

Board of Visitors
University Advancement Committee
New Student Center Board Room
December 9, 2010
2:30 p.m. – 4:30 p.m.

MINUTES

1. Establish Quorum/Call to Order

Mr. Willie L. Brown, Chairperson, called the meeting to order at 2:35 p.m. and thanked the members for their attendance. Roll call indicated that the following Committee members were in attendance and that a quorum was present:

Members Present:

Mr. Willie L. Brown, Chairman
Mr. Gary T. McCollum
Dr. Lauren R. Tucker (*arrived at 2:55*)

Members Absent:

Mr. Peter G. Decker, Jr.

Members of NSU Staff Present:

Dr. Kim Luckes, Acting President
Dr. Yatish T. Shah, Provost and Enterprise and Empowerment Foundation (E2F) Liaison
Mr. Phillip D. Adams, Vice President, Univ. Advancement and Executive Director, NSU Foundation, Inc. (NSUF)
Ms. Pamela F. Boston, University Counsel
Ms. Mary L. Weaver, Interim Vice President for Finance and Business and Assistant VP for University Advancement & Fiscal Officer for Foundations
Mrs. Sharon R. Hoggard, Interim Executive Director, Communications & Marketing (C&M)
Mr. Joseph C. Cotton, Associate Athletic Director and Executive Director of NSU Athletics Foundation (NSUAF)
Ms. Sheri L. Watts, Administrative and Program Specialist, University Advancement
Ms. Michelle Hill, Director, Alumni Relations
Ms. Misti Goodson, Communication and Media Relations Manager, C&M
Mr. Louis Wright, Executive Director, Development
Mrs. Crystal Square-Williams, Director, University Events
Mrs. Kimberly E. Gaymon, Financial Specialist I, President's Office
Dr. Tommy Bogger, Director of Harrison B. Wilson Archives and Art Gallery
Ms. Annette Montgomery, Assistant Dir. of Harrison B. Wilson Archives and Art Gallery
Mr. Shelley L. Thomas, Fiscal Officer
Ms. Regina Lightfoot, C&M Practitioner
Mrs. Sharon Lowe, Vice President for Student Affairs
Ms. Paula Gentius, Assistant to the NSU Board of Visitors and to the President

Others Present:

Mr. William Bagby, President, NSUF
Mrs. Frances Steward, President, NSUAF
Mr. Terry L. Stokes, Executive Director, E²F
Mr. Merv Pitchford, Vice President, NSUAF
Mr. Charles Pleasants, Board Member, NSUF

Mr. Brown stated that the purpose of this meeting is to discuss the relationships of the NSU Related Foundations with the University and how they serve the greater good of the University and its students. NSU has four affiliated foundations as follows:

- NSU Foundation (NSUF)
- NSU Athletics Foundation (NSUAF)
- Enterprise and Empowerment Foundation (E²F)
- NSU Alumni Association (NSUAA)

Dr. Kim Luckes was asked to bring greetings and introductions were made.

2. Discussion Items

Donated Art – Mr. Phillip D. Adams introduced Dr. Tommy L. Bogger. Dr. Bogger was invited to the meeting to list/describe donations that have been made to the Harrison B. Wilson Archives and Art Gallery since 2005. Dr. Bogger stated that the NSUF has accepted art and gifts that exceeded \$233,000. Mr. Brown commended Dr. Bogger on his establishment of new relationships with donors that have contributed to the Archives.

Baliles Guidelines and Policy of University Related Foundation – Mr. Adams discussed the policies and documents that provide the framework for the relationships between the University and its related foundations. His presentation included information on the following:

- **NSU BOV Bylaws:** § 4.02. (c) The University Advancement Committee supports the Board's **responsibility for relations with affiliated foundations** and is responsible for making recommendations to the Board on matters and policies pertaining to fundraising, community (including military), public relations and alumni activities.
- **Baliles Guidelines (May 1983):**
 - Survey of Virginia foundations in support of higher education
 - Recommendation of the Attorney General
 - Provides the framework for the BOV Policy on University-Related Foundations and the MOU

▶ **Policy on University-Related Foundations:**

- Establishment and organization of foundations
- University resources and services
- Foundation relationship with the University
- Management and operation of foundations
- Financial transactions and accounting practices
- Reporting requirements

▶ **Memorandum of Understanding (MOU) - One for each of four foundations to stipulate:**

- Relationship between University and Foundation
- Mission and liability
- Responsibilities and accountability for fundraising, fund transfers and fund expenditures
- Administrative structure, staffing and financing
- Financial, administrative, programmatic reports
- Renewal and termination of MOU

▶ **Action Items:**

- Set-up schedules to ensure compliance of the University and the respective foundations
- Annual review of MOU
- review of annual certification letters
- other timelines as defined in the MOU

Mr. Adams stated that the BOV Advancement Committee requests that all MOUs remain current and ensure the terms are in line with the University-Related Foundation Policy. Mr. Brown shared the importance of completing the annual certification letters. Mr. Brown added that actions items would be forwarded to each foundation.

3. Foundation Presentations

Norfolk State University Foundation (NSUF) - Mr. Adams shared the following information about the NSU Foundation.

The Norfolk State University Foundation, Inc. is a non-profit fundraising corporation established to support quality education and generate private financial support for the academic development of the University. The Foundation is governed by a volunteer Board of Directors, whose members serve as advocates for the University and its programs. The Foundation, incorporated in 1971, is a non-profit 501(c) (3) established exclusively to provide support to Norfolk State University. The Foundation manages, invests and administers private gifts to the University, including endowment and real property.

According to its articles of incorporation and bylaws, NSUF shall have a Board of Directors not to exceed 50 people. Further, the Board of Directors shall elect its regular members for a term of three years. The terms of the regular Directors shall be staggered so that one-third of such terms shall expire each year. Directors may be elected to no more than three successive terms, provided that terms also served as an Officer shall not be counted against such three successive terms. At least two-thirds of the regular Directors shall be residents of the Commonwealth of Virginia. No more than two members of the Norfolk State University Board of Visitors may be elected to serve on the Foundation Board concurrently with their service on the Norfolk State University Board of Visitors. In compliance with the Memorandum of Understanding between the Foundation and the Board of Visitors, the Rector and chairperson of the Board of Visitors' Advancement Committee will serve on the Foundation Board as ex-officio, non-voting members. The University President shall also serve on the Board as an ex-officio, non-voting member.

The Foundation relies on its committees to provide the in-depth study, information, and recommendations for the Board to make decisions. Each Board member serves on at least one committee. The standing committees include: Audit; Bylaws, Articles and Insurance, Committee on Directors, Finance and Property.

Mr. William Bagby added that Mr. Adams represents the Foundation well and is looking forward to the cooperative efforts with all the NSU foundations to benefit the University and its efforts. In addition, Mr. Bagby welcomed questions and comments.

Norfolk State University Alumni Association

Mr. Adams introduced Ms. Michelle Hill, the new Director for Alumni Relations.

Ms. Hill stated that the purpose of the Alumni Association is to organize the alumni of the University to develop and encourage interest and promote the educational objectives and activities of the University. This is accomplished by:

- Assisting the University in its efforts to obtain public and provide support
- Communicate with alumni and friends in support of the University
- Recruiting and retaining the students and the development of career opportunities

The board of directors establishes the policy and supervises the affairs of the Alumni Association. The board consists of a ten member executive committee with a designee from each chapter and two ex-officio members.

Currently, the NSUAA has nineteen chapters: thirteen regional, three affinity and two inactive chapters. There are a hundred and seventy lifetime members, forty general members and a hundred and fifteen new graduate members.

Revenue is generated from student recruitment, community service and philanthropy. The goals are to:

- Increase NSUAA membership
- Increase visibility in the Hampton Roads Community
- Reactivate the Richmond and Petersburg Chapters
- Increase philanthropic support
- Create a web and social media presence
- Increase support of recruitment activities

Norfolk State University Athletic Foundation

Mr. Joseph Cotton stated that the NSUAF has a unique relationship with the alumni athletes to ensure the academic and athletic success of NSU student athletes. The Athletic Foundation is in pursuit to create an environment where the businesses and the community would collaborate with the association to benefit the University and its students. Mr. Cotton further shared that the associations desire to strengthen the relationship with all the foundations. Mr. Cotton welcomed comments and questions.

Mr. William Bagby invited Mr. Cotton and members of the NSUAF committee to make a presentation to the NSUF board at some time in the future. Mr. Bagby would like to strengthen the partnership with the NSUAF to assist in achieving the mutual objective to increase partnership with local businesses. In addition, Mr. Bagby will connect with Goodman and Associates to establish a partnership for audit assistance for the NSUAF.

Mr. Merv Pitchford emphasized the importance of the foundations working together for the common good. Mr. Pitchford recommended establishing a strategic plan to ensure the camaraderie of all the foundations' efforts for the good of the University.

Mr. Gary T. McCollum expressed his excitement in strengthening the relations among foundation as well. In addition, he expressed the importance of each member to understand their unique role in the University's success and its initiatives.

Mr. Brown addressed the importance of maximizing the resources already present among all foundations and to determine how we would collectively move forward to ensure the University's success. That being said, University Advancement would function as the nucleus.

Mr. Adams shared an example where the type of partnership being discussed was critical in establishing a relationship with a major partner. He stated that Athletics has been instrumental in creating a successful partnership.

Mrs. Fran Steward also expressed interest in a collaborative effort. With a collaborative effort, NSU would do great things.

E²F and E²F Broadband

Mr. Terry Stokes stated that the E²F mission has evolved significantly since its founding. He identified the components that contributed to the foundation's growth, as well as how the foundation is preparing for future growth. He welcomed any assistance from the other foundations. E²F is in the process of completing the foundation's MOU to eliminate the Student Affairs piece, specifically Spartan Suites, from the E²F related issues.

Mr. Bagby inquired if the new clean room is currently a potential profit making venture. Mr. Stokes stated that currently the clean room is not used for profit primarily because the clean room is located in a state-owned building. However, the clean room has other valuable uses such as internships, as well as attracting organizations for the use of the clean room as needed.

Comments on E²F and RISE:

- Dr. Tucker inquired if the foundation is currently seeking business opportunities for the clean room.
- Mr. Brown added that additional funding is needed for E²F to maximize the potential the clean room would generate.
- Mr. Pitchford stated that when the RISE Center was in the planning stages, the community was promised that the Super Node would be the available for the Broad Creek area of Norfolk, VA. Mr. Stokes stated that was true; unfortunately, that service has been delayed due to the lack of resources. However, the intent still exists for the Super Node resource to be available to the Broad Creek area, as well as to small minority businesses.
- Mr. Bagby asked Mr. Stokes to elaborate on the Super Node and its capability. Mr. Stokes stated that the Super Node produces more bandwidth than the University needs, so the excess bandwidth is available for other potential customers. Unfortunately, resources are not available to serve other potential customers at this time.
- Mr. McCollum stated that a strategic plan should be created to ensure the potential to generate funds is realized by creating partners.
- Mr. Bagby stated that if we have the capacity, could there be a means to create an appeal to the Commonwealth for financial resources and revenue potential?

- Mr. McCollum stated that the overall strategy with all the foundations in mind is how can we maximize the opportunity the Super Node and clean room have to offer? He further emphasized that before moving forward, a strategic plan should be in place.
- Dr. Tucker also emphasized the importance of the customer service component to be in place to move forward.
- Mr. Brown re-emphasized that the overall important factor is to maximize available opportunities that should be considered among all the foundations to expand the current resources to create opportunities.
- Dr. Tucker inquired if an overall strategy was in place before funds were spent. Mr. Stokes stated that there was an original strategy; however, the growth that E²F has experienced has created new components that were not addressed in the original plan.
- Dr. Shah added that the Chair of the E²F Board has created a business plan and will present the details to the Research and Technology Committee and the E²F Board. The purpose of the new business plan is to eliminate the project management, specifically Spartan Suites and reclaim the original purpose of E²F.

University Advancement Update/Standing Committee Report

Mr. Adams, Mr. Louis Wright, Mrs. Sharon Hoggard, Ms. Michelle Hill and Mrs. Crystal Square-Williams provided highlights of the University Advancement report.

Dr. Tucker asked if we are tagging the information provided by the social networking resources used to identify the demographics utilizing the network. Mrs. Hoggard stated that Communication and Marketing is connecting with NSU's OIT department to begin tagging the sites. Dr. Tucker further added that she may have the necessary resources to assist with tagging, so that the University would benefit from the information. Mr. Adams stated that University Advancement is currently in the process of purchasing software from Blackbaud to integrate our social networking systems, as well as abstract information from those systems to be added to our database. Dr. Tucker stated that University Advancement should better manage the CRM for these systems. She further stated that she has the necessary resources to assist University Advancement in fully utilizing the social networking systems.

Mr. Bagby asked Alumni Relations to provide feedback as to how other institutions utilize their websites for alumni. Ms. Hill stated that she would provide that information.

Mr. Pitchford asked if there are monetary goals addressing Annual Giving. Ms. Hill stated that Annual Giving is a development vehicle.

Mrs. Steward commented on the pictorial history of NSU and how the Athletic Department is featured throughout the book on a large scale. She suggested that the Athletic Department be further used as a fundraising piece to a greater degree.

Mr. Adams expressed gratitude for his staff's participation during the presentation. Mr. Brown thanked the audience for their time and patience during the meeting. Dr. Luckes thanked the audience, as well as University Advancement for their preparation. Mr. Brown stated that Mr. Adams will forward names and addresses for all board members of the various foundations for the purpose of sharing information.

3. Adjournment

There being no further business, the meeting adjourned at approximately 5:00 p.m.

Respectfully submitted,

Phillip D. Adams, Vice President
for University Advancement

Mr. Willie L. Brown, Chairman
University Advancement Committee