

BOARD OF VISITORS

BOARD MEETING

700 Park Avenue, Norfolk, VA 23504
New Student Center Board Room, Suite 301
December 11, 2009

MINUTES

1. Establish Quorum/Call to Order

Mr. Edward L. Hamm, Jr., Rector, called the meeting to order at 8:40 a.m. and established that a quorum was present.

Board Members Present:

Mr. Edward L. Hamm, Jr., Rector
Mr. Gary T. McCollum, Vice Rector
Ms. Virginia M. Board
Mr. Willie L. Brown (*arrived 9:03 a.m.*)
Mr. Peter G. Decker, Jr. (*arrived 9:30 a.m.*)
Mr. Stanley Green, Jr. (*arrived 8:45 a.m.*)
Mr. Howard P. Kern
Mr. Henry D. Light
Mrs. Viola M. Madison
Mr. Wade W. Perry, Jr.
Mr. Donald W. Seale
Mr. Bobby Norris Vassar

Board Members Absent:

Dr. Lauren R. Tucker, Secretary

Members of the NSU Staff Present:

Dr. Carolyn W. Meyers, President
Dr. Yatish T. Shah, Provost
Mr. Ralph W. Johnson, Vice President, Finance and Business
Mrs. Sharon B. Lowe, Vice President, Student Affairs
Mr. Phillip D. Adams, Vice President, Univ. Advancement/NSUF Executive Director
Dr. Joseph C. Hall, Vice President, Research & Economic Development
Mr. Marty L. Miller, Athletics Director
Mrs. Terricita E. Sass, Interim Executive Director, Enrollment Management
Mrs. Sharon R. Hoggard, Interim Executive Director, Communications and Marketing
Mr. Earlie P. Horsey, Special Assistant to the President for Policy
Ms. Paula C. Thompson, Legislative and Community Liaison
Dr. William E. Ward, Legislative Liaison
Ms. Pamela F. Boston, University Counsel
Mr. Ernest M. Ellis, Internal Auditor

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Members of the NSU Staff Present *(continued)*

Dr. Mildred K. Fuller, Vice Provost Academic Affairs

Dr. Clarence D. Coleman, Vice Provost, Academic Affairs

Dr. Jean P. Braxton, Dean, School of Education

Dr. Larry Mattix, Associate Dean, College of Science, Engineering and Technology

Dr. Margaret G. Massey, Interim Dean, School of Extended Learning

Dr. Nuria M. Cuevas, Dean, College of Liberal Arts

Dr. Dorothy C. Browne, Dean, School of Social Work

Dr. Page R. Laws, Dean, Honors College

Dr. Moncef Belhadjali, Associate Dean, School of Business

Dr. Bidhu B. Mohanty, Professor, Management Information Systems *(arrived 9:50 a.m.)*

Dr. Curtiss E. Wall, Faculty Senate President

Dr. Archie W. Earl, Faculty Senate President-Elect

Ms. Michelle D. Martin, Controller

Mr. Anthony E. Cannon, Director, Procurement Services

Dr. Tommy L. Bogger, Library Director, Director of Archives

Mrs. Paula R.D. Shaw, Director, Office of Sponsored Programs

Mr. Obie Smith, Operations Manager, OIT

Ms. Tanya S. White, Executive Assistant to Vice President for Finance and Business

Mrs. April T. Allbritton, Office Manager/Board Liaison

Others Present:

Ms. Denise Batts, Writer, *The Virginian-Pilot*

Other Participants:

Mr. Anthony L. Burfoot, Vice Mayor, Norfolk City Council *(portion of Closed Session)*

Mr. Wayne Crosby *(portion of Closed Session)*

Mr. Don Lahy, Senior Asst. Atty. General, Real Estate & Land Use Section *(via conference call for portion of Closed Session)*

2. Welcome

Mr. Hamm thanked everyone for taking time during this busy end of the school year and upcoming holiday season to be here to take care of the business of Norfolk State University. He stated that one of the most important things that the Board does in the Hampton Roads area is to consider what is good for growth and the well-being of this great university.

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3. Rector's Report to the Board

Mr. Hamm stated that the Board has attempted to streamline the meeting format based on recommendations from its September Board Retreat. He stated that Board packets were sent out two to three weeks in advance of the meeting in order for Board members to have the opportunity to review the information in a timely fashion. He stated that the main difference in the format being used today is as follows:

- 1) A Consent Agenda will be presented which includes the minutes of recent Board and Committee meetings, governance and policy matters for approval; and
- 2) Committee reports are provided without presentation from staff to Committees to help minimize the amount of time taken in this area.

Mr. Hamm stated that he would prefer to have Committee meetings as part of the Board agenda albeit on a more abbreviated timeframe than used in the past. He stated that he would like to continue affording the student and faculty representative an opportunity to speak on student and academic matters. He added that some Committees may want to meet in advance of future Board meetings. Also, if there is a particular item either the Committee Chair or the staff to the Committee feels warrants a discussion, please let him know so that the agenda may be adjusted accordingly.

Mr. Vassar stated that if there are minor corrections on minutes would it be appropriate to approve the minutes and get with staff later on the corrections. Mr. Hamm asked Mr. Vassar to point this out when the Board reaches the Consent Agenda so that this provision is added.

4. Board Budget Report/Mission and Strategic Plan Discussion

Mr. McCollum stated that the budget is completely in line and unless there are any questions he would move on to the next item.

Mr. McCollum stated that the Rector directed him to lead a discussion with the President and select members of the Board. He stated that an update is provided at Tab 3 and on page one of the update you have the following as it is published today:

- 1) Current vision and mission;
- 2) Current strategic imperatives; and
- 3) Current core assets.

Mr. McCollum stated that in discussions on various occasions with Dr. Meyers, Mr. Light and Mr. Brown, the main topic centered on the "mission" and where the university should go

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from here. He stated that a mission statement should actively explain why an organization exists. He stated that listed on page two, item 4, are the key points that should be taken into consideration when developing a mission. For example, our current mission states that NSU is producing “productive citizens.” However, from discussions that were had it was agreed that a better terminology would be producing “leaders.”

Mr. McCollum stated other topics included that the mission should be clearly aligned with the vision and values of the university; the mission should not ignore the history/heritage of the university; the mission should speak to the high ethical and moral behavior that is expected throughout the university; social responsibility, as well as tie into economic success of the region. He stated that in the report are examples of missions from other universities and companies. Mr. McCollum stated that the following draft mission is being provided by the Committee as a dialogue for the Board’s comments and questions:

Draft Mission Statement

NSU will attract and educate students, including those from traditionally underserved communities, transforming them into leaders for tomorrow. We will accomplish our mission by maintaining high academic standards, preserving integrity in every action and cultivating a nurturing environment for our students, never forgetting our heritage as an HBCU.

Mr. McCollum asked Dr. Meyers and Mr. Light if there was anything they would like to add. Mr. Light responded that all the points were covered.

Mr. Kern commented that mission statements are usually short and concise. He stated that a one sentence mission statement is best so that it is easily remembered. He added that the longer the mission statement the less people remember it, the less it is used or referred to, and on the business side you will see more one sentence statements.

Mr. McCollum stated that is correct and that some of the examples he provided from businesses on page three of the report are crisp, clear one sentence statements.

Mr. Vassar stated that the draft mission statement includes the mission as the first sentence but in the second sentence adds how the mission is to be accomplished.

Mr. McCollum stated that the mission statement is a working draft and is merely a starting point. He stated that additional suggestions and comments are welcomed.

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Mr. Hamm asked the Board to forward their comments and suggestions to the Board Liaison to compile for the Committee for consideration. He stated that the mission statement is a work in process and he has comments to forward as well.

5. President's Report

President's Chart of Activities – Dr. Meyers stated that at Tab 4 is her list of activities that have occurred since the last Board meeting.

Dr. Meyers announced the following:

- NSU students won the Collegiate Championship College Bowl Quiz this past week.
- Student-athletes have a very, very high graduation success rate.
- NSU Marching Spartan Legion won the Chairman's Award during the City of Norfolk's Illumination Parade in November.
- The Choir had a wonderful concert on Sunday.
- NSU was one of two HBCUs and one of twenty institutions selected out of 260 proposals submitted to the National Science Foundation (NSF) for a Science Technology Center (STC). The NSF made a site visit to campus in October and the university is waiting to hear if it will be awarded \$25M for the center. Dr. Meyers stated that there is a better than 50% chance of being awarded.

Four-day Work Week - Dr. Meyers stated that the university did a comprehensive report on the 4-day work week. She stated that the campus was surveyed and the response was overwhelming in favor of implementing it again for next year. The intent of the 4-day work week was to save money on utilities. She stated that an increase in utility cost absorbed the saving that was realized. She stated that working four days also saved on the carbon footprint as the number of days commuting was smaller. Dr. Meyers passed around a copy of the comprehensive report and asked for the Board's endorsement to continue the 4-day work week for 2010.

Mr. Johnson informed the Board that the university is a member of the American College and University Presidents' Climate Commitment and NSU was able to report the reduction in utility as a part of this commitment.

Mr. Hamm asked if it was not for the utility rate increases the university would have realized a budgetary savings. Dr. Meyers stated that is correct. Mr. Hamm asked Dr. Wall about the faculty's pros and cons on the 4-day work week. Dr. Wall stated that all the comments that

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he heard and received were positive. He stated that the long weekends were particularly helpful during the summer months.

Mr. McCollum asked if there were any service delivery issues. Dr. Meyers and Mr. Johnson responded no; however, there were some instances where individuals worked five days. Mr. Johnson stated that the 4-day work week began the week after Spring Commencement and continued through July 31. He stated that the program is not extended into August because that is the "build up" period before the Fall session starts. Mr. Johnson stated that compared to the three-month period of the preceding year, there was a reduction in utility usage and if the rates had remained the same the university would have experienced an actual financial savings. He stated that the program also provided a morale enhancement for employees as they were able to take advantage of the three-day weekends to travel, etc.

Mr. Green asked how did the telephone system respond to inquiries when staff was away on Fridays. Dr. Meyers stated that the system responded that the university was closed on Fridays for the period as previously stated.

There being no opposition, the Board was in agreement to support the continuation of the 4-day work week.

Recommend/Approval of Priorities for Proposed Funding Needs to the NSUF - Dr. Meyers provided a copy of the priorities as they were presented last year as the needs remain constant. She stated that the university has to provide the priorities to the Foundation as endorsed by the Board on an annual basis. She stated that only a small portion of the list was funded last year. The list is in priority order as follows:

- 1) Student financial aid;
- 2) Faculty development;
- 3) University initiatives; and
- 4) Additional needs.

Mr. Hamm asked what percentage of the priorities were funded or if there is an approximate amount that the Foundation gave to the university. Dr. Meyers stated that she is only aware that some funds (as far as the Foundation felt they could expend) were designated to be provided for scholarships and the Honors College. She stated that the priorities are a starting point so that the Foundation is aware of the university needs.

There were no objections to the priorities.

Mr. Hamm thanked Dr. Meyers for her report.

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6. Business

Consent Agenda – Mr. Hamm listed all of the items on the Consent agenda. He stated that the Board has had an opportunity to review these items for a number of weeks and asked for a motion to approve.

Mr. Vassar stated that there are a few minor corrections to be made to the Academic Affairs Committee minutes. He stated that he would be glad to get with staff to point them out. Mr. Hamm asked Mr. Vassar to provide the changes to the Board Liaison and if there was any discussion that was needed to feel free to contact him.

Mr. Seale motioned, seconded by Mr. Perry and unanimously voted by the Board to approve all on the items on the Consent Agenda, allowing Mr. Vassar to provide changes to the minutes as needed. Items on the Consent Agenda approved are as follows:

- ✓ October 13, 2009 Special Call Board Meeting Minutes
- ✓ September 4, 2009 Board Minutes and Standing Committee Minutes
- ✓ Resolution Approving Communicable Diseases Protocol and Policy
- ✓ Resolution Commemorating the 75th Anniversary of Norfolk State University
- ✓ Resolution Approving the Merger of Nursing and Allied Health
- ✓ Resolution Approving the Admissions Policy Modification
- ✓ Resolution Approving the RISE I Resolution

Mr. Hamm asked if there were any questions or discussion. He stated let the record show the unanimous approval of the Consent Agenda.

7. Standing Committee or Special Presentations – Mr. Hamm stated that Mr. Johnson will provide a more extensive report on where NSU stands year-to-date on revenue and expenditures, as well a report on budget reductions.

Mr. Kern asked if there has been any additional information or financial issues relative to budget cuts from Richmond. Dr. Meyers responded that the Governor will release the budget on December 18, 2009.

Mr. Johnson stated that the revenue shortfall is expected to continue; however, to-date it is not known whether any of the additional shortfall will be absorbed by higher education. He stated that universities have been informed no, but again that was told to institutions before.

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Mr. Johnson made the following statements in regards to the materials provided at Tab 6.

- ▶ NSU has seen a decline in General Fund Appropriation per In-State Full-Time Equivalent (FTE) students. Over a ten year period, the decline has been \$5,000 per FTE, which is a significant reduction.
- ▶ In constant dollars, the decline has been more severe. Despite the Commonwealth's good intentions, the efforts to fund higher education are not where they need to be.
- ▶ NSU has been able to make notable accomplishments despite resource constraints such as:
 - ✓ Provided access to a significant number of additional students
 - ✓ Retention and graduation rates have improved
 - ✓ Demand for enrollment has grown
 - ✓ Increase in Sponsored Programs awards
- ▶ NSU's enrollment rate is currently about 37% with the national average between 35% and 40%.

Mr. Vassar asked if the enrollment percent is a factor of accepted/enrolled or applied/enrolled. Mr. Johnson stated accepted/enrolled.

- ▶ NSU's retention rate is 71%, which has been a steady incline over the last three to four year period.
- ▶ NSU's graduation rate is 32%. He stated that in theory, if the university is able to maintain or increase the retention rate, this would have a positive effect on the graduation rate.

Mr. Vassar asked if the precipitous decline in 2003-2004 was due to implementation of corrective actions on account receivables. Mrs. Sass stated that this was the time the payment guidelines were implemented. Mr. Vassar stated that students who had unpaid balances (inability to pay) were dropped during this time and it took a while for the university to recover.

Mr. Light asked if retention is the percentage of students who return the next year. Mr. Johnson stated that it is first-time freshmen who return for the sophomore year. Mr. Green stated that if they do not return and come back two years later, then they are not counted. Mrs. Sass stated that is correct as they cannot be counted in the retention rate; however, if they graduate within six years then they are counted in the graduation rate.

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Mr. Kern asked what is the typical graduation rate for HBCUs. Mrs. Sass stated that the average graduate rate is 40%. Mr. Hamm stated that ODU is currently at about 40% and was at 32% 8 to 10 years ago.

Mr. Brown asked if NSU's graduation rate is in line with our peers. Mr. Johnson responded yes. He stated that on the higher end you have Morehouse, Spellman and Howard Universities whose graduation rates are significantly higher.

Mr. Green asked what is the average SAT score of those students who finish in six years. Mrs. Sass stated that the SAT is about 820 for this group with a 2.4 GPA but there are some variables because there are some students who have much higher profiles that leave.

Mr. McCollum asked if the prevailing issue for not graduating is mostly financial. Dr. Meyers stated that the graduation rate is first-time enrolled, full-time enrolled and continuously enrolled to be counted. She stated that when Governor Kaine spoke for Commencement he asked how many students: 1) worked 30 hours a week; 2) are single parents; and 3) or both. Dr. Meyers stated that with those constraints, there is a discussion among HBCUs and NAFEO that the way this has to be reported to the U.S. Department of Education is actually misleading for HBCUs. HBCUs, across the board, have a large percentage of students who have to drop out or drop down in hours due to part-time or full-time work.

Mr. Vassar stated that there are points of uniqueness for HBCUs, but in particular, schools are not able to count students who transfer out or transfer in. He stated that the graduation rate is a basis for comparison, a snapshot. However, it is not, in his opinion, a good reflection of the true picture of who is really graduating.

Mr. Seale asked if the "six-year" rate is the typical benchmark that is being used nationally because at one point it was "five-year." Mrs. Sass responded that the current benchmark is "six-year."

- NSU's Fall enrollment is at 6,993.

Mr. Johnson stated that one question that is typically asked during the legislature is how many students from Virginia are enrolled at NSU. He stated that this is an important tool when making a request for funding.

Mr. McCollum asked how NSU compares on a percentage basis with other universities in educating Virginians. Mr. Johnson stated that he would have to get that information and provide to him later. Mr. Johnson stated that the larger the university the greater the opportunity for UVA or lets say VA Tech to draw in more in-state students. However,

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if NSU can demonstrate on a percentage basis how it compares then we will have a more compelling argument.

Mr. Light asked what is the Commonwealth's goal or guideline for in-state students. Mr. Johnson stated that the in-state goal is 66% of cost. He stated that out-of-state students should pay 100% of cost; however, universities are not limited to 100%.

Mr. Green stated that NSU should not be too hard on the out-of-state students. Mr. Johnson agreed that NSU has to make it as reasonable and marketable as it can without making it too expensive. He stated that there was a recent article in the paper on how universities are using the out-of-state student population to help offset the budget reduction.

Mr. Hamm stated that NSU is not out of kilter with some of the more prominent schools in regards to out-of-state students. He stated that UVA and W&M have higher percentages.

Mr. Johnson also stated the following:

- ▶ NSU's School of Extended Learning has tremendous growth this year with students utilizing current online classes. Programs did not increase but more students decided to take online courses; however, we know that Extending Learning can help offset some of the reduction.
- ▶ Sponsored Programs also offered another significant opportunity to help offset the reduction in state appropriations. Vice President Hall has been working with faculty and staff to increase the number of proposals being submitted and there has been a significant increase in this area. With this increase, there will be a level of increase in indirect cost which will help to rebalance the revenue pool.

Mr. Hamm asked if the university will meet its target this year. Mr. Johnson stated that he is confident that the university will more than meet its target for this year in the area of Sponsored Programs.

Mr. Light asked Mr. Johnson to explain indirect cost to those not on the Research and Technology Committee who may not hear the term as often. Mr. Johnson stated that there is usually a percentage of overhead built into each grant or contract. He stated that the overhead funds flow back into the university.

Mr. Hamm stated that some non-profit organizations over the last five to six years have been asked to reduce or limit the amount of overhead. He asked Mr. Johnson if this has happened on the college side. Mr. Johnson stated that he was on a conference call

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yesterday with staff from the White House Initiatives on HBCUs and they would like for universities to continue to apply for grants and contracts. He stated that there is no limit and they understand the challenges that universities are facing and the indirect costs associated with these grants are a way of helping to offset budget reductions.

- ▶ Mr. Johnson gave an overview of the type of efficiency measures that NSU has implemented and continue to-date. He also gave an overview of two scenarios regarding tuition rate percentages based on maintaining current state support and no new state support. He added, however, that the scenarios are somewhat irrelevant considering there have been substantial decreases in state funding. Mr. Johnson stated that with no new state support this year, NSU would have looked at a 7.2% increase in in-state undergraduate tuition but the university only did 6.2%, assuming Stimulus Funding would be received.

Budget Reduction Actions - Mr. Johnson explained the slide detailing the combined budget reduction for FY 2010-2012. He stated that the university has already experienced and absorbed a 15% reduction which equates to \$6.2M. Mr. Johnson stated that the additional reduction is approximately \$5.2M, so in the last two and one-half years NSU has experienced an \$11.4M reduction in state appropriation. He stated that this total reduction is expected to continue into the next two-year period.

Known Revenue Offsets – Mr. Johnson stated that the known offsets are the Federal Stimulus Funds of \$4.2M and \$2.4M. He stated that the Federal funding was dependent upon the Commonwealth submitting a waiver. To receive the funding, the Commonwealth has to show maintenance of effort based on 2006 funding levels. Mr. Johnson stated that the Commonwealth has redrawn its waiver for this period because the additional reductions that were announced are in violation of that maintenance of effort. At this point, it is not known if the additional money will be received this year. He stated that none of the higher education institutions have received the Federal Stimulus funding that has been promised.

Mr. McCollum stated, to clarify, the \$4.2M is not an issue as the university will likely receive this funding. However, the \$2.4M is an issue due to the waiver withdrawal. Mr. Johnson stated that is correct.

Mr. Johnson stated that some institutions have implemented mid-year tuition increases. He stated that NSU looked at this extensively and decided not to do mid-year increases, as it would not be advantageous. He stated that the administration is looking at tuition increases for next Fall at about 5%-7%. A recommendation will be brought before the Board at the March 2010 meeting.

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Mr. Seale asked was the conclusion that the drop out or diminishing returns would exceed the receivable if the university implemented mid-year tuition increases. Mr. Johnson stated yes, it would have a counter effect on the current student population.

Mrs. Madison asked if it is more costly to house students on or off campus. Mr. Johnson stated that it is more efficient for NSU to have the students live on campus. He stated that even with negotiating special rates with hotels the cost overall is higher than keeping a student on campus.

Mr. Green asked if NSU is at enrollment capacity for housing. Mr. Johnson responded yes and stated that the Board approved at its last meeting for the university to conduct a feasibility study for residential housing. He stated that an RFP has been issued and a meeting of an appointed committee to review the submissions will take place shortly. In addition, he stated that Mrs. Lowe has provided some additional information on modular housing units for consideration and there are some hotels for sale in the Norfolk area that the university may want to look at as well.

Mr. Johnson stated that the challenge will come in 2011 when there will be an additional \$2.4M that will not be funded making the gap in funding \$4M. However, in 2012, the proverbial cliff will occur with a gap of \$8M because the Federal Stimulus funding does not extend into this year.

Mr. Brown asked what is NSU's plan to fill the gap. Mr. Johnson stated that the university is still operating under the previous plans set in place (Plan A, B and C) as listed on your slide. The university is working to grow its way out of the gap, use indirect costs from grants and contracts to help as well as continue to streamline. Mr. Johnson stated that a Budget Committee has been appointed to work on this and to look at programs that are not generating revenue, personnel cost, etc.

Mr. Seale stated in terms of the total budget, what are the percentages coming from the Commonwealth, tuition and fees and external sources. Mr. Johnson stated that previously it was about 1/3 for each; however, given the reductions this has changed.

Mr. McCollum stated that the old mission statement included the word "affordable." The new draft does not. He asked if the personnel cost that was eliminated was in vacant positions. Mr. Johnson responded yes; however, we are quickly moving toward the point where the university may have to look at filled positions.

Mr. Decker asked if there was access to the legislature, in particular, the Black Caucus. Mr. Brown stated yes and that NSU meets with them each year during the opening session at the General Assembly and also during the year when invited to campus for a luncheon in

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September. He stated that the President and the Rector spoke to them at the luncheon. Mr. Brown stated that the Black Caucus is our voice in Richmond when we are not there.

Mr. Light asked if there were any strategies to increase out-of-state enrollment. Mr. Johnson stated that the increase in out-of-state enrollment has helped to generate dollars for the university. He stated that Enrollment Management is working the feeder states and last year the Board allowed the university to implement a guarantee tuition rate for out-of-state students. Mr. Green stated that he would like to see NSU do some major advertising in Raleigh, NC, as many students in this state have not heard of NSU. Mr. Johnson stated that any recommendations from Board members are fully appreciated.

Mr. Perry asked how much or if any support is provided from the NSU Foundation to help cover the budget shortfall. Mr. Brown stated that the Foundation provides most of its funding to the university via scholarships and there are guidelines in the MOU and policies on the amount that can be attributed to tuition. He added that last year was the first year the university provided a list of priorities for expected funding and the Foundation has not responded yet to what the full amount might be.

Mr. Hamm stated that the amount of funding in Foundations such as ours is generally very small and earnings off of the funding is usually the spending plan of approximately 4% to 4.5% typically used to support scholarships and other things. He stated any other requests would be over and above the spending plan and in years where interest rates are very low the earnings may not reach the approximate percentage.

Mr. Hamm asked if it is a safe assumption to say that the university will be in the black by the end of the year. Mr. Johnson stated that for this year, NSU will be in the black. He stated that the university will continue its efforts to ensure that it will be in the black. Mr. Hamm stated that the Board would like to hold the university to that so that there are no surprises come June 2010.

Mr. Hamm asked if employees are still receiving raises normally around this time of year. Mr. Johnson stated no, there has been no cost of living increase for the last two years. He stated that the Commonwealth has taken the cost of living increase off the table.

8. Standing Committees Written Reports

Mr. Hamm asked each Committee Chair if there were questions or any discussion needed on the written reports provided.

- ✓ Academic Affairs Mr. Perry responded no.
- ✓ Finance and Business Mr. Kern responded no.

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- ✓ Research and TechnologyMr. Light responded that he would like Dr. Hall to report for about 10 minutes. He also stated that he may call a meeting of this Committee before the next Board meeting.
- ✓ Student AffairsMrs. Madison stated she would like Mr. Miller to touch base on the student-athlete graduation success rate.
- ✓ University AdvancementMr. Brown responded no.

Research and Technology – Mr. Light stated that this item needs to be brought to the attention of the Board because it represents a change in the original plan and use of the RISE buildings. He stated that the original plan was for RISE I, the McDemmond Center, to be for the university’s use for research and information, etc. He stated that RISE II would involve incubation centers. Mr. Light stated that he would like for Dr. Hall to share a proposal with the Board and added that the proposal is in the initial stages. He stated that the Research and Technology Committee has not had an opportunity to review the plan and he is not sure if the plan has been totally vetted to staff; however, he would like for the Board to be briefed.

Dr. Hall passed out the Innovation Center Business Plan to Board members. He stated that he was charged by President Meyers to develop a successful entrepreneurial/research plan. He stated that being a faculty member and also in working with faculty he knows that when you develop ideas you want to collaborate or pass it on to companies. Dr. Hall stated that the previous President, Dr. McDemmond, recruited him to come to NSU and they talked extensively when she was here about the RISE Center. He stated that the business plan incorporates the idea of Dr. McDemmond’s RISE vision, as well as encompasses the current vision of where the university is actually going.

Dr. Hall stated that the business plan has three arms:

- 1) A business arm which involves the Business School;
- 2) An entrepreneurial development arm; and
- 3) An education arm.

Dr. Hall stated that he is proud to say that this is the first time in history that the School of Business, the College of Liberal Arts and the School of Engineering have worked together to collaboratively write a proposal. Dr. Hall stated that a number of faculty would like to develop spin off companies with their research. He added that the business plan has been vetted with the City of Norfolk and the City of Virginia Beach. He stated that the City of Virginia Beach is very excited about the plan and has chosen biotech as an economic development thrust for the Hampton Roads area. Dr. Hall informed the Board that NSU has

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just passed a Masters Degree in Biotechnology through its Curriculum Committee and this degree will subsequently be sent for approval to SCHEV and SACS.

Dr. Hall stated that currently there are four industrial partners that want to come into the RISE Center and rent space and develop small divisions within the university or near the university. He stated that this would allow NSU to take advantage of the corporate leverage that would be provided. Dr. Hall stated that during the summer he visited the University of Central Florida (UCF), an institution that essentially started out very much like NSU with approximately 7,000 students. Now UCF has a total of 48,000 students through leveraging industrial partnerships. Dr. Hall stated that NSU would like to use UCF's model to collaborate, build partnerships and buildings.

Dr. Hall stated that NSU currently has a partnership with the Harris Corporation. He stated that the Harris Corporation has a School of Engineering on the campus of UCF. The Harris Corporation has donated \$10M worth of software to NSU to help us begin developing; however, we have no where to put it at this time. He stated that the concept is that these types of partnerships will help NSU to develop incubation systems to bring in other sources of revenue. Dr. Hall stated that the business plan provided will provide the vehicle for collaborations in the short-term. However, this can also be a role for E2F to be involved in actually assisting the university in strategies to help grow companies.

Dr. Hall stated that currently there are four companies that are ready to work with NSU. He mentioned the following: Georgia Aerospace, Inc., headed by Dr. Thomas Mensah and the Alliance eGroup, headed by Dr. Raphael Martin. Dr. Hall stated that the word is getting out that NSU has something offer. He stated that NSU needs to build program on its research strengths.

Dr. Hall asked the Board to review the business plan and suggest, if possible, that the Board bring together a meeting of the Board of Visitors and the E2F Board.

Dr. Hall stated that procedures and policies have been established to move the business plan forward. He stated that one policy that is needed is tech-transfer and this policy can either be developed slowly, during a set period of time by the university, or on the short-term outsourced. Mr. Kern asked if Dr. Hall was referring to intellectual property/ownership. Dr. Hall responded yes, exactly.

Dr. Hall stated that once the university makes a decision to patent something it does not have the infrastructure in place to find a company to actually market the product and bring revenues back to the university.

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Mr. Decker asked if the incubator system is the same as a partnering system. Dr. Hall stated for example, we have a young entrepreneur who has an optical engineering firm and he is also a graduate of NSU's Engineering School. This young man wants to bring a small group of researchers (10-15) on campus and house them in the McDemmond Center. He also stated that there is currently no place in Norfolk where you can actually put a company like that. This is one reason he sent the business plan to the City of Norfolk's economic manager and Norfolk is considering providing Dr. Mensah a building in downtown Norfolk to establish a division.

Mr. Decker asked how many square feet would be needed to accomplish something like this. Dr. Hall responded to jump start you will need 2,000 to 3,000 square feet and we have that in the McDemmond Center on the 6th floor.

Mr. Seale asked what is the nature of business agreements that are referenced in the executive summary of the business plan (section 1.3, page 4). Dr. Hall stated that NSU has a teaming agreement with Georgia Aerospace and the Harris Corporation. This is a signed formal agreement.

Mr. Kern asked if the agreement is with NSU or E2F. Dr. Hall stated with NSU.

Mr. Hamm stated that a committee headed by Mr. Light that included the vice rector and former rector are tasked with getting a better understanding of the RISE Center use. Mr. Hamm asked the Board Liaison to review past minutes to see if the Board has been made aware of the teaming agreements mentioned. He also asked Mr. Light to review the agreements. Mr. Light stated that they were previously provided to the Research and Technology Committee meeting in May and he is comfortable with them.

Mr. Hamm stated that there may be some legal and procedure issues on how we may use the MCAR building and this is something we need to work through with Dr. Meyers' staff and Ms. Boston, legal, to make ensure that we are doing things appropriately.

Mr. Light stated that a policy needs to be developed on renting space. Dr. Hall stated that he has already done a draft policy and will provide that to the President and legal for review.

Mr. Kern stated that the university needs to make sure its intellectual property policy is clear and that it should clarify the relationship between the E2F and NSU.

Mr. Hamm asked if there were any current issues on intellectual property for NSU in any teaming agreements with other companies or universities that have rights to certain things related to research. Ms. Boston stated that she is not aware of any issues.

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Student Affairs – Mr. Miller reported that in the last five years, the Department of Athletics has made significant improvements in the academic performance of athletes. He stated that the student-athlete graduation success rate has risen from 40% to 60%. Mr. Miller stated that the NCAA requires an Academic Performance Report (APR) card on each institution throughout the country. He stated that in 2004, NSU had an average score of 908 and now the university is at an average of 954 with 1,000 being the maximum. Mr. Miller stated his emphasis has been on academic performance; however, he realizes that students have to perform athletically as well. He stated in the long run this will help us because if students perform well in the classroom they have a greater chance of performing well on the field of competition. Mr. Miller noted that NSU has not been penalized unlike a number of other institutions in the Commonwealth of Virginia that have suffered.

Mr. Hamm stated that the Board is very, very proud of what Athletics is doing. He stated that Mr. Miller is a real gentlemen as well as an excellent Athletics Director.

University Advancement – Mr. Brown asked Mr. Adams to inform the Board about the giving goals for Board members. Mr. Brown stated that he does not have the forms to pass out today. He stated that the plan was to meet individually with Board members.

Mr. Adams stated that Mr. McCollum asked for a plan on how the university might engage the Board on fundraising (see document at Tab 11). He stated that a proposed initiative has been drafted that includes a combination of giving personally and participating in effecting gifts from others.

Mr. Brown stated that there is a Board Activity chart provided and the idea is that Mr. Adams will meet individually with Board members to accomplish the task assigned under A, B and C. Mr. Hamm stated that it is suggested that each Board member on average provide a total of \$23,000 annually in funds raised or contributed. Mr. Hamm stated that it is important to the university, especially in today's circumstances, to do as much as possible to assist.

Mr. Brown stated that Advancement has identified potential donors that Board members may assist in soliciting funds from. Mr. Hamm stated that the plan is aggressive but it needs to be.

Mr. Decker asked is the giving record will be made public. Mr. Adams stated that his office will keep track of the number of introductions and solicitations made, etc.

Mr. Decker stated that at Nauticus they place a huge board with the giving amounts to say "give or get." He stated that doing it this way sometimes prompts better giving.

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Mr. Hamm stated that the point is understood and he will take that under advisement. He noted higher education boards are a little different as they are appointed by the Governor.

Mr. Brown stated that Board members are welcome to give now before the close of this fiscal year for personal tax purposes. Please see Phillip Adams.

9. New Business – Recommend 2010 Retreat Facilitator and Location of Retreat

Mr. Hamm asked if a Retreat is needed in March since we had one in September. Mr. Green and Mr. Light stated that March was designated as the annual month for the Retreat.

Mr. Hamm asked Ms. Board if she would handle arranging the Retreat. She is free to survey the Board members as needed for topics, etc. Ms. Board stated that she is working on an abbreviated version of the survey results from last year. Mr. Hamm stated that he and Mr. McCollum are available to assist or answer any questions. He stated that Dr. Meyers may have some suggestions of who the facilitator might be.

Mr. Light would like to see the business plan as a topic. He stated that he would arrange a meeting of the Research and Technology Committee and this item may be a complicated subject matter.

Mr. Vassar asked about an assessment of where we are on what was proposed from the previous retreat. Mr. Hamm asked Mr. Vassar if he would accept the responsibility for doing the assessment.

The Board took a break at 10:35 a.m.

10. Closed Session

Before going into Closed Session, Dr. Meyers asked Dr. Wall to introduce the incoming Faculty Senate President, Dr. Archie Earl. Dr. Wall thanked Dr. Meyers and the Board for their support and stated that Dr. Earl, a fellow professor in the Math Department, is his successor. Dr. Wall stated that he has known Dr. Earl for years and they have been office mates as well. Dr. Meyers stated that Dr. Earl is no stranger to the Faculty Senate as he has been involved with the Executive Committee of the Faculty Senate for years.

Dr. Wall personally thanked Dr. Meyers for working so closely with the Faculty Senate and for setting up the various working groups. He stated that he appreciates how receptive the Board has been to faculty. Dr. Wall informed the Board that he was President of the Faculty Senate on four different occasions and plans to retire sometime within the next calendar year.

Mr. Hamm asked for a motion to go into Closed Session at approximately 10:55 a.m.

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Mr. McCollum motioned, seconded by Mr. Kern 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, 2, 3, 4, 7 and 8 of the Code of Virginia, for the specific purpose of discussing capital campaign updates, internal auditor’s report, personnel matters, light rail discussion with legal counsel and a report on current/potential litigation and university legal matters.

Mr. Hamm stated that a real estate matter has been brought to the Board attention for Closed Session discussion.

The motion was amended and reaffirmed to include the real estate matter for Closed Session discussion as well.

The following individuals were invited to stay for a portion of Closed Session:

Dr. Meyers, Dr. Shah, Mr. Johnson, Mrs. Lowe, Mr. Adams, Mr. Ellis, Vice Mayor Anthony Burfoot and Mr. Wayne Crosby.

11. Open Session

The Board reconvened in Open Session at approximately 12:25 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.

A roll call vote was taken for Board members who certified the motion:

Brown.....(absent from vote)	Board..... yes
Decker.....yes	Green..... yes
Hamm.....yes	Kern..... (absent from vote)
Light.....yes	Madison..... yes
McCollum.....yes	Perry..... yes
Seale.....yes	Tucker (absent from meeting)
Vassar.....yes	

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Mr. Hamm noted that Mr. Brown had to leave urgently during Closed Session for a family emergency. He stated that Mr. Kern had to leave to take a prescheduled conference call but will return.

12. Adjournment

Mr. Hamm asked if there was any other business to be brought before the Board. He asked if the Board was agreeable to a motion to conclude the business for today.

Mr. McCollum stated that the facility is beautiful and this is an historical moment to have the first meeting in the Board Room on this date. He congratulated staff and stated that everything went extremely well. He stated that he is very proud to be a part of this institution.

Mr. Green stated that it is an honor to have Mrs. Allbritton back with us. He stated that she was missed by the Board.

Mr. Hamm reminded the Board about the reception at 6:00 p.m. He stated that Ms. Judith Rosenblatt would be present to receive her certificate of service.

There being no further business, Mr. Decker motioned, seconded by Mr. Perry and unanimously voted by the Board to adjourn the meeting at approximately 12:28 p.m.

Respectfully submitted,

April T. Allbritton, Board Liaison

Dr. Lauren R. Tucker, Secretary
Board of Visitors

RESOLUTION ADOPTED BY THE NSU BOARD ON DECEMBER 11, 2009

**RESOLUTION APPROVING THE ADOPTION OF THE
COMMUNICABLE DISEASE PROTOCOL AND POLICY**

WHEREAS, the U.S. Departments of Education and Health and Human Services released their most detailed guidance on how colleges should prevent H1N1 outbreaks and what options should be considered if they occur despite such precautions; and

WHEREAS, the University administration developed a Communicable Disease Protocol and Policy which complies with this guidance; and

WHEREAS, for the health and safety of the University's faculty, staff and students, these protocols will be administered if an outbreak of communicable disease occurs within the campus community.

THEREFORE, BE IT RESOLVED that the upon the recommendation of the Norfolk State University Student Affairs Committee, the Board of Visitors of Norfolk State University approves the adoption of the Communicable Disease Protocol and Policy as presented.

RECOMMENDATION:

That the above Resolution Approving the Adoption of the Communicable Disease Protocol and Policy be approved.

Approved by the NSU Board of Visitors on December 11, 2009

RESOLUTION ADOPTED BY THE NSU BOARD ON DECEMBER 11, 2009

**RESOLUTION COMMEMORATING THE 75TH ANNIVERSARY
OF THE FOUNDING OF NORFOLK STATE UNIVERSITY**

Page 1 of 2

WHEREAS, Norfolk State University was founded in 1935 as the Norfolk Unit of Virginia Union University by involved citizens of Norfolk and Portsmouth, Virginia and opened its doors to 87 students in the YMCA building on Brambleton Avenue to address their educational needs; and

WHEREAS, Mr. Samuel Fischer Scott, an alumnus of Virginia Union and Portsmouth native, served as the first director with the primary focus of maintaining the solvency of the school; and

WHEREAS, Dr. Lyman Beecher Brooks, a Virginia Union alumnus, succeeded Mr. Scott as director in 1938, and served as provost, 1963-69, and the first president 1969-75; and

WHEREAS, in 1944, by an act of the Virginia General Assembly, the institution was renamed, the Norfolk Division of Virginia State College; and

WHEREAS, by 1950, the fifteenth anniversary of the College founding, the faculty had grown to fifty and the student enrollment to 1,018; and

WHEREAS, in 1952, the College's athletic teams adopted the "Spartan" name and identity; and

WHEREAS, the City of Norfolk provided a permanent site for the College on Corprew Avenue, and in 1955 Brown Hall, formerly Tidewater Hall, opened as the first permanent building on the new campus; and

WHEREAS, Norfolk State College became an independent four-year degree granting institution in 1969, the College was issued accreditation from the Southern Association of Colleges and Schools the same year with an enrollment of 5,400 students; and

WHEREAS, in 1975 and the year following, the first Master's degrees were awarded in Communications and Social Work, respectively; and

WHEREAS, Dr. Harrison Benjamin Wilson, Jr., in 1975, succeeded Dr. Lyman Beecher Brooks as second President, following 37 years of distinguished service by Dr. Brooks; and

WHEREAS, in 1979, Norfolk State College was granted University status by the General Assembly of Virginia; and

WHEREAS, Norfolk State University celebrated its 50th anniversary in 1985 with a year of observances and with an enrollment of 7,200; and

WHEREAS, upon the retirement of Dr. Harrison Benjamin Wilson in 1997, Dr. Marie Valentine McDemmond, became NSU's third President in 1997 and served until her retirement, and

RESOLUTION ADOPTED BY THE NSU BOARD ON DECEMBER 11, 2009

Page 2 of 2

WHEREAS, Dr. Carolyn Winstead Meyers was selected as the fourth President and began service on July 1, 2006, continuing until this day; and

WHEREAS, Norfolk State University has forged a 75 year tradition of transformation and growth, and continues to prepare students for civic, social, and community leadership in a global society; and

WHEREAS, Norfolk State University reaffirms its tradition and values in higher education, research, alumni engagement, and community involvement, for the betterment of society and mankind.

NOW, THEREFORE, BE IT RESOLVED that the celebration of the 75th anniversary of Norfolk State University's founding shall commence on January 1, 2010 and shall conclude on June 30, 2011; and

BE IT FURTHER RESOLVED that through the engagement of students, alumni, civic leaders, parents, friends, faculty, benefactors, retirees, neighbors, and staff, the celebration shall lead all in the reflection upon and reaffirmation of the University's legacy of preparing students for lives of leadership and service, and its values in higher education, research, and community engagement for the betterment of society.

IN WITNESS WHEREOF, the signature of the Rector is set and the great seal of Norfolk State University is affixed on this eleventh day of December two thousand nine and the two hundred and thirty-fourth year of the Commonwealth of Virginia.

RECOMMENDATION:

That the above Resolution Commemorating the 75th Anniversary of the Founding of Norfolk State University be approved.

Approved by the NSU Board of Visitors on December 11, 2009

RESOLUTION ADOPTED BY THE NSU BOARD ON DECEMBER 11, 2009

RESOLUTION APPROVING THE MERGER OF THE DEPARTMENTS OF ALLIED HEALTH AND NURSING AND CHANGING THE NAME OF THE NEWLY MERGED DEPARTMENTS TO THE DEPARTMENT OF NURSING AND ALLIED HEALTH

WHEREAS, the merging of the Department of Allied Health and the Department of Nursing will reduce duplications of administrative tasks and will allow for a more cohesive sharing of the workload among a single, larger pool of faculty, while having no impact on degree offerings; and

WHEREAS, the merger of the two academic departments into one would include the transitions in faculty and staff personnel and the curricula of the allied health and nursing degree and certificate programs; and

WHEREAS, the faculty and staff of both departments are unanimously supportive of this merger; and

WHEREAS, there has been no opposition to the merger proposal from the Student Government Association or Classified Employees Association; and

WHEREAS Professor Bennie L. Marshall is presently serving as Department Chair of both departments; and

WHEREAS, the faculty and staff of these departments have requested the name of the newly formed department be changed to the Department of Nursing and Allied Health to reflect this merger; and

WHEREAS, the request for this name change has been approved by the Dean for the College of Science, Engineering and Technology (CSET), the CSET academic department heads and other members of the CSET management staff, the Provost and the President of Norfolk State University;

THEREFORE, BE IT RESOLVED that upon the recommendation of the Norfolk State Academic Affairs Committee, the Board of Visitors approves that the departments of Allied Health and Nursing be merged into one and the name of the newly merged departments be entitled the Department of Nursing and Allied Health.

RECOMMENDATION:

That the above Resolution Merging the Department of Allied Health and the Department of Nursing be approved.

Approved by the NSU Board of Visitors on December 11, 2009

RESOLUTION ADOPTED BY THE NSU BOARD ON DECEMBER 11, 2009

**RESOLUTION RECOMMENDING APPROVAL OF
NORFOLK STATE UNIVERSITY'S
REVISED ADMISSIONS CRITERIA**

WHEREAS, Norfolk State University is proud of its tradition of excellence and access; and

WHEREAS, Norfolk State University desires to provide opportunities of academic challenge and access consistent with its mission and vision; and

WHEREAS, Norfolk State University is committed to indentifying, recruiting, admitting and enrolling a diverse student population ranging in talents and academic interests; and

WHEREAS, Norfolk State University seeks to increase the academic profile of its entering students, improve retention and enhance graduation rates; and

WHEREAS, Norfolk State University will support access by offering special admission to no more than 10% of the entering freshman class who fall below the stated criteria, with the goal to reduce that percentage to 5% over several years; and

WHEREAS, Norfolk State University recognizes the complexity of the admissions selection process which encompasses a variety of factors most often reflected in the high school grade point averages, standardized test scores, rigor of academic preparation, leadership, activities, recommendations, and potential for future success.

THEREFORE, BE IT RESOLVED that after discussion with the Norfolk State University administration, the Board of Visitors approves the attached **revised** Norfolk State University general **Admissions Criteria** for first-time freshmen under 21, first-time freshmen over 21 and transfer students. Revised general policy for the evaluation process and equity statement are also provided.

RECOMMENDATION:

That the above Resolution Recommending Approval of Norfolk State University's Revised Admissions Criteria be approved.

Approved by the NSU Board of Visitors on December 11, 2009

RESOLUTION ADOPTED BY THE NSU BOARD ON DECEMBER 11, 2009

RESOLUTION APPROVING RISE I RESOLUTION

Page 1 of 2

WHEREAS, Norfolk State University takes great pride in its tradition as an HBCU and its tradition as an institution of higher learning where students have the opportunity to advance their knowledge and become proficient, and if desirable to them, obtain degrees in the fields of Science, Technology, Engineering and Mathematics (STEM); and

WHEREAS, Norfolk State University, with the cooperation of numerous other parties, formulated the RISE (Research and Innovation to Support Empowerment) concept to advance the role of STEM studies in the overall curriculum of the University; and

WHEREAS, the RISE concept led the University to create the Enterprise and Empowerment Foundation of Norfolk State University (E²F), a Virginia non-stock 501(3)(c) corporation with a mission to develop and deploy public/private sector business relationships to provide brands and services that promote applied research and technological innovations that, in turn, contribute positively to the academic mission of Norfolk State University as well as the economic strength of the Hampton Roads region and the Commonwealth of Virginia; and

WHEREAS, E²F acquired the requisite land and spearheaded the design, development and construction of the first building of the RISE Campus, RISE I or the Marie V. McDemmond Center for Applied Research (McDemmond Center), owned and operated by the University for its use in the advancement of education in the STEM fields; and

WHEREAS, the Board of Visitors of Norfolk State University desires to articulate the importance and strategic value to the University of the McDemmond Center and reaffirm the unity of interests between the University and E²F.

NOW THEREFORE, BE IT RESOLVED THAT:

1. The McDemmond Center facilities are of great value to the University and contribute significantly to its mission, and it is important that such facilities be utilized and available for student educational activities to the fullest extent possible.
2. The McDemmond Center facilities are critically important to the University's goal of increasing its profile in the STEM fields of education and research, both at the undergraduate and graduate levels of study.
3. To the extent that the facilities are not fully utilized by the students and faculty of the University for the education of the students in the STEM fields of study and research activities of its affiliated staff, every effort should be made to extend use of such facilities by private businesses under appropriate terms to the extent permitted by law and to the extent compatible with the policies, purposes and goals of the University as an institution of higher learning.

RESOLUTION ADOPTED BY THE NSU BOARD ON DECEMBER 11, 2009

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4. The University should provide all of the financial, operational and human resources support permitted by law to the McDemmond Center to assure that it is adequately funded, maintained and operated to reach its full potential as an educational facility of the University.
5. The President of the University or his or her designated staff officer should make a written report to the Board of Visitors at each of its regular meetings on the status of the above, including but not limited to: (a) the occupancy of the McDemmond Center; (b) the activities being conducted therein; (c) the financial and non-monetary costs to the University; (d) the total revenues generated through the use of the facilities by private concerns since the last report, and a cumulative total by fiscal year, and (e) any significant changes from the prior report that reflect on the value of the facility to the University.
6. The staff of E²F shall likewise make a written report to the Board of Visitors of the University, through their foundation board, of additional assistance the University can provide, and the return to the University that would emanate from such additional assistance.

RECOMMENDATION:

That the above Resolution Approving RISE I Resolution be approved.

Approved by the NSU Board of Visitors on December 11, 2009