. He stated that the Committee also received a good report from Dr. DeLoatch, Dean, School of Science and Technology. A copy of her presentation and a brochure is in the Board book. Mr. Gibson stated that this particular school is doing some outstanding work, and he considers it to be a blue chip school. He added that this school is an outstanding example of what possibilities an area can achieve. Mr. Gibson asked Dr. Barnes if she had any comments. Dr. Barnes responded no. She stated that Mr. Gibson covered all aspects of her report to the Committee extremely well.

**UNIVERSITY ADVANCEMENT** – Mr. Gibson provided the Committee’s update for Mr. Brown. He stated that a lot of information was provided during the Committee meeting. There is one action item and one Closed Session item to report on. Mr. Shelton stated that Mr. Gibson did not need to go into Closed Session but could make a general comment, instead, on the fundraising activities.

Mr. Gibson stated that the action item is a proposed naming policy and naming opportunity; however, the Committee will make a recommendation at the March meeting on unique naming opportunities that are not 100% finance driven.

Mr. Gibson motioned to accept the recommendation of the University Advancement Committee, seconded by Mrs. Carrington and unanimously voted by the Board to approve the Naming Policy and Naming Opportunities.

Mr. Gibson stated that there is a 10-minute video that will be shown to the full Board. Mr. Shelton stated that WalMart provided a \$50,000 grant to make the video possible. The Board was shown the video. Several Board members recommended that the video be used for other purposes such as recruitment.

Mr. Shelton stated that the video was made as a fundraising tool and will be shown to both groups and individuals in conjunction with staff and/or a member of the Board to provide embellishment. He stated that the Committee would consider other uses of the video. Mr. Gibson stated that the video is a first class product and all of the university's products should be done in the same manner.

Mrs. Carrington stated that she was really impressed with the student who commented that she could have gone to Penn State but selected NSU because she wanted to be more than a number.

**Annual Fund Drive** – Mr. Patterson played “Santa” and distributed pledge cards for the Annual Fund Drive. He stated that the video describes the needs of students much better than he could. Mr. Patterson stated that he would be in touch with each Board member and hope that they make a donation for student scholarships while taking advantage of a tax deduction before the end of the year as well.

**FINANCE AND BUSINESS** – Mr. Kern stated that most of the time during the Finance Committee was spent on student accounts receivables and the substantial challenges posed by the new payment process. Mr. Kern stated that he is happy to report that the university collected more payments from students than ever before. He asked Mr. Appleton if he had anything to add.

Mr. Appleton stated that the time spent on student accounts receivables included a comprehensive report on trends from 1999 to 2004. He stated that the university experienced a significant reduction in receivables compared to this time last year from \$17M to \$11.9M. Mr. Kern asked Mr. Appleton to forward the presentation he made to the Committee this morning to the Board so that all Board members would also have the most up-to-date figures.

Mr. Appleton stated that the university will see further corrective actions going forward. He stated that he is working with Dr. Oladipupo to improve the technology in this area. Mr. Gibson stated that the university is rightly focusing on the accounts receivables. He asked if the university pulled resources from other areas to do so. Mr. Appleton stated no, there has been no shifting from one area to another; however, additional manpower may be needed once the process is in full swing to prevent the diverting of resources.

Mr. Gibson asked if the university is in a position to have the state auditor say that Norfolk State is doing so well that this problem is under control. Mr. Appleton stated that he expects that this will be the case. He stated that the university has stopped the bleeding, the escalation of the receivables, but must continue to bring the amount down.

Mr. Ezzell stated that the Executive Committee meeting on October 15 was held just for this reason. He stated that he and Mr. Kern have talked and would like to come back and meet with Mr. Appleton around February for an update. Mr. Kern stated that the university is on the right track but correction will not happen overnight. He stated that there is a natural delay when there is a process change. It may take six months to really see the difference.

Mr. Appleton stated that the Finance Committee also discussed the consolidation of the auxiliary maintenance plan, and the Committee received an update on the bond for student housing.

**RESEARCH AND TECHNOLOGY** – Mr. Vassar stated that Dr. Oladipupo provided updates on wiring of the students' residence halls for access to the web and other services. He asked Dr. Oladipupo to give a brief update.

Dr. Oladipupo stated that the Committee toured Rosa Alexander Hall. He stated that each dorm room will have as many ports as pillows. Computer labs are in each dorm with at least ten workstations and a printer. He stated that the dorm lobby areas have ports for laptops and there is wireless access in open and green areas. Dr. Oladipupo stated the network has been segmented so that it doesn't affect the services of the university. Computer chips have been placed in computers so if a computer is stolen, it will be inoperable to the user. Mr. Vassar stated that the tour was good. Lab managers informed him that the labs are being used and the student lines are now gone from the library.

Dr. Oladipupo stated that the ATS/OIT contract expires on February 17, 2005. The university has agreed to bring the IT services in-house and has received approval from the state to do so. He stated that the plan is to keep as many ATS personnel as possible, transferring positions to NSU staff by January. There are approximately 38 positions and NSU owns all of the intellectual properties. Mr. Vassar stated that the in-house operation would save approximately a quarter of a million dollars through money that was set aside for training and travel.

Dr. Oladipupo asked Mr. Stokes to update the Board on RISE. Mr. Stokes stated that Turner Construction has been selected as the Construction Manager for the project and they are working very closely with Clark Nexsen. He stated that Turner Construction has moved into the Clark Nexsen facility on Kempsville Road. Mr. Stokes stated that the geotechnical work and permits for site disturbance are being prepared. In January, Turner Construction will place trailers on the RISE site. In January/February, storm drainage should be complete and in March the piles will be put in. Mr. Stokes stated that a planning workshop is scheduled for next week with BCOM and out of that meeting will come two schedules with a risk analysis: 1) fast track and 2) a normal schedule. He stated that the Board will be apprised as to the outcome of the meeting. Dr. Oladipupo stated that the university finally closed schedule on Block One of RISE.

Mr. Vassar stated that the SuperNode™ is operational and the university essentially has its own ISP. He asked the Board to read at their leisure other reports under Tab 5.

Dr. Oladipupo announced that the National Science Foundation (NSF) will host a one day workshop on the campus of Norfolk State University on Wednesday, January 5, 2005. In conjunction with that meeting, Dr. McDemmond will host a luncheon session on the RISE SuperNode™. Invitations are being sent by NSF.

**STUDENT AFFAIRS** – Mrs. Madison-Foreman stated that Student Affairs received a very comprehensive report from Mrs. Sass that included information on admissions, enrollment and retention. She asked Ms. Sass to give a brief overview and Mr. Curtis to update the Board on the Student Center.

Mr. Curtis displayed a rendering of the new student center. He stated that there is a meeting with the architect on Tuesday to consider enlarging the bookstore space. The student center will have a large commons area that will be used for various activities. He stated that bonds will be issued in the amount of \$32 M for the facility. Completion is scheduled for 2008.

Mr. Curtis stated that the generic name for the construction of the new residence hall is Spartan Suites. This facility is a naming opportunity. Mr. Curtis reported that 15,000 people attended the Battle-of-the-Bands during Homecoming activities. This is an annual event, and next year the university will ask Ford Motor Company to be a sponsor.

Mrs. Sass stated that “class cancellation” and “deregistration” are the same thing. The terms are used interchangeably; however, the process was named class cancellation as a more user-friendly expression. During the class cancellation process, 1,342 students had their classes canceled. Of that number, 74% were reinstated; however, 376 students did not return. As a result, the university developed an improvement plan to make this a much smoother process. She noted that Mrs. Madison-Foreman was provided a copy of the improvement plan. Mrs. Sass stated that the improvement plan has been a team effort, incorporating comments from parents, students, administrators, faculty, staff and the SGA. She stated that Mr. Looper, the SGA President, has been instrumental in providing feedback from students. One item of significance Mr. Looper recommended the use of post cards instead of letters to communicate information to students. That way, parents have access to the information without opening his/her child’s mail.

Mrs. Sass stated that 150 of the students that did not return had GPAs of 2.0 and 11 students had a GPA of 3.5 or higher. Notices have been sent to these students to say that the university would like to see them return to school in the Spring. Approximately \$98,000 has been identified for use as a result of students not accepting Presidential and Board scholarships. If these students come back, hopefully they would be able to graduate within six years. If needed, the university could arrange to schedule missed classes during the summer school term.

Mrs. Sass stated that one important aspect as a result of the class cancellation process is that the university can no longer afford to rely solely on recruitment. Enrollment is at 6,165, a decline of 10%. She stated that there were several factors that contributed to the decline that were not related to the class cancellation process. Part of the decline was due to less applications and an increase in tuition and fees for out-of-state students. The university will need to monitor and keep students here as retention rates are going down. She stated that the Fall 2004 retention rate is 63% and the university must be conscious of the long-term effect this will have on graduation rates. She explained how the graduation rate is calculated. Mrs. Sass stated that the number includes only students who are first-time,

full-time entering freshmen that are tracked over a period of six years. This number does not include transfer students from community colleges or other four year institutions.

Mr. Kern asked if the \$98,000 was enough to cover the amount of aid needed for the students that may return. Mrs. Sass stated no. He asked when the university would know if it has enough aid. He asked for an update on the amount needed prior to the end of the year. Mr. Patterson stated that this is a good reason for Board members to make their donations now. Mrs. Sass stated that the students have already begun to call and they have until January 14 to meet financial clearance. Mr. Curtis stated that by next week this time, the university should have a handle on the number of the students who plan to return.

Mrs. Sass stated that the recommendation to establish an Enrollment Management area was supposed to be presented today; however, Dr. McDemmond has not had the opportunity to review the plan. The Board will be informed at the March meeting as to the outcome.

Mrs. Madison-Foreman thanked Mrs. Sass for the overview. She added that Mrs. Sass covered all of the questions that were posed to the administration.

**7. Old Business** – Mr. Ezzell stated that Mrs. Sass covered the Enrollment Management report and other items during the Student Affairs Committee report update. He asked Mr. Appleton if he had anything to add for the Audit Update.

**AUDIT UPDATE** – Mr. Appleton stated that he wanted to clarify one point. He stated that there is a big time gap as the audit reports are not cleared until 1 to 1-1/2 years after a fiscal year ends. Mr. Gibson stated despite this, he wants the auditors to be able to respond that the corrective measures that have been put into place will actually put the university on the right track.

## **8. New Business**

**AD-HOC GOVERNMENT AFFAIRS COMMITTEE REPORT** – Mrs. Johnson stated that a revised legislative handbook has been provided and is available on the web. She stated that a map has been included because of renovations to the capital. She stated that the General Assembly session will be held in the old library instead of the capital. The university's legislative priorities are listed on pages 9 through 11. Mrs. Johnson stated that this is a short session and it is not considered a budget session. The university has asked the Governor to provide funding for additional cost overruns for the RISE Center due to an increase in steel and construction costs. She stated that at the Governor's forum yesterday, he stated that there is about \$450M in capital project overruns that have been requested. The governor will issue his preliminary budget in the next two weeks. **Mrs. Johnson stated that she would forward updates to the Board.** The university expects to receive \$2M in Equipment Trust for RISE. One big project is funding for the renovation of the hospital at \$29.1 M. She stated that it was determined that it is more cost efficient to renovate the hospital rather than tear it down.

Mrs. Johnson announced that the Elected Officials Luncheon sponsored by the Hampton Roads Chamber of Commerce is scheduled for December 15 at the Chesapeake Conference Center. Nine seats are available. If any Board member would like to attend, please let her know. Our sponsor delegate is Lionell Spruill.

Mrs. Carrington stated that Wachovia has a table at this event. **She asked if Mrs. Johnson could provide some abbreviated bullet points for Board members when talking to legislators.** Mrs. Johnson stated she would forward points to the Board.

Mrs. Johnson announced that the Office of Civil Rights will visit campus on Monday, December 13 from noon to 5:00 p.m. and on Tuesday, December 14 from 9:00 to 12:00 to determine if the OCR Accord has been satisfied. Dr. McDemmond will meet with OCR on Tuesday.

Mrs. Johnson also announced that the members of the local delegation of the House Appropriations Committee will be on campus Wednesday, December 15 for a brief overview and tour of our facilities, mainly the hospital, Brown Hall and the library. These areas are in much need of repair.

**BOARD BUDGET REPORT** – Mr. Gibson reported that the budget is \$30,000. Approximately 3% has been used, leaving a balance of \$21,000.

**APPOINTMENT OF NOMINATION COMMITTEE FOR BOARD OFFICERS** – Mr. Ezzell stated that the Board was premature in adding this item to the agenda. The By-laws state that nominating committee should be appointed in March after new Board appointments have been made by the Governor.

**9. Closed Session**

Mr. Gibson motioned, seconded by Mrs. Viola Madison-Foreman and unanimously approved by the Norfolk State University Board of Visitors to move to adjourn and reconvene in Closed Session as permitted by §2.2-3711.A. 1 of the Code of Virginia, for the specific purpose of discussing the performance of the Athletics Department.

Board members, the Acting President and General Counsels remained for the Closed Session.

The Board reconvened in Open Session at 5:40 p.m.

The Norfolk State University Board of Visitors having reconvened in open session, took a roll call vote on certification that (i) only public business matters lawfully exempted from open meeting requirements, and (ii) only such public business matters as were identified in the motion by which the Board of Visitors closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believed that there was a departure from the requirements as stated above, was asked to so state prior to the vote, indicating the substance of the departure that in his or her judgment has taken place.

Board members who certified the motion:

Ball..... (absent)	Board ..... (absent)
Brown ..... (absent from vote)	Carrington..... yes
Ezzell..... yes	Kern ..... yes
Gibson..... yes	Madison-Foreman..... yes
Madry-Taylor ..... (absent)	Patterson..... yes
Rodriguez ..... (absent)	Rosenblatt..... (absent from vote)
Vassar..... yes	

**10. Adjournment**

There being no further business, the meeting adjourned at approximately 5:45 p.m.

Respectfully submitted,

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

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Viola Madison-Foreman, Secretary  
Board of Visitors