



BOARD OF VISITORS

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

AGENDA

Times are approximate

BOARD OF VISITORS MEETING

Thursday, October 14, 2021

Devon M. Henry, Rector

Staff: Inda B. Walker, Clerk to the President and Liaison to the Board of Visitors

Campus Location:

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

Zoom Webinar Participation

https://nsu-edu.zoom.us/webinar/register/WN_IPY7QZXrRFq5Lr-1ul7rtA

Lunch Provided at 12:00 Noon

- 1:00 p.m. **Call to Order/Establish Quorum**.....Rector Henry
- 1:05 p.m. **Consent Agenda** – Recommend Approval of:
 - May 13, 2021 Board Retreat Meeting Minutes
 - May 14, 2021 Board Meeting Minutes
- 1:10 p.m. **Opening Remarks**Rector Henry
Note: Via Bylaws, Rector to report actions of the Executive Committee
President Adams-Gaston
- 1:20 p.m. **Welcome and Introductions New Board of Visitors Members**.....Rector Henry
and Faculty and Student Representatives to the Board
- 1:50 p.m. **Welcome and Introduction of New Board Liaison** President Adams-Gaston
- 1:55 p.m. **Revised BOV/NSUF MOU** Dr. Watkins, Chair, BOV/NSUF Liaison Committee
Action Item: Recommend Approval of Revised BOV/NSUF Memorandum (MOU)
- 2:25 p.m. **Academic and Student Affairs Committee Update** Ms. Blunt, Chair
- 2:45 p.m. **Audit, Risk and Compliance Committee Update** Bishop Brown, Chair
- 3:00 p.m. **Announcement** The Honorable Grindly Johnson, Secretary of Administration
- 3:15 p.m. **Strategic Finance Committee Update**Mr. Fulton, Chair
Action Items – Recommend Approval of following Resolutions
 - a. *Level 2 by 2022*
 - b. *NSU New On-Line Tuition and Fee Recommendation*
 - c. *Crisis and Emergency Management Plan*
 - d. *Six-Year (Op-Six) Institutional Plan*
 - e. *2021 Legislative Priorities*

All times are approximate and the Board reserves the right to adjust its schedule as necessary. In compliance with the Virginia Freedom of Information Act, please be advised that during the course of this meeting there will be no opportunity for public comment (except where indicated).



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Board Meeting Agenda (continued)

October 14, 2021

4:00 p.m. **Governance Committee Update** Mr. Blake

4:15 p.m. **Adjournment**

Reception – Bobby Dandridge Celebration
Campus Location – University House, 1 Presidential Parkway, Norfolk, VA 23504
(A PRIVATE EVENT HOSTED BY THE UNIVERSITY PRESIDENT– NO BUSINESS TO BE DISCUSSED)
5:00 p.m. to 7:00 p.m.

**All times are approximate and the Board reserves the right to adjust its schedule as necessary.
In compliance with the Virginia Freedom of Information Act, please be advised that during the course of
this meeting there will be no opportunity for public comment (except where indicated).**

**BOARD OF VISITORS
BOARD RETREAT
ELECTRONIC MEETING**

May 13, 2021

MINUTES

1. Call to Order

Ms. Wilmer, Rector, called the NSU Board of Visitors meeting to order at approximately 9:10 a.m. A quorum was established with an 8-0 Roll Call vote. Below is a list of individuals that joined the webinar.

**Present for the Fireside Chat*

Participants – Board Members

Ms. Joan G. Wilmer, Rector*
Mr. Devon M. Henry, Secretary*
Dr. Terri L. Best*
Ms. Mary L. Blunt*
The Honorable James W. Dyke, Jr.*
Mr. BK Fulton*
Mr. Larry A. Griffith*
Dr. Harold “Harry” L. Watkins, II*

Non Participants – Absent Board Members

Dr. Deborah M. DiCroce, Vice Rector
Mr. Dwayne B. Blake
Bishop Kim W. Brown

Participant – Faculty Representative to the Board

Dr. Ashley N. Haines, Faculty Senate President and Associate Professor, Biology*

Participant/Presenter – Student Representative to the Board

Mr. Jeremiah O’Bryant, SGA President*

Participant – Counsel

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

Participants – Panelists/Presenters

The Honorable Robert C. Scott, U.S. Congressman
The Honorable L. Louise Lucas, Virginia State Senator
Mr. Louis Carr, President of Media Sales, Black Entertainment Television
Dr. Cynthia Burwell, Professor & Dir., Center of Excellence in Minority Health Disparities*
Mr. Glenn Carrington, Dean, NSU School of Business*

Participant – Moderator (Fireside Chat)

Mr. Eric W. Claville, J.D., M.L.I.S., Director, Center for African American Public Policy, Adjunct Professor of Political Science*

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Board Retreat

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Participants – Students (Roundtable Discussion)

Dy'Mon Blaze, Junior, Nursing*

Mr. Aaron Hawkins, Graduate Assistant – Urban Education K-12 Counseling Graduate Program*

Mr. Nicholas Josshua, Fall 21 Graduate - Mathematics/Teacher Licensure in Secondary Education*

McKinley Lowery, III, Junior, Business Finance*

Mr. Maleik Watkins, Junior, Political Science*

Participants – Additional Students/Others

(see attached list for Spartan Showcase Performers)

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President*

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

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

Dr. Gerald E. Hunter, Vice President, Finance and Administration*

Dr. Leonard E. Brown, Vice President, Student Affairs*

Mr. Clifford Porter, Vice President, University Advancement*

Mr. Ericke S. Cage, Senior Advisor to the President and University Ombudsman*

Ms. Melody Webb, Athletics Director*

Ms. Tanya S. White, Chief of Staff*

Ms. Derika L. Burgess, Chief Audit Executive*

Dr. Dawn M. Hess, Chief Compliance Officer*

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

Ms. Yelena A. Arishina, Special Assistant to the Provost

Mr. Steven Opher, Social Media Manager, Communications and Marketing

Ms. Kimberly Gaymon, Scheduler/Financial Services Specialist*

Mr. Rasool A. Shabazz, Project Engineer, OIT*

Mr. Marvin D. Prince, Information Technology Specialist, CSET

Mr. Christopher M. Gregory, Information Technology Specialist, OIT

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

Observers – NSU Administrators and Staff

Mr. Stan Donaldson, Director, Media Relations*

Ms. Tonya Gardner, Counselor

Dr. Karen H. Pruden, Assistant Vice President for Human Resources*

Ms. Meshea Vann, Director, Transfer Admissions

Dr. Ernestine Duncan, Professor, Psychology

Dr. Bertha Escoffery, Adjunct Professor, Professor Emerita

Dr. Lamiaa S. Youssef, Professor and Special Assistant to the Provost*

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Observers – NSU Students

Ms. Jaylin Drewry, SGA President-Elect*

Ms. Octavia Johnson, Graduate Student Association, Historian

Observers – Others

Mr. Joe Barden, Alumnus

Mr. Leon Carter, Editorial Director, The Athletic Media Company

Ms. Sheri Clayborne, President

Mr. David Dailey, Chief of Staff for Congressman Scott

Ms. Jane Harris, Alumnus, Central VA Chapter

Mrs. Danielle Smith Mathis, CEO, Danielle Mathis, Inc.

Ms. Sherrie Mitchell, Lecturer, Department of Mathematics and Statistics, ODU

Ms. Kota Mizutani, Staff to Congressman Scott

Mr. Kenneth Pritchett, Privacy Officer, Central State Hospital

Ms. Lakisha Speller, Director of Grants Accounting, Eastern Virginia Medical School

Ms. Desira Stearns, Strategic Diversity Outreach Director, Leidos

Mr. Frank Threatts, III, Parent

Mr. Michael Wood, COO, Jones Barnes and Wood

Additional Participants

(see attached Fireside Chat list)

2. **Welcome** – Rector Wilmer shared the perspective of the two previous Retreats that laid the foundation for future strategies for the institution while strengthening operations for both the university and the Board. The current Retreat is structured to identify partnerships and to connect with the campus after being separated due to COVID. In essence, a Homecoming.
3. **The Higher Education Policy Landscape in A Post Pandemic World** – Mr. Cage and Mr. O’Bryant moderated the session with Congressman Scott and Senator Lucas.

Congressman Scott spoke to the importance of HBCUs and how Congress has approved more funding than ever in support of HBCUs through the CARES Act, the Omnibus Bill, and the American Rescue Plan. Another key victory includes the discharge of capital loans under the HBCU Capital Financing Loan Program. He noted that elections will play an important role in the future of higher education, as this is reliant upon those who have a commitment to the adhering to the Higher Education Act of 1965.

Senator Lucas stated that the Commonwealth of Virginia has provided increased funding to its HBCUs over the last two to three years. Universities were provided increased flexible funding because of COVID.

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A joint resolution introduced by Senator Lucas directs the Joint Legislative Audit and Review Commission to study the impact of COVID-19 on education. This will provide a summary of where Virginia stands relative to the future of higher education.

Senator Lucas added that the creation and operation of a joint school of public health to deal with post pandemic traumatic stress is an excellent opportunity for NSU.

There was a brief discussion on the historical lack of level funding for Virginia's HBCUs and the approval of a restitution bill for the State of Maryland. Congressman Scott informed the Board of an upcoming hearing he will host on equity. Congressman Scott will share the date and time with Mr. Dyke.

Mr. Dyke asked for the Congressman's support as the Board plans to request that the Governor provide restitution funding to Virginia HBCUs targeted toward programs that will grow the economy.

Action Items:

Congressman Scott asked the University Counsel to forward him information on the decree that was signed many years ago for Virginia.

President Adams-Gaston will provide Congressman Scott with information on whether ODU's Cybersecurity program is a duplication.

4. Transforming Higher Education and HBCUs Through Corporate Partnerships –
President Adams-Gaston introduced Mr. Carr. His comments included:

- Corporate America has awakened to the role of addressing the African American community. Now is the best time to develop the strategics to secure partnerships for the long term.
- To establish successful partnerships, a staffer would have to take on the additional duties and responsibilities of securing these partnerships, or the university needs to invest in someone to make it their specific job to build out a team that every single day makes some type of contact with corporate America about investing in Norfolk State and its students. The university must build this paradigm that becomes a part of the fabric of the university.
- Position the university and your students as an asset to corporate businesses both to their brand and to their products. Make the ongoing "asks." Each business should have a presence on your campus – building, upgrading, servicing, engaging, etc.
- Fundraising should also be a part of the Board's responsibility. This should be on the agenda 365 days a year. Do not be afraid to ask members of your Board to give.

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- The university should push internships and adding this as an academic requirement, if possible. Teach students to know what goals and objectives they want from an internship. Instill pride of the historical significance of the university and inform students of the key people who graduated from the university. This helps them to build confidence in their own narrative.
- Storytelling and positioning can help promote success. A visionary looks around the corners to begin addressing the workforce needs of the future now.

Mr. Carr will put President Adams-Gaston in touch with the individual at Proctor and Gamble in charge of the “Widen the Lens” branding.

Action Item – President Adams-Gaston, Mr. Griffith, and Mr. Carr will work together with NSU as host to bring industry executives to campus to have real conversations about the work environment. Executives who have the experience, understanding, and in a space in their career where they can be blatantly honest, and executives who are looking for honest feedback on the student’s internship experience.

Recommendation – The onboarding process for freshmen can be a little more in-depth and intentional to help students understand the importance of having a good relationship with professors, the rules regarding academic life, etc. There also should be additional preparation on the front end in high school so that students will know what to expect from the college experience.

5. Spartan Showcase – The NSU Jazz Combo performed the following songs:

- Strasbourg St. Denis by Roy Hargrove
- All of Me by Gerald Marks and Seymour Simmons
- Footprints by Wayne Shorter

Performances by the NSU Theatre Company included:

- Trezure Coles as Diana Ross from *A Tribute to Motown*
- Zavier Andrew as Caesar from August Wilson’s *Gem of the Ocean*
- Tajleed Hardy as Romeo from *Shakespeare’s Romeo and Juliet*
- Candunn Jennette as Rose from August Wilson’s *Fences*
- Katelan Corprew as Dorothy from *The Wiz*

The NSU Choral sang the following three songs. The last was a solo by Olivia Cooper.

- Gloria Fanfare by Jeffery L. Ames
- Ballade to the Moon by Daniel Elder
- Happy by Tasha Cobbs

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- 6. Faculty Research and Innovation** – The Provost introduced the two faculty members presenting on COVID-19 Research and the NSU Innovation Center.

Dr. Burwell provided an overview of the COVID-19 Research being done in Norfolk that was expanded to include the seven cities in Hampton Roads and into Richmond, Virginia. The work addresses low-income house residents' mistrust of COVID-19 Guidance. The team consists of faculty from EVMS, Hampton University, with Dr. Burwell representing NSU. The amount of the grant is \$1.18M.

Next steps include participant recruitment in focus groups. Results to be provided to the Community Advisory Board (CAB) for strategy development and implementation of a social marketing campaign that targets special community concerns.

Dean Carrington outlined the mission of the NSU Innovation Center and provided the five goals to achieve success through 1) training and connecting to the entrepreneurial community; 2) providing an incubator program; 3) creating a network of professionals; 4) partnering and collaborating with other universities and organizations, and 5) fostering a virtual community of entrepreneurs.

Five individuals in the entrepreneurial program have been successful in establishing a startup. One is a bacterial cleaning mat invention by Ricardo Patten.

Action Item – Dean Carrington to contact BK Fulton regarding NSU's interest in a venture with Ralph Sampson that includes other universities in the Commonwealth.

- 7. Roundtable Discussion with NSU Students** – Dr. Brown moderated a very candid session with five students, who are a cross-section of the student body.

Takeaways

- The university should create a professional development boot camp for students.
- More students should be given the opportunity to participate in an internship.
- There is a lot of underrated talent amongst the student population that needs to be cultivated.
- Students look to leaders and executives to train or share what is expected of them.

- 8. Public Comment** – One individual registered for public comment; however, during the time for public comment the individual was not present on the webinar.

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9. **Tours** – Individual Board member tours were led by members of the President’s Cabinet. During this time, there was a meeting break for webinar panelists and attendees.
10. **Fireside Chat with President Javaune Adams-Gaston** – Mr. Claville served as the moderator for the Fireside Chat. President Adams-Gaston spoke candidly about her favorite job as a lifeguard that fundamentally taught her that people sometimes need to be guided and given the right opportunities to blossom. She and her husband agreed that NSU is her calling. Her work at The Ohio State University with H1N1 provided preparation for the COVID pandemic. She has a wonderful leadership team, Board, faculty, staff, and students of whom she is extremely proud.

Mr. Gaston responded to a question from the moderator on the secrets to a successful marriage.

Mr. Griffith made a very passionate statement about the context of Dr. Adams-Gaston’s presidency and the unique challenges she experienced being a first time president and a new president during a worldwide pandemic. He is deeply proud of the choice the Board made in her hire.

On behalf of the Board, Ms. Blunt thanked Rector Wilmer for her leadership and the progress the Board had made over the last few years.

The event was well attended. President Adams-Gaston provided special thanks to staff in Facilities for ensuring everything was in place.

11. **Adjournment** – The Retreat concluded at approximately 4:37 p.m.

A private event hosted by President Adams-Gaston was held at the University House. No business was discussed.

Respectfully submitted,

April T. Allbritton, Board Liaison

Devon M. Henry, Secretary
Board of Visitors

**ATTACHMENT A
SPARTAN SHOWCASE PERFORMERS
BOARD RETREAT - MAY 13, 2021**

NSU Jazz Combo

(Under the direction of Stephanie, K. Sanders, Assistant Professor of Music) – Jazz

Jacobi Easter – Flute
Samantha Butler – Trombone
Caleb Fields – Hill – Alto Saxophone
DeShawn Threatts – Tenor Saxophone
Joseph Abiakam – Piano
Natshawn Charity – Bass
Roderick Williams – Drums

Norfolk State University Theatre Company

(Led by Dr. Anthony Stockard)

Trezure Coles as *Diana Ross from A Tribute to Motown*
Zavier Andrew as *Caesar from August Wilson's Gem of the Ocean*
Tajleed Hardy as *Romeo from Shakespeare's Romeo and Juliet*
Candunn Jennette as *Rose from August Wilson's Fences*
Katelan Corprew as *Dorothy from The Wiz*

Norfolk State University Concert Choir

(Led by Dr. Harlan Zachery, Director of Choral Activities and Mr. Terry Butler, Assistant Director of Choral Activities)

Gloria Fanfare by Jeffrey Ames
Terry Butler, Piano
Dr. Harlan Zackery, Conductor

Ballad To the Mood by Daniel Elder
Dr. Harlan Zackery, Piano
Terry Butler, Conductor

Happy by Tasha Cobbs
Olivia Cooper, Soloist

NSU Concert Choir Participants

Ahmyah Ajasin
Damon Alexander-Vazquez
Latron Baker-Pierce
Madison Barkley
Cameron Butts
Samuel Carrington
Olivia Cooper
Savanna Daniels
Kaeleb Donaldson
Brielle Farrow

Emir Hardy
Javon Hitson
Jeriah Johnson
J. Christian Kelley
DeVonnea Leyes
Lavender Moore
Michael Quarles
Symone Seay
Kyndal Turnbow
Madison Washington

ATTACHMENT B
ADDITIONAL PARTICIPANTS FIRESIDE CHAT
BOARD RETREAT - MAY 13, 2021

*(Note: *Other participants previously listed above)*

Alisha Bazemore, Assistant Vice President for Operations
Bobbie Berger, Payroll Manager
Martha Bissah, Student-Athlete
Shakehna Bonney, Work Study Coordinator, Financial Aid
Dr. Andrew Carrington, Assistant Vice President, Finance
Noelle Cook, Assistant Director of Annual Giving
Elizabeth Dungee-Anderson, DSW, Interim Dean, School of Social Work
Dr. Colita Fairfax, Professor, Honors College
Robert Jones, Head Men's Basketball Coach
Anton Kashiri, Associate Vice President, Facilities Management
Dr. Michael Keeve, Dean, College of Science, Engineering, and Technology
Dr. Ebenezer Kolajo, Interim Vice Provost for Academic Effectiveness
Paula Lassiter, Gen. Admin. Supervisor, College of Liberal Arts
Richard Law, University Architect
Michelle Marable, Dean of Students
Savan Matthews, Student Executive Council Member
Dr. George Miller, Dean, Graduate Studies & Research
Dr. Khadijah Miller, Interim Dean, Honors College
Dr. Cassandra Newby-Alexander, Dean, College of Liberal Arts
Shareen Nicholson, Diversity Initiative Coordinator, Housing & Residence Life
Dawson Odums, Head Football Coach
Ivana Rich, Associate Athletics Director/Academics
James Robinson, Executive Director, Institutional Equity
Tytianna Smith, Senior, Biology
Symone Thomas, Student Executive Council Member
Alisha Tucker, Associate Athletics Director/Compliance
Dr. Denelle Wallace, Interim Dean, School of Education
Terry Woodhouse, Director, Capital Planning

**BOARD OF VISITORS
BOARD MEETING
ELECTRONIC MEETING**

May 14, 2021

MINUTES

1. Call to Order

Ms. Wilmer, Rector, called the NSU Board of Visitors meeting to order at approximately 9:03 a.m. A quorum was established with a 10-0 Roll Call vote. Below is a list of individuals that joined the webinar.

Participants – Board Members

Ms. Joan G. Wilmer, Rector
Dr. Deborah M. DiCroce, Vice Rector
Mr. Devon M. Henry, Secretary
Dr. Terri L. Best
Mr. Dwayne B. Blake
Ms. Mary L. Blunt
Bishop Kim W. Brown
The Honorable James W. Dyke, Jr.
Mr. BK Fulton
Mr. Larry A. Griffith
Dr. Harold “Harry” L. Watkins, II

Participant – Faculty Representative to the Board

Dr. Ashley N. Haines, Faculty Senate President and Associate Professor, Biology

Non Participant – Absent Student Representative to the Board

Mr. Jeremiah O’Bryant

Participants – Counsel

Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General
Ms. Deborah A Love, Senior Assistant Attorney General/Chief, Office of the Attorney General
Mr. Cory Wolfe, Associate University Counsel and Assistant Attorney General

Participant – Presenters

Mr. J. Michael Reinholtz, Audit Director, APA
Mr. Travis Ames, President, NSUF
Ms. Crystal Jenkins, Executive Director, NSUF

Participants – Guests (Former Board Members)

The Honorable Jean W. Cunningham
Mr. Michael J. Helpinstill
Tamara A. Jones, MD

Participant – Public Comment

Mrs. Danielle Smith Mathis, CEO, Danielle Mathis, Inc.

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Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President

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

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

Dr. Gerald E. Hunter, Vice President, Finance and Administration

Dr. Leonard E. Brown, Vice President, Student Affairs

Mr. Clifford Porter, Vice President, University Advancement

Mr. Ericke S. Cage, Senior Advisor to the President and University Ombudsman

Ms. Melody Webb, Athletics Director

Ms. Tanya S. White, Chief of Staff

Dr. Karen H. Pruden, Assistant Vice President for Human Resources

Ms. Sandra Faye Monroe-Davis, Chief Information Officer

Mr. James L. Stevens, Information Security Officer

Mr. Ronald A. King, Director of OIT Security

Ms. Derika L. Burgess, Chief Audit Executive

Dr. Dawn M. Hess, Chief Compliance Officer

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

Mr. Dennis Jones, Executive Director, Planning and Budget

Dr. Juan M. Alexander, Associate Vice President for Enrollment Management Affairs

Ms. Yelena A. Arishina, Special Assistant to the Provost

Ms. Roshonda Contee, Guest

Ms. Kimberly Gaymon, Scheduler/Financial Services Specialist

Mrs. Martha Wilson, Executive Assistant, Vice President of Finance and Administration

Mr. Rasool A. Shabazz, Project Engineer, OIT

Mr. Marvin D. Prince, Information Technology Specialist, CSET

Mr. Christopher M. Gregory, Information Technology Specialist, OIT

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

Observers – NSU Administrators and Staff

Dr. Andrew Carrington, Assistant Vice President, Finance & Administration

Ms. Tomaya C. Clark, Senior Budget Analyst

Mr. Stan Donaldson, Director, Media Relations

Mr. Ronald Forehand, Legal Assistant

Mr. Anton Kashiri, Associate Vice President, Facilities Management

Mr. Tracy E. Peele, Senior Budget Analyst

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Observers – NSU Faculty

Dr. Bertha Escoffery, Adjunct Professor, Professor Emerita

Dr. Colita N. Fairfax, Professor, Honors College

Dr. Rhonda Fitzgerald, Associate Professor, Mathematics

Ms. Angela R. Goodloe, Assistant Professor, Secondary Education & School Leadership

Dr. Berkley N. King, Associate Professor, Secondary Education & School Leadership

Dr. Rasha Morsi, Professor, Computer Science

Dr. Andrea P. Neal, Associate Vice Provost

Dr. Lamiaa S. Youssef, Professor and Special Assistant to the Provost

Dr. Aurelia Williams, Interim Vice Provost

Dr. Sandra Williamson-Ashe, Associate Professor, Social Work

Observers – Others

Tom Brown

Lorraine Hammond

Noah Johnson, Audit Supervisor, Auditor of Public Accounts

757-403-1216

- 2. Opening Remarks** – Resolutions of Appreciation were read into the minutes for former Board members, The Honorable Jean W. Cunningham, Mr. Michael J. Helpinstill and Tamara A. Jones, MD. Each responded with gratitude. Their resolution and engraved plaque will be mailed.

President Adams-Gaston recognized April Allbritton, Board Liaison, on her upcoming retirement. She was presented with a plaque, engraved vase, and an NSU gold watch.

- 3. Audit of Public Accounts Entrance Conference** – Comments from Mr. Reinholtz included:

- The audit for the fiscal year ending June 2020 has been completed. The report will be issued in a couple of weeks. Board members will receive a copy.
- An unmodified opinion will be issued. This is a clean audit opinion.
- IT recommendations include:
 - Continue to improve the information security risk management and contingency programs (repeat recommendation).
 - Continue to upgrade or decommission the end-of-life technology (repeat recommendation).
 - Implement cybersecurity requirements of the Gramm-Leach Bliley Act (GLBA) of 1999. Guidance recently issued from the Department of Education.
 - Improve the virtual private network security (new recommendation).

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- The non IT recommendations are the same as the previous year. Since the report was issued in September of last year, transitioning and working in a remote environment, the university did not have a lot of opportunity to address the items.
- APA will continue to follow up on the student financial aid recommendations regarding the National Student Loan Data System and Title IV Refund Calculations. The university completed the correction item on the notification process for Title IV awards to students. A full review of financial aid will be done next year as part of the three-year cycle review required by the state.
- Detailed test work was performed on the Education Stabilization Fund activity. This item was fine.
- No audit adjustments related to the Statement of Net Position, Statement of Revenue and Expenses, or Statement of Cash Flow.

There was a brief discussion of waivers provided by the Department of Education relating to the calculations. Also, the Government Accounting Standards Board delayed some of the new standards due to the pandemic. One significant change for fiscal year 22 includes the accounting and reporting of leases.

The Vice President for Finance and Administration stated that about \$1M in funding is needed to address the IT recommendations.

4. The NSU Experience in a Post Pandemic World

President Adams-Gaston provided an outline of the strategic pillars that will transform the university. It is a one university, one mission approach to transformational change. She also spoke to student success, faculty excellence, investment in infrastructure, retooled business practices, fundraising and NSU's ability to manage during the pandemic.

The Vice Presidents followed the President's remarks with updates and strategies for their respective areas.

The Assistant Vice President for Human Resources presented the Compensation Report.

Action Items:

- ***At the next Strategic Finance Committee meeting, provide a detailed analysis of the underlying primary drivers of the budget and other assumptions that make up the budget. Provide the percentage of fixed versus one-time costs and pro forma on net revenue for guaranteed games, etc.***

- *President to follow up on the Compensation Report. The cost to close the gap on inequities/compression with a plan that spans more than a year. Provide strategy regarding livable wage increase.*

Recommendations:

- *Look at a cost reduction strategy and funding to build IT infrastructure.*
- *Long-term Strategy - Look for business opportunities with the City of Norfolk and others to build an entertainment hub or branding beyond the existence of being just a university.*

5. Academic Affairs Committee Report

The Chair stated that the Committee received information on a strategic programming change requiring Board approval. In addition, received information on academic, athletics as it relates to the status of MEAC with some strategics going forward, along with enrollment projections. The Chair asked the Provost to present the action item for approval.

The Provost spoke to the delivery program change that would be provided through the university's partnership with Academic Partnerships. Six graduate programs will be included in the pilot, with only two of those being fully online. The programs and criteria were approved by the University Curriculum Committee.

Dr. DiCroce motioned, seconded by Mr. Griffith, and with a 10-0 Roll Call vote, the Board approved the Academic Partnerships Delivery Programs as presented.

6. **Audit, Risk and Compliance Committee Report** – The Chair reported that the Chief Audit Executive will continue to work on action plan timelines and continue the audit process relative to compliance with the Clery Act. Cybersecurity insurance remains a concern. The Committee will receive some tangible decision points regarding this insurance at its next meeting.

The Chief Audit Executive introduced the new Chief Compliance Officer, Dr. Dawn Hess.

7. **Strategic Finance Committee Report** – The Chair reported that the Committee met twice. On April 2, 2021, the Committee discussed gift donation policies and processes, and on April 16, 2021, reviewed its charter and financial related matters.

Below are the actions taken by the Board as a follow-up to the Committee's update.

Mr. Henry motioned, seconded by Dr. Best, and with a 9-0 Roll Call vote, the Board approved the Strategic Finance Committee Charter.

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Mr. Henry motioned, seconded by Dr. Best, and with a 9-0 Roll Call vote, the Board approved the FY 2021-22 Tuition and Fee Recommendation as presented.

Mr. Henry motioned, seconded by Dr. DiCroce, and with a 10-0 Roll Call vote, the Board approved the FY 2021-22 Operating Budget Recommendation in the amount of \$220,311,926.

Mr. Henry motioned, seconded by Mr. Blake, and with a 10-0 Roll Call vote, the Board approved the Debt Management Policy Compliance – Certification.

Mr. Henry motioned, seconded by Mr. Blake, and with a 10-0 Roll Call vote, the Board approved the Dominion Energy Deed of Easement for Right of Way subject to legal review for sufficiency, and further that signature authorization be granted to the Rector upon completion of same.

- 8. Special Reports** – The Vice President for University Advancement gave the report on the Gift Processing Policy, Procedures, and Endowment Growth. The presentation included an overview of CASE standards, the Virginia Code, NSU Policy #39, a comparison of standards in contrast with select SCHEV institutions, and the review of the MOU between the Board of Visitors and the Norfolk State University Foundation.

The Vice President also provided the breakdown of the McKinsey Scott gift, the current endowment amount as of December 31, 2020, and the projected growth value of the endowment of \$100M by 2025, \$125M by 2030, and \$150M by 2035.

The Chair of the BOV/NSUF Liaison Committee, the Executive Director to the Norfolk State University Foundation, and the University Counsel reported on the BOV/NSUF MOU. The Foundation has approved a revised updated version of the BOV/NSUF MOU that mirrors and is aligned with BOV Policy #13. The University Counsel has reviewed the MOU with some recommendations regarding possible conflicts and classification on the ex officio position held by the university president. The changes are currently being vetted by NSUF. The intent is to have a very clear and clean document to be presented for Board approval at its next meeting.

9. Consent Agenda

Dr. Watkins motioned, seconded by Mr. Henry, and with a 10-0 Roll Call vote, the Board approved the following meeting minutes:

March 18, 2021 Ad-Hoc Board Policy Committee Minutes

March 19, 2021 Board Minutes

BOARD OF VISITORS

Board Meeting

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10. Recognitions

- Rector Wilmer presented President Adams-Gaston with a check in the amount of \$25,000 to establish an endowed scholarship in her name.
- The Rector recognized Dr. Bertha T. Escoffery as a person of significance in her life. Dr. Escoffery made a brief comment.
- President Adams-Gaston presented Rector Wilmer with a plaque in recognition of her service as Rector.

The University Counsel introduced Mr. Cory Wolf as the new Associate University Counsel.

11. Closed Meeting

Mr. Blake motioned, seconded by Dr. Best, the Board with a 10-0 Roll Call vote moved to adjourn and reconvene in Closed Meeting pursuant to Section 2.2-3711(A) 1, 4, 7 and 8 of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

(1) and (4): to discuss personnel matters, including more specifically, discussion of assignment, appointment, promotion, salaries, performance evaluations as well as the promotion of, specific individuals and certain university employees; and to discuss or evaluate performance of departments of the University that necessarily involve discussion regarding performance of individual employees, more specifically related to reports, investigative notes, correspondence and information furnished in confidence and records otherwise exempted, of the university Internal Audit Office and the Office of the State Inspector General, and

(7) and (8): consultation with legal counsel pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university, including more specifically for legal counsel to give a status update on pending and potential litigation of which the Board should be made aware; along with any necessary consultation with legal counsel regarding matters noted in this motion, and

Further that President, University Counsel, Provost/Vice President for Academic Affairs, Vice President for Finance and Administration, Vice President for University Advancement, Chief Strategist for Operations & Vice President for Institutional Effectiveness, Vice President for Student Affairs, Chief Audit Executive and Athletics Director remain for the Closed Meeting.

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12. Open Meeting

The Board having reconvened in the Open Meeting, took an 11-0 Roll Call vote on certification that (1) only public business matters lawfully exempted from Open Meeting requirements, and (2) only such public business matters as were identified in the motion by which the Closed Meeting was convened were heard, discussed, or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place.

- 13. Governance Report** – The Chair reported that the Governance Committee met on March 31, 2021, to develop a slate of officers and to discuss the candidate profile for the expected Board vacancy. The candidate profile was sent to the Secretary of the Commonwealth. On behalf of the Governance Committee, the Chair recommended approval of the Governance Committee Charter.

Dr. DiCroce motioned, seconded by Mr. Dyke, and with an 11-0 Roll Call vote, the Board approved the Governance Committee Charter as presented.

14. Promotion and Tenure

Dr. Best motioned, seconded by Mr. Dyke, and with an 11-0 Roll Call vote, the Board approved that the Academic and Student Affairs Committee having met on April 15, 2021 and having reviewed, considered, and discussed in Closed Meeting the qualifications, attributes, and recommendations by the Provost and President of the recommended candidates for tenure and promotion, and the Committee having agreed to approve the recommended candidates to the full Board of Visitors at its next meeting, contingent upon receipt of the fully signed individual Tenure and Promotion Review Attestation for each candidate, and further, the receipt of said attestations having been received by the Chair of the Committee, and the matter having been discussed in the Closed Meeting with the full Board, that the Board approves promotion and tenure of the discussed candidates. Further, the Board approves that the Provost read the names of the resolutions for tenure and separately the resolutions for promotion and that the Board votes separately on the candidates for tenure as a group and the candidates for promotion as a group.

The Provost stated the names of the candidates for tenure as follows:

- Dr. Berkley King
- Dr. Aylin Marz
- Dr. Michele Rozga

The Board with an 11-0 Roll Call vote approved the candidates as stated above for tenure.

The Provost stated the names of the candidates for promotion as follows:

Dr. Berkley King, Promotion to Associate Professor
Dr. Aylin Marz, Promotion to Associate Professor
Dr. Michele Rozga, Promotion to Associate Professor
Dr. Abdinur Ali, Promotion to Professor
Dr. Melendez Byrd, Promotion to Professor
Dr. Anne Fernando, Promotion to Professor
Dr. Rhonda Fitzgerald, Promotion to Professor
Mr. Anthony Stockard, Promotion to Professor
Dr. Denelle Wallace, Promotion to Professor

The Board with an 11-0 Roll Call vote approved the candidates as stated above for promotion.

15. Action Items

Dr. Haines listed the three candidates for the position of Faculty Representative to the Board and named their faculty position along with their officer position for the upcoming academic year.

Mr. Griffith motioned, seconded by Dr. DiCroce, and with a 11-0 Roll Call vote, the Board selected Dr. Jocelyn Heath as the 2021-2022 Faculty Representative to the Board.

There were no questions regarding the Board's budget proposal.

Mr. Henry motioned, seconded by Mr. Dyke, and with a 11-0 Roll Call vote, the Board approved the FY 2021-22 Board Budget Recommendation as presented.

The Governance Committee Chair named the security policies to be approved and stated that the Chief Information Security Officer was available to address any questions. There being none, the following motion was made:

Mr. Blake motioned, seconded by Ms. Blunt, and with a 11-0 Roll Call vote, the Board approved the following Information Security Policies:

- BOV #38-03 (2021) System and Services Acquisition Policy
- BOV #38-04 (2021) Security Awareness and Training Policy
- BOV #38-05 (2021) Identification and Authentication Policy
- BOV #38-06 (2021) Change Management Policy

BOARD OF VISITORS

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Election of Officers – The Chair of the Governance Committee announced the three candidates slated for office as Mr. Devon M. Henry for Rector, Ms. Mary L Blunt for Vice Rector, and Bishop Kim W. Brown for Secretary. Officers are elected by the Board for two-year terms at the annual meeting of the Board in odd numbered years and will assume office on July 1, 2021. The Chair entertained nominations from the floor for the officer positions. There being none, or any questions or comments from the Board, the following motion was made:

Dr. DiCroce motioned, seconded by Mr. Dyke, and with a 11-0 Roll Call vote, the Board elected the following individuals as Board Officers for 2021-2023:

- Mr. Devon M. Henry Rector
- Ms. Mary L. Blunt Vice Rector
- Bishop Kim W. Brown Secretary

Election of Executive Committee Members – Mr. Blake nominated Dr. Best and Ms. Wilmer as candidates for memberships to the Executive Committee. There being no further nominations, comments or discussion, the following motion was made:

Dr. DiCroce motioned, seconded by Mr. Dyke, and with a 11-0 Roll Call vote, the Board elected Dr. Terri L. Best and Ms. Joan G. Wilmer as members of the Executive Committee.

Rector Wilmer applauded Mr. Dyke for receiving an Honorary Doctorate. He served as the Commencement speaker this morning for Marymount University’s College of Health and Education.

- 16. Public Comment** – Ms. Danielle (Danne Smith) Mathis provided public comment. Her son is a DNIMAS graduate, and she has sent six athletes to NSU. She is very thrilled about the work that NSU is doing and offered her gift of writing in any capacity that needs to be done free of charge to the university. Ms. Mathis has a Master’s in Professional Writing from the University of Southern California, and a Bachelor of Arts in Creative Writing from Carnegie Mellon University.

President Adams-Gaston thanked Ms. Mathis for her comments and asked her to stay in touch.

17. Motion

Mr. Henry motioned, seconded by Mr. Fulton, and with a 10-0 Roll Call vote, the Board approved that in recognition of her excellent performance over the past year, the Board of Visitors awards Dr. Adams-Gaston the maximum bonus authorized under her contract.

18. Adjournment

There being no further business, the meeting adjourned at approximately 6:01 p.m.

Respectfully submitted,

April T. Allbritton, Board Liaison

Devon M. Henry, Secretary
Board of Visitors

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS
ROLL CALL VOTE MAY 14, 2021**

Item	Dr. Best	Mr. Blake	Ms. Blunt	Bishop Brown	Dr. DiCroce	Mr. Dyke	Mr. Fulton	Mr. Griffith	Mr. Henry	Dr. Watkins	Ms. Wilmer	Totals
Quorum	Present	Present	Present	Present	Present	Absent from Vote	Present	Present	Present	Present	Present	10-0
Approval of the Academic Partnerships Delivery Programs	Yes	Yes	Yes	Yes	Yes	Absent from Vote	Yes	Yes	Yes	Yes	Yes	10-0
Strategic Finance Committee Charter	Yes	Yes	Absent from Vote	Yes	Yes	Absent from Vote	Yes	Yes	Yes	Yes	Yes	9-0
FY 2021-22 Tuition and Fee Recommendation	Yes	Yes	Abstain	Yes	Yes	Absent from Vote	Yes	Yes	Yes	Yes	Yes	9-0
FY 2021-22 Operating Budget Recommendation	Yes	Yes	Yes	Yes	Yes	Absent from Vote	Yes	Yes	Yes	Yes	Yes	10-0
Debt Management Policy Compliance – Certification	Yes	Yes	Yes	Yes	Yes	Absent from Vote	Yes	Yes	Yes	Yes	Yes	10-0
Dominion Energy Deed of Easement for Right of Way	Yes	Yes	Yes	Yes	Yes	Absent from Vote	Yes	Yes	Yes	Abstain	Yes	9-0
Approval of Minutes on the Consent Agenda	Yes	Yes	Yes	Yes	Yes	Absent from Vote	Yes	Yes	Yes	Yes	Yes	10-0
Closed Meeting Motion	Yes	Yes	Yes	Yes	Yes	Absent from Vote	Yes	Yes	Yes	Yes	Yes	10-0
Closed Meeting Certification	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Approval of the Governance Committee Charter	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Approval of the Promotion and Tenure Motion Statement	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Approval of the Tenure Candidates	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Approval of the Promotion Candidates	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Selection of the 2021-2022 Faculty Representative to the Board	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Approval of the FY 2021-22 Board Budget Recommendation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Approval of the BOV Information Security Policies	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Election of Officers for 2021-2023	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Election of Two Members to the Executive Committee	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Approval of Maximum Bonus for the President	Yes	Yes	Yes	Yes	Absent from Vote	Yes	Yes	Yes	Yes	Yes	Yes	10-0

NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RECOGNITION RESOLUTIONS READ INTO THE MINUTES – MAY 14, 2021

A RESOLUTION OF APPRECIATION HONORING
THE HONORABLE JEAN W. CUNNINGHAM

WHEREAS, Jean W. Cunningham faithfully served Norfolk State University and the Commonwealth of Virginia through her appointment by The Honorable Ralph Northam to serve a four-year term beginning July 1, 2018;

WHEREAS, Ms. Cunningham was mindful of the University's interests on the local, state, and federal levels, and her legislative expertise and affiliations undeniably translated into positive influence and exposure for the University; and

WHEREAS, her experience as a former academic, legislator and attorney was critical to the work of safeguarding the integrity of the academic enterprise, establishing Board policies and procedures, and advancing exemplary governance that served the best interest of the University; and

WHEREAS, through her membership on the Academic Affairs, University Advancement, Ad-Hoc Board Policies, and the Presidential Search Committees along with serving as a member of the President's Onboarding Team, the University committed to making higher education equitable, affordable and transformative. In addition, her service as Co-Chair of the Bylaws Committee led to the review and restructure of the Board's Standing Committees for greater operational efficiency; and

WHEREAS, the void left by Ms. Cunningham's departure will be hard to fill. The Board will not soon forget the admiration of one, who has served as a long-standing public servant for the Commonwealth of Virginia on so many fronts;

NOW, THEREFORE, BE IT RESOLVED by the Norfolk State University Board of Visitors that The Honorable Jean W. Cunningham be properly recognized and thanked as evidence of the University's sincere appreciation of her outstanding service and contributions to Norfolk State University and the Commonwealth of Virginia.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RECOGNITION RESOLUTIONS READ INTO THE MINUTES – MAY 14, 2021

A RESOLUTION OF APPRECIATION HONORING
MICHAEL J. HELPINSTILL

WHEREAS, Michael J. Helpinstill faithfully served Norfolk State University and the Commonwealth of Virginia through his appointment to the Board of Visitors by The Honorable Terry McAuliffe on July 1, 2015, and was subsequently reappointed by The Honorable Ralph Northam on July 1, 2019; and

WHEREAS, Mr. Helpinstill simultaneously held two prominent Chairmanships critical to the Board's legal and ethical fiduciary responsibility as Chair of the Finance and Administration Committee and the Audit Committee; and

WHEREAS, he restructured the Internal Auditor's position and led a successful search for the first Chief Audit Executive that resulted in an enhanced audit function, the implementation of a campus-wide compliance process, and the launch of periodic reviews for risk assessment; and

WHEREAS, Mr. Helpinstill also brought an experienced perspective to the Board's decision-making process by sharing his unique insights through his membership on the Academic Affairs Committee, the Presidential Search Committee, and the President's Onboarding Team; and

WHEREAS, much was accomplished during his tenure on the Board including providing timely audited financial statements, the hiring of the sixth and seventh University president, and the reaffirmation of accreditation of the University; and

WHEREAS, it is with regret that Mr. Helpinstill transitions from the Board due to increased professional obligations; nonetheless, the Board could not be more proud of his accomplishments and applauds him for close to six years of continued service;

NOW, THEREFORE, BE IT RESOLVED by the Norfolk State University Board of Visitors that Michael J. Helpinstill be properly recognized and thanked as evidence of the University's sincere appreciation of his outstanding service and contributions to Norfolk State University and the Commonwealth of Virginia.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RECOGNITION RESOLUTIONS READ INTO THE MINUTES – MAY 14, 2021

A RESOLUTION OF APPRECIATION HONORING
TAMARA A. JONES, MD

WHEREAS, on July 1, 2018, Tamara A. Jones was appointed to serve a four-year term on the Norfolk State University Board of Visitors by The Honorable Ralph Northam, Governor of Virginia; and

WHEREAS, she graciously accepted this gubernatorial appointment and faithfully and impartially fulfilled her oath of office; and

WHEREAS, Dr. Jones' loyalty to the University provided honest and sound guidance on matters of importance through her membership on the University Advancement, Student Affairs and Presidential Search Committees, as well as serving as Chair of the Liaison Committee between the Board of Visitors and the Norfolk State University Foundation; and

WHEREAS, as an alumna, she is a proponent of maintaining a level of affordability for students, increasing the University's competitiveness and partnerships, and holding true to the fundraising initiatives and long-term sustainability of the University; and

WHEREAS, her liberal giving to numerous causes such as DNIMAS, the NSU Emergency Support Fund, the President's Discretionary Fund, the Chemistry Department and the Dr. Tamara Jones Book Scholarship is a testament to her charitable nature and love for the Green and Gold. In addition, she will serve as a member of the recently formed Capital Campaign Committee; and

WHEREAS, Dr. Jones was named Graduate of the Last Decade in 2009 and a Distinguished Alumna in 2013; and

WHEREAS, it is with much reluctance that she leaves the Board being faced with increased responsibilities of being a physician amid the COVID-19 crisis; nonetheless, the Board is tremendously grateful for the time she provided to University and the Commonwealth during her service on the Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED by the Board of Visitors of Norfolk State University that Tamara A. Jones, MD be properly recognized and thanked as evidence of the University's sincerest appreciation for the instrumental role that she plays in advancing the mission and vision of Norfolk State University.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS – TENURE

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential tenure based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the tenure process of these faculty members, the Norfolk State University Board of Visitors approves that **Dr. Berkley King** be tenured.

THEREFORE, BE IT RESOLVED, that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award tenure to **Dr. Berkley King** this 14th day of May, 2021.

Profile

Department: School of Education, Secondary Education & School Leadership

Hire Date: August 2017

Current Rank: Assistant Professor

Teaching Area: Secondary Education & School Leadership

Summary

Dr. Berkley King received his B.S. in Environmental Science from Miles College, his M.S. in Environmental Science from Samford University, and his Ph.D. in Science Education from the University of Southern Mississippi. In addition to his duties as an Assistant Professor in the Department of Secondary Education & School Leadership, Dr. King served as the Activity Director for NSU's Center for Teaching and Learning. In the past three years, Dr. King has submitted proposals and secured funding for five grants totaling \$718,395.00 for the university.

Dr. Berkley King has also been a prolific scholar, publishing his work in a number of journals, such as the International Journal for Education, Society and Behavioural Science; Journal of Geography, Environment and Earth Science International; and the International Journal of Environment and Climate Change. Dr. King has served on various committees at the department, college, and university levels, including the School of Education Committee, Center for Teaching and Learning Grant Review Committee, University's Center for Integrated Science Engineering and Mathematics Education Committee, University-wide Committee for Academic Standards, and the Search Committee for Secondary Education as chair.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS – TENURE

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential tenure based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the tenure process of these faculty members, the Norfolk State University Board of Visitors approves that **Dr. Aylin Marz** be tenured.

THEREFORE, BE IT RESOLVED, that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award tenure to **Dr. Aylin Marz** this 14th day of May, 2021.

Profile

Department: College of Science, Engineering and Technology - Biology

Hire Date: August 21, 2016

Current Rank: Assistant Professor

Teaching Area: Biology

Summary

Dr. Aylin Marz holds a BSc in Biology from the Carnegie Mellon University and a Ph.D. in Biochemistry and Molecular Biology from Baylor College of Medicine. Dr. Marz has two funded grants. She is PI on a VIVA grant entitled "Preparing a Lab Manual for Nursing and Allied Health Students" and Co-PI on a grant entitled "Novel Label-Free Optical Imaging Approaches to Early Breast Cancer Detection". Dr. Marz consistently publishes and attends conferences.

Dr. Aylin Marz was awarded the Excellence Award for Outstanding Teaching during the 2018-2019 Academic Year by the Biology Department. She mentors and performs research with undergraduate students, and works in the STARS Undergraduate Summer Research Program and other summer programs. Furthermore, Dr. Marz developed a new course and lab BIO 264/BIO 264L: Concepts of Developmental Biology, which are scheduled to be offered at NSU in Fall 2021. Dr. Marz has served on committees at the department and university levels and has contributed to the QEP: CREW by serving in the first cohort of CREW mates and continuing to train new CREW mates.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS – TENURE

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential tenure based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the tenure process of these faculty members, the Norfolk State University Board of Visitors approves that **Dr. Michele Rozga** be tenured.

THEREFORE, BE IT RESOLVED, that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award tenure to **Dr. Michele Rozga** this 14th day of May, 2021.

Profile

Department: College of Liberal Arts, English & Foreign Languages

Hire Date: August 16, 2017

Current Rank: Assistant Professor

Teaching Area: English & Foreign Languages

Summary

Dr. Michele Rozga received her B.A. in Theater with an English Concentration from Colorado State University, and her M.F.A. in English/Creative Writing and Ph.D. in English from Georgia State University. Dr. Rozga has also been a prolific scholar, publishing a full-length poetry collection in 2020 and a number of articles in books and journals. Moreover, she has given numerous presentations at various conferences including the Association for Core Texts and Courses and the Collegium for African American Research.

Dr. Michele Rozga was appointed by the NSU President to the position of Senior Fellow to the Robert C. Nusbaum Honors College in 2018, and was named the NSU Learning Communities Instructor of the Year in 2019/2020. Dr. Rozga has been a productive teacher, scholar, and contributor to the university community through her very active service on a number of standing and special events committees. Dr. Rozga's work at NSU includes taking over and greatly improving the Department of English and Foreign Languages' assessment efforts, leading to improvements in the general education courses offered. Some of those committees included the College of Liberal Arts Assessment Committee, Faculty Senate committees, the Undergraduate Research symposium, and the William Carroll Writers Festival.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential promotion based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the promotion process of these faculty members, the Norfolk State University Board of Visitors approves that **Dr. Berkley King** be promoted to the rank of **associate professor of Secondary Education & School Leadership**.

THEREFORE, BE IT RESOLVED that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award promotion to the rank of associate professor of Secondary Education & School Leadership to **Dr. Berkley King** this 14th day of May, 2021.

Profile

Department: School of Education, Secondary Education & School Leadership

Hire Date: August 2017

Current Rank: Assistant Professor

Teaching Area: Secondary Education & School Leadership

Summary

Dr. Berkley King received his B.S. in Environmental Science from Miles College, his M.S. in Environmental Science from Samford University, and his Ph.D. in Science Education from the University of Southern Mississippi. In addition to his duties as an Assistant Professor in the Department of Secondary Education & School Leadership, Dr. King served as the Activity Director for NSU's Center for Teaching and Learning. In the past three years, Dr. King has submitted proposals and secured funding for five grants totaling \$718,395.00 for the university.

Dr. Berkley King has also been a prolific scholar, publishing his work in a number of journals, such as the International Journal for Education, Society and Behavioural Science; Journal of Geography, Environment and Earth Science International; and the International Journal of Environment and Climate Change. Dr. King has served on various committees at the department, college, and university levels, including the School of Education Committee, Center for Teaching and Learning Grant Review Committee, University's Center for Integrated Science Engineering and Mathematics Education Committee, University-wide Committee for Academic Standards, and the Search Committee for Secondary Education as chair.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential promotion based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the promotion process of these faculty members, the Norfolk State University Board of Visitors approves that **Dr. Aylin Marz** be promoted to the rank of **associate professor of Biology**.

THEREFORE, BE IT RESOLVED that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award promotion to the rank of associate professor of Biology to **Dr. Aylin Marz** this 14th day of May, 2021.

Profile

Department: College of Science, Engineering and Technology - Biology
Hire Date: August 21, 2016
Current Rank: Assistant Professor
Teaching Area: Biology

Dr. Aylin Marz holds a BSc in Biology from the Carnegie Mellon University and a Ph.D. in Biochemistry and Molecular Biology from Baylor College of Medicine. Dr. Marz has two funded grants. She is PI on a VIVA grant entitled "Preparing a Lab Manual for Nursing and Allied Health Students" and Co-PI on a grant entitled "Novel Label-Free Optical Imaging Approaches to Early Breast Cancer Detection". Dr. Marz consistently publishes and attends conferences.

Dr. Aylin Marz was awarded the Excellence Award for Outstanding Teaching during the 2018-2019 Academic Year by the Biology Department. She mentors and performs research with undergraduate students, and works in the STARS Undergraduate Summer Research Program and other summer programs. Furthermore, Dr. Marz developed a new course and lab BIO 264/BIO 264L: Concepts of Developmental Biology, which are scheduled to be offered at NSU in Fall 2021. Dr. Marz has served on committees at the department and university levels and has contributed to the QEP: CREW by serving in the first cohort of CREW mates and continuing to train new CREW mates.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential promotion based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the promotion process of these faculty members, the Norfolk State University Board of Visitors approves that **Dr. Michele Rozga** be promoted to the rank of **associate professor of English & Foreign Languages**.

THEREFORE, BE IT RESOLVED that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award promotion to the rank of associate professor of English & Foreign Languages to **Dr. Michele Rozga** this 14th day of May, 2021.

Profile

Department: College of Liberal Arts, English & Foreign Languages

Hire Date: August 16, 2017

Current Rank: Assistant Professor

Teaching Area: English & Foreign Languages

Summary

Dr. Michele Rozga received her B.A. in Theater with an English Concentration from Colorado State University, and her M.F.A. in English/Creative Writing and Ph.D. in English from Georgia State University. Dr. Rozga has also been a prolific scholar, publishing a full-length poetry collection in 2020 and a number of articles in books and journals. Moreover, she has presented at various conferences including the Association for Core Texts and Courses and the Collegium for African American Research.

Dr. Michele Rozga was appointed by the NSU President to the position of Senior Fellow to the Robert C. Nusbaum Honors College in 2018, and was named the NSU Learning Communities Instructor of the Year in 2019/2020. Her work at NSU includes taking over and greatly improving the Department of English and Foreign Languages' assessment efforts, leading to improvements in the general education courses offered. Dr. Rozga has been a productive teacher, scholar, and contributor to the university community through her very active service on a number of standing and special events committees. Some of those committees included the College of Liberal Arts Assessment Committee, Faculty Senate committees, the Undergraduate Research symposium, and the William Carroll Writers Festival.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential promotion based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the promotion process of these faculty members, the Norfolk State University Board of Visitors approves that **Dr. Abdinur Ali** be promoted to the rank of **professor of Mathematics**.

THEREFORE, BE IT RESOLVED that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award promotion to the rank of professor of Mathematics to **Dr. Abdinur Ali** this 14th day of May, 2021.

Profile

Department: College of Science, Engineering and Technology - Mathematics

Hire Date: Fall 2011

Current Rank: Associate Professor

Teaching Area: Mathematics

Summary

Dr. Abdinur Ali received his M.S. in Electrical Engineering from the University of North Carolina and his M.S. in Applied Mathematics and Ph.D. in Math Education with a minor in Applied Mathematics & Statistics, from North Carolina State University. He has been the Co-PI on 2 grants and has been a faculty research/contributor for 5 funded NSU grants. Dr. Ali has published in journals and presented at numerous conferences, including the 36th Annual Southeastern Analysis Meeting (SEAM 36), 2020 Old Dominion University Hilbert Spaces and Quantum Computing Conference and the Mathematical Association of America, Maryland-District of Columbia-Virginia Section 2019 DNA Cryptography and New Directions in Cryptographic Paradigms Conference. Furthermore, Dr. Ali has been a research advisor for several graduate students in the computer science department.

Dr. Abdinur Ali has served on numerous committees at the department, college, and university levels. He served on the SACSCOC Reaffirmation Team and continues to serve as the Mathematical Association of America Liaison and the NSU Representative for Virginia Math & Science Coalition. He was the faculty facilitator for the Cyber Workforce Education Faculty Development Workshop in 2018. Dr. Ali continues to serve on committees with other departments in the College of Science, Engineering & Technology to expand NSU's research capabilities, and helps students whenever the need arises.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential promotion based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the promotion process of these faculty members, the Norfolk State University Board of Visitors approves that **Dr. Melendez Byrd** be promoted to the rank of **professor of Secondary Education & School Leadership**.

THEREFORE, BE IT RESOLVED that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award promotion to the rank of professor of Secondary Education & School Leadership to **Dr. Melendez Byrd** this 14th day of May, 2021.

Profile

Department: School of Education, Secondary Education & School Leadership

Hire Date: August 2002

Current Rank: Associate Professor

Teaching Area: Secondary Education & School Leadership

Summary

Dr. Melendez Byrd received his Ph.D., M.A., and B.S. degrees from Virginia Polytechnic Institute and State University. During his employment at Norfolk State University, Dr. Byrd was able to acquire \$500,000 of grant funding through university channels from the National Board for Certified Counselors and assisted in securing a \$2,500 grant to initiate the transition of the Urban School Counseling and the Community Counseling Programs toward Council for Accreditation of Counseling and Related Educational Programs (CACREP) accreditation.

Dr. Melendez Byrd served as the Department Chair for SESL from 2006-2014, and the Co-NCATE Coordinator for the School of Education. In addition to his duties as an Associate Professor and Coordinator of the Professional School Counseling Program, he serves on the Peer Evaluation Committee for the Early Childhood/Elementary & Special Education Department, the School of Education Compliance Committee, and the American Education Week Committee. Furthermore, Dr. Byrd is chair of the SESL Peer Evaluation Committee, a SESL Student-Athlete Advisor, and the Director of the Black Male Annual Symposium. Dr. Byrd serves on several university committees, including the University Curriculum Committee and the Special Committee for the Provost's Office as chair. In 2016, Dr. Byrd received the Distinguished Teaching Award for the university.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential promotion based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the promotion process of these faculty members, the Norfolk State University Board of Visitors approves that **Dr. Anne Fernando** be promoted to the rank of **professor of Mathematics**.

THEREFORE, BE IT RESOLVED that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award promotion to the rank of professor of Mathematics to **Dr. Anne Fernando** this 14th day of May, 2021.

Profile

Department: College of Science, Engineering and Technology - Mathematics

Hire Date: August 17, 2009

Current Rank: Associate Professor

Teaching Area: Mathematics

Summary

Dr. Anne Fernando received her B.S. in Computer Science from the University of Virginia, her M.S. in Statistics and M.S. in Applied Mathematics from Georgia Institute of Technology, and her Ph.D. in Computational and Applied Mathematics from Old Dominion University. Dr. Fernando has submitted several grants and was the Co-PI for the funded NSF HBCU-UP Targeted Infusion Project: Engaging Students for Higher Retention and Building Stronger Foundations in Pre-Calculus Using the Flipped Model for over \$396,000. Dr. Fernando has published 5 papers since 2017 with one pending for 2020. Furthermore, she has given 13 academic presentations at conferences since 2017, including the 2018 MAA-AMS Joint Math Meetings in San Diego, CA. Dr. Fernando continues to do research with undergraduate students and collaborates with other CSET departments.

Dr. Anne Fernando has served on numerous committees at the department, college, and university levels at NSU. She currently serves as the coordinator for the MATHCOUNTS Middle School Competition, as the course coordinator for various courses, and was the Faculty Senate President (2019-2020), Chair of the Executive Committee (Faculty Senate), Member of NSU Board of Visitors (Faculty Senate representative), and Member of NSU Foundation Board of Visitors (Faculty Senate Representative).

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential promotion based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the promotion process of these faculty members, the Norfolk State University Board of Visitors approves that **Dr. Rhonda Fitzgerald** be promoted to the rank of **professor of Mathematics**.

THEREFORE, BE IT RESOLVED that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award promotion to the rank of professor of Mathematics to **Dr. Rhonda Fitzgerald** this 14th day of May, 2021.

Profile

Department: College of Science, Engineering and Technology - Mathematics

Hire Date: October 1, 2009

Current Rank: Associate Professor

Teaching Area: Mathematics

Summary

Dr. Rhonda Fitzgerald received her B.S. and M.S. degrees from Hampton University and her Ph.D. from the Virginia Commonwealth University. She has submitted several grants and is the PI for the funded NSF HBCU-UP Targeted Infusion Project Engaging Students for Higher Retention and Building Stronger Foundations in Pre-Calculus Using the Flipped Model for over \$396,000 and the National Science Foundation Improving Undergraduate STEM Education (IUSE): Collaborative Research: A National Consortium for Synergistic Undergraduate Mathematics via Multi-Institutional Interdisciplinary Teaching Partnerships (SUMMIT-P) for \$157,920.00.

Dr. Rhonda Fitzgerald has served on numerous committees at the department, college, and university levels. She is a Faculty Fellow for the Center of Teaching and Learning, where she organizes workshops for faculty and assists faculty in completing their online certification. Dr. Fitzgerald participated in an NSF Merit Review panel in March 2019 and has served as a judge for the STARS Undergraduate Summer Research Poster Competition (2019). Furthermore, Dr. Fitzgerald was featured in Mathematically Gifted and Black in February 2020, and was appointed to the Problems, Resources, and Issues in Mathematics Undergraduate Education (PRIMUS) Editorial Board. As a paid consultant for Cengage, Dr. Fitzgerald assisted faculty across the country transition to online learning and offered expertise in WebAssign during Cengage held national faculty office hours.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
CHANGE IN STATUS - PROMOTION

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential promotion based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the promotion process of these faculty members, the Norfolk State University Board of Visitors approves that **Mr. Anthony Stockard** be promoted to the rank of **professor of Visual & Performing Arts**.

THEREFORE, BE IT RESOLVED that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award promotion to the rank of professor of Visual & Performing Arts to **Mr. Anthony Stockard** this 14th day of May, 2021.

Profile

Department: College of Liberal Arts, Visual & Performing Arts

Hire Date: August 1, 2014

Current Rank: Associate Professor

Teaching Area: Visual & Performing Arts

Summary

Mr. Anthony Stockard received his B.A. in Theater Arts from Alabama State University and his M.F.A. in Theater Arts from Brandeis University. Professor Stockard is recognized nationally as an outstanding director of theatre. His particular focus on Black Theatre has further distinguished him as a renowned impresario. Professor Stockard has acquired almost 95k from grants and public support and has procured more than 1-million dollars in resources for Norfolk State University over the years. He has directed nearly 10 full shows per year and increased the ticket sale revenue of NSU Theatre shows by 8,683%, from the 20-year record high of \$1,405 to an average of \$122,000 per year.

Mr. Anthony Stockard spearheaded the creation of a separate degree-granting Drama and Theatre program, developing most of the courses for the programs. He also raised the profile of the Theatre Company such that all the performing arts programs and institutions in the region have taken notice. Professor Stockard initiated ongoing drama and theatre workshops with current and prospective students and created co-curricular activities for the students.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED MAY 14, 2021

2021 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

WHEREAS, the Norfolk State University Board of Visitors has considered eligible faculty members for potential promotion based on the recommendation of the Provost and Vice President for Academic Affairs and the University President; and

WHEREAS, based on representation of full compliance with the review process and recommendations by University administration and after due consideration of the promotion process of these faculty members, the Norfolk State University Board of Visitors approves that **Dr. Denelle Wallace** be promoted to the rank of **professor of Secondary Education & School Leadership**.

THEREFORE, BE IT RESOLVED that after due consideration and recommendations from the departmental peer evaluation committee, the department chair, the dean, the university review committee, and consideration and careful review by the Provost and Vice President for Academic Affairs, the University President, and review by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution to award promotion to the rank of professor of Secondary Education & School Leadership to **Dr. Denelle Wallace** this 14th day of May, 2021.

Profile

Department: School of Education, Secondary Education & School Leadership

Hire Date: August 2008

Current Rank: Associate Professor

Teaching Area: Secondary Education & School Leadership

Summary

Dr. Denelle Wallace holds a Ph.D. in Urban Services: Academic Leadership from Old Dominion University, an M.Ed. in School Counseling from Georgia State University, and a B.S. in Elementary Education from Old Dominion University. She has excelled in the areas of teaching, scholarship and service during her employment at NSU. Dr. Wallace secured a 5-year grant through Title III for the Future Teacher Academy to assist potential candidates for the teacher preparation programs. Additionally, she has coauthored a chapter in the *Second Handbook of Information Technology in Primary and Secondary Education* with Springer International Handbooks of Education, and has peer-reviewed published conference proceedings from international conferences, such as E-Learn and the Society for Information Technology and Teacher Education (SITE).

Dr. Denelle Wallace has served as the SESL Department assessment liaison, and the coordinator of CAEP. She demonstrates strong commitment to university, school, and departmental leadership, as well as strong influence in professional organizations. Dr. Wallace has served on annual evaluation, mid-tenure review, and promotion and tenure committees.

RELATIONSHIP OF THE PARTIES

Two University representatives, one designated by the Board of Visitors (BOV) and one designated by the University President, shall serve as voting members of NSU Foundation's Board of Directors. Both of these representatives shall also serve as voting members of the Executive Committee of the Board of Directors. This responsibility may not be delegated by the appointees to another person.

- a. There shall be a "Liaison Committee" comprised of the following voting members: (A) from the NSU Foundation: (1) the Board President or his/her designee, (2) the Chair of the Development Committee, and (3) a member of the Board of Directors appointed by the NSU Foundation President; and (B) from the University: (1) the Rector of the BOV or his/her designee, (2) the Chair of the University Strategic Finance Committee of the BOV, and (3) a member of the BOV appointed by the Rector. Additionally, the President of the University and the Vice President of University Advancement shall be *ex officio* non-voting members of the Liaison Committee. The Liaison Committee shall monitor the relationship of the parties and attempt to resolve questions and concerns of the parties, including but not limited to, annual review of this Memorandum of Understanding, the management of stipends, fees, priorities for fund solicitations or other issues affecting the relationship of the parties. A quorum for a meeting of the Liaison Committee shall be two (2) voting representatives from each of the University and NSU Foundation. This Committee shall meet at least annually. The Liaison Committee shall report to their respective boards all issues discussed and any recommendations.
- b. One representative from the University faculty may be appointed to serve as a non-voting member of the Board of Directors for a term of one year. The faculty representative shall be designated by the Faculty Senate President.
- c. One representative from the student body with junior or senior classification may be appointed to serve as a non-voting member for a term of one year. The student representative shall be designated by the SGA President.

The University and NSU Foundation acknowledge that each is an independent entity and agree neither will be liable, nor will be held out by the other as liable, for any of the other's contracts, torts, or other acts or omissions, or those of the other's trustees, directors, officers, members, staff or activity participants. Similarly, the Commonwealth of Virginia will not be liable for any acts or omissions of NSU Foundation, nor its employees.

Transactions between the University and NSU Foundation shall meet the normal tests for ordinary business transactions, including proper documentation and approvals. Special attention shall be given to avoid direct or indirect conflicts of interest between the University, NSU Foundation, and those with whom NSU Foundation does business.

All correspondence, solicitations, activities, and advertisements concerning the Foundation shall be clearly discernible as being from the Foundation, and not from the University.

The final draft of the MOU is forthcoming.



NORFOLK STATE UNIVERSITY

Audit, Risk and Compliance Committee OCT 2021 BOV Updates

University Compliance Office Program Development - Highlights

- Organizational Structure

- Mission
 - ...to enhance a culture of compliance and ethics and to assist Norfolk State University (NSU) in carrying out its academic mission and administrative, athletic, student engagement and research activities with **integrity** and in accordance with the University's legal, regulatory and ethical responsibilities...

- Services
 - Coordination, efficiency, outreach, communication, incident/issue support/response
 - Assessment, gap closure
 - Internal reporting calendar, requirements summary, compliance website
 - Long-term strategy, reporting to leadership, coordination of response to regulatory inquiries

University Compliance Office Program Development - Highlights

- Compliance Partners
 - Sortable listing of compliance areas – see webpage for table

- Compliance Committee
 - Provides proactive guidance and insight to the compliance program, based on DOJ's guidance for an effective compliance program
 - Mission of committee - Forum to advise on compliance matters, review NSU's compliance framework, assess and monitor progress of implementing DOJ elements
 - Identify current/emerging relevant compliance risk areas
 - Assist risk owners in designing/maintaining programs including roles/responsibilities, tracking implementation, identifying gaps/trends, reviewing gap closure plans, reporting progress
 - Share best practices, review proposed legislation that may impact higher education

- Report a Concern

- Tools and Resources – see next slide

University Compliance Office Program Development - Highlights

- Tools and Resources (continued)
 - Conduct a Compliance Assessment

Overview of Compliance Assessment Process		
Stage #	Stage Title	Description
1	Planning	Consult with University Compliance and the lead Compliance Partner to plan a specific compliance assessment
2	Interviews	Compliance Partner and University Compliance coordinate any key interviews to understand the compliance topic
3	Green Sheet	Compliance Partner and University Compliance collaborate complete the green sheet
4	Review	Compliance Partner and University Compliance review the completed green sheet and conduct a gap analysis
5	Gap Closure	Compliance Partner develops a gap closure plan with support from University Compliance
6	Sign Offs	Responsible Executive and Chief Compliance Officer review and sign off on assessment findings and gap closure plan

- Compliance-Related Definitions
- Contact Us



We see the future in you.

Internal Audit Department

Clery Act Compliance Audit Report OPR2100

Executive Summary:

Background:

The Crime Awareness and Campus Security Act, more commonly known as the *Clery Act*, is contained (along with other security-related disclosure requirements) in section 485 of the Higher Education Act, codified at 20 U.S.C. § 1092. In 1986, Jeanne Clery was murdered in her dorm room. The *Clery Act* legislated in her memory provides students, parents, the public, employees and prospective students and employees with important information about safety issues on America's college campuses. The *Clery Act* requires institutions of higher education receiving federal financial aid to produce and distribute crime statistics on campus and provide safety and crime information to members of the campus community.

The purpose of the audit is to evaluate the University's program for conformance with the requirements of the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (*Clery Act*) as it relates to threats, fire safety, criminal offenses, hate crimes, and violence against women.

Overall Assessment:

The overall design and operating effectiveness of the reporting process used to comply with Crime Awareness and Campus Security Act (*Clery Act*) is rated as "Unsatisfactory." The Police Department has the primary responsibility for security on campus, promoting awareness, and preventive measures through education and enforcement. This includes the University Police Department's primary role in the University's efforts to comply with the *Clery Act*. Although NSUPD has established an unwritten process to assist in crime reporting; developing and implementing an adequate system of policies, procedures, programs, training, and oversight is needed to reasonably assure compliance with the requirements of the *Clery Act*. In addition to providing consistency, governance activities will aid the University in identifying, addressing and preventing trends in criminal and safety incidents.



NORFOLK STATE
UNIVERSITY

We see the future in you.

Internal Audit Department

Clergy Act Compliance Audit Report OPR2100

Risk Legend - Overall Audit Rating

Satisfactory	The design and operating effectiveness of internal controls are functioning as intended. Control enhancements and/or documentation matters have been identified indicating that some processes and procedures may require improvement to make the control environment more efficient and effective. Corrective action <u>plans</u> are due no more than 60 days from release of final report. Anything exceeding 60 days, management acknowledges operations will continue unchanged.
Improvement Needed	The operating effectiveness of internal controls are not functioning as intended. Control failures increase likelihood of losses in the areas reviewed. These control deficiencies should be addressed by Front line management to further strengthen the system of internal control. Corrective action <u>plans</u> are due no more than 45 days from release of final report. Anything exceeding 45 days will be escalated to Senior Management.
Unsatisfactory	Indicates key controls are not operating as designed or the design of internal controls does not mitigate identified risks. Testing indicated that controls were not functioning as designed. Senior Management should provide corrective actions that immediately address these findings by instituting new control procedures or modifying existing procedures. Corrective action <u>plans</u> are due no more than 30 days from release of final report. Anything exceeding 30 days will be escalated to Executive Management.

Matter Requires Immediate Attention (MRIA)	Matter Requires Attention (MRA)	Observation (OBS)
<p>Material internal control failure or increased risk that may result in substantial losses to the area reviewed. Issues related to the design of internal controls; High risk of an error or incident occurring may contribute to the non-achievement of the control objective.</p> <p>Management actions must be implemented to address the identified deficiencies, but in no case to exceed 90 days.</p>	<p>Internal Control failure or risk that could lead to losses in the area reviewed. Issues related to the effectiveness of internal controls; Moderate risk of an error or incident occurring may contribute to the non-achievement of a control objective. If internal controls are not addressed timely, it could escalate to more significant risks.</p> <p>Management action should be taken within 120 days (4 months) to address the identified deficiencies.</p>	<p>Internal Control enhancements that could strengthen the control environment in the area reviewed. Issues related to documentation, control enhancements based on leading practice or control efficiency; Low risk of an error or incident occurring may have low impact to the achievement of a control objective.</p> <p>Management action should be taken within 160 days (5 months) to address the identified deficiencies.</p>

BOV STRATEGIC FINANCE COMMITTEE

PowerPoint for the

BOARD OF VISITORS MEETING

OCTOBER 14-15, 2021

BK Fulton, *Chair*

Larry A. Griffith

Dwayne B. Blake

Delbert Parks

The Honorable James W. Dyke, Jr.

Joan G. Wilmer

ENROLLMENT PROJECTIONS

- In the past, NSU, as a SCHEV member institution, submits enrollment projections to SCHEV on a biennial basis including enrollment and degree estimate sections. Each section contains projections for 8 years (ending in 2027-28)
- SCHEV emphasized the following guidance for how institutions should manage projections:
 - Provide conservative projections
 - That only the first two years of the projections are evaluated
 - Consider unforeseen factors such as economic trends or population/demographic shifts.



ENROLLMENT PROJECTIONS

	2021-22 (Projected)		2022-23 (Projected)		2023-24 (Projected)	
	Total	% In-State	Total	% In-State	Total	% In-State
Total Enrollment (Fall HC)	5,200	75%	5,350	75%	5,500	75%
Undergraduate (Fall HC)	4,551	74%	4,679	74%	4,764	74%
Graduate (Fall HC)	303	77%	320	77%	335	77%
Unclassified (Fall HC)	29	93%	38	93%	40	93%
Annual FTE (Fall, Spring, Summer)	4,549	74%	4,718	74%	4,868	74%
Distance (Fall HC)	317	81%	313	81%	361	81%
Summer	690	83%	690	83%	690	83%

	2024-25 (Projected)		2025-26 (Projected)		2026-27 (Projected)	
	Total	% In-State	Total	% In-State	Total	% In-State
Total Enrollment (Fall HC)	5,650	75%	5,800	75%	5,950	75%
Undergraduate (Fall HC)	4,836	74%	4,908	74%	4,980	74%
Graduate (Fall HC)	373	77%	411	77%	449	77%
Unclassified (Fall HC)	42	93%	44	93%	46	93%
Annual FTE (Fall, Spring, Summer)	5,018	74%	5,168	74%	5,318	74%
Distance (Fall HC)	399	81%	437	81%	475	81%
Summer	690	83%	690	83%	690	83%

	2027-28 (Projected)	
	Total	% In-State
Total Enrollment (Fall HC)	6,100	75%
Undergraduate (Fall HC)	5,052	74%
Graduate (Fall HC)	487	77%
Unclassified (Fall HC)	48	93%
Annual FTE (Fall, Spring, Summer)	5,468	74%
Distance (Fall HC)	513	81%
Summer	690	83%



New Student Orientation VIRTUAL

The mission of the Office of New Student Orientation is to assist newly-entering students in their transition to the University. Through a collaborative, empowering, and comprehensive institutional effort, students and parents are able to holistically address academic, financial, and social needs while preparing for enrollment.

For more information, visit www.nsu.edu/nso

The Office of New Student Orientation is readily available to assist you today.



FUTURE ENROLLMENT TRENDS/STRATEGIES

- NSU must be strategic and innovative as an institution of higher education considering decreases in college-bound individuals. NSU, like many institutions, experiences students leaving after their sophomore year. To address these issues, NSU is developing and implementing several strategies regarding recruitment and retention including but not limited to:
 - Increasing efforts for recruiting in-state students
 - Use of digital tools to provide potential students with exposure to NSU.
 - Collaborating with external agencies
 - Increasing opportunities for funding
 - Continuing articulation agreements with community colleges for transfer
 - Using technologies to efficiently integrate advising, registration, and student planning
 - Adding professional academic advisors at the upper-division level
 - Curriculum Review
 - Collaborative activities for student engagement, mentorship, and professional development

YOU CAN WITH VCAN:

Afford College at NSU
Virginia College Affordability Network

- Free Tuition
- Academic Enrichment

For Local Pell Eligible Students

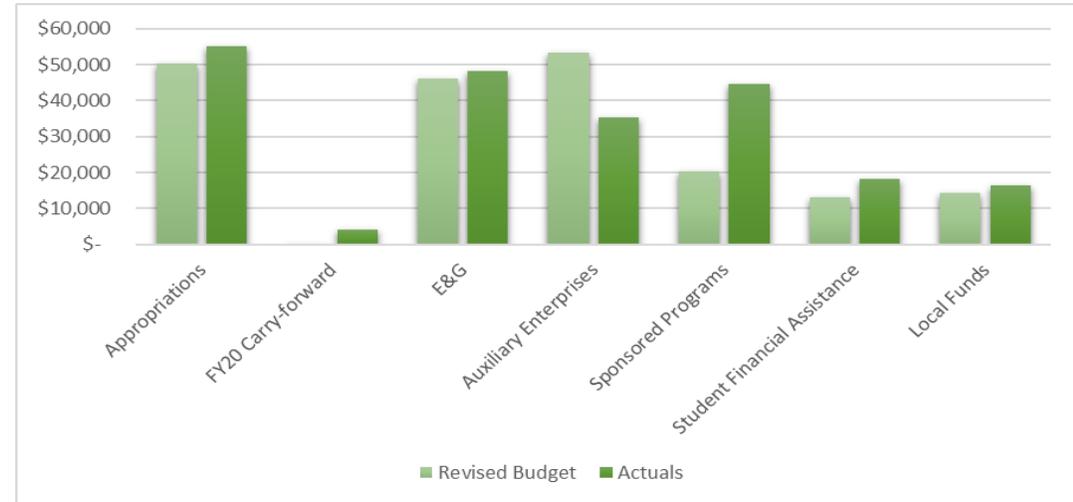
Norfolk • Portsmouth • Newport News
Chesapeake • Virginia Beach
Suffolk • Hampton

For additional information

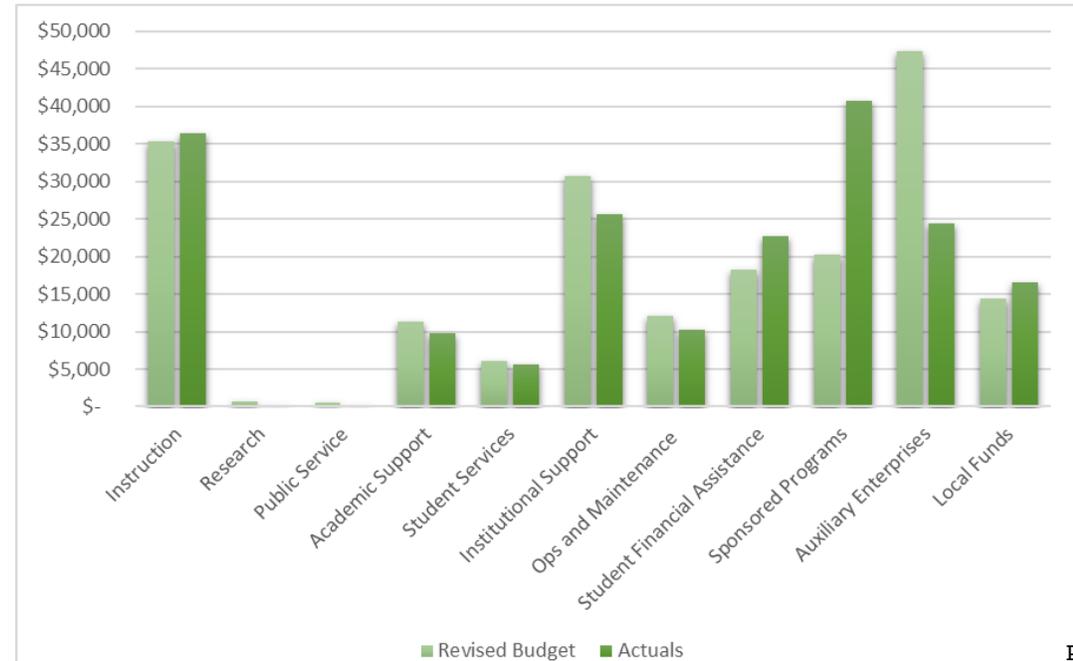
Financial Report Ending June 30, 2021 (Including Fixed Cost)

FY 2021 - Condensed Summary of Revenues and Expenses Budget Report - All Funds (Cash Basis) As of June 30, 2021 Preliminary (amounts in thousands)

<u>Revenues</u>	<u>Authorized Budget</u>	<u>Revised Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>
Appropriations	\$ 50,395	\$ 50,395	\$ 55,299	110%
FY20 Carry-forward	-	-	4,140	0%
E&G	45,214	46,024	48,169	105%
Auxiliary Enterprises	53,232	53,232	35,196	66%
Sponsored Programs	20,232	20,232	44,552	220%
Student Financial Assistance	13,055	13,055	18,147	139%
Local Funds	14,350	14,350	16,412	114%
Total Revenues	\$ 196,478	\$ 197,288	\$ 221,915	112%

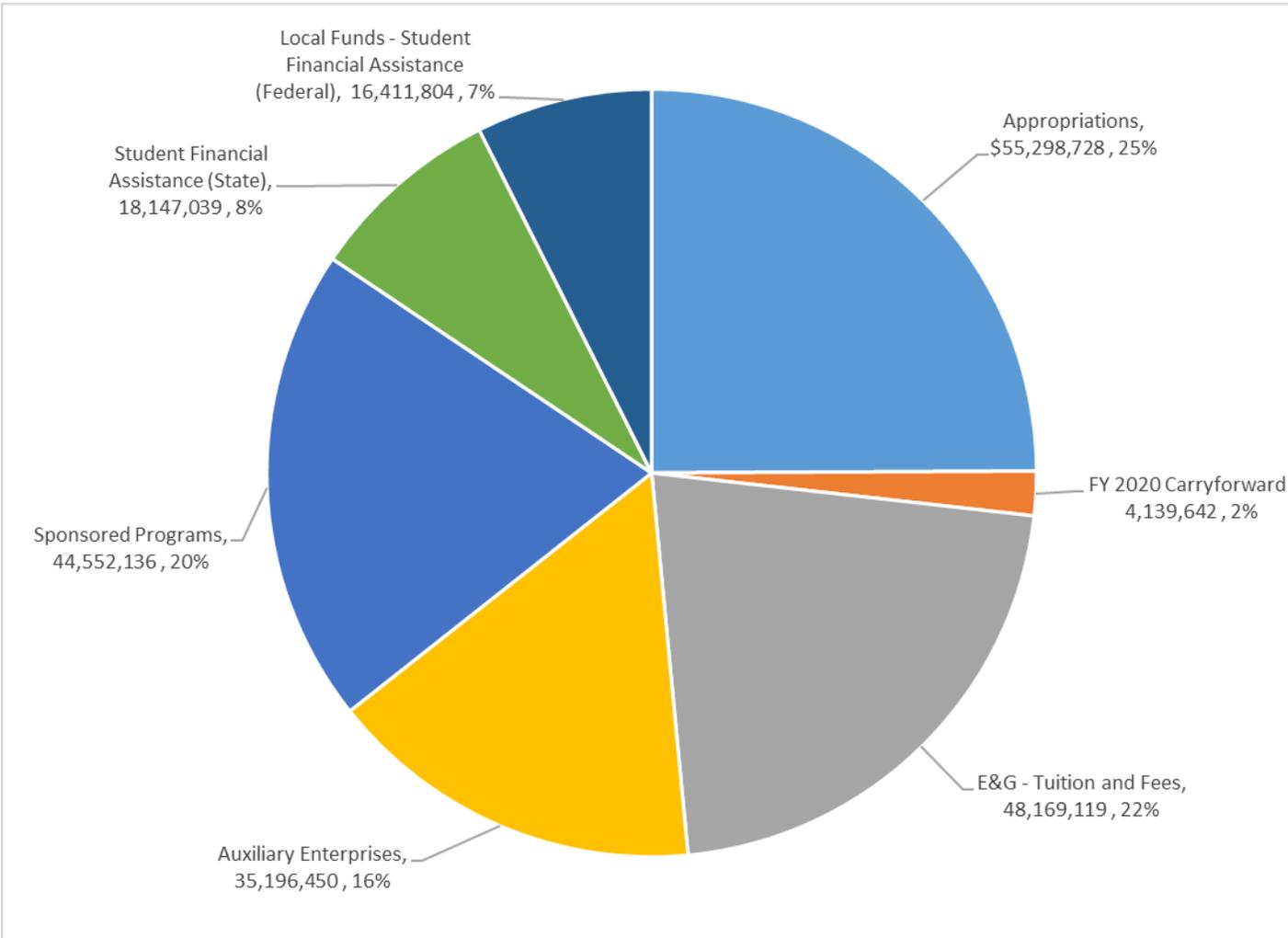


<u>Expenses</u>	<u>Authorized Budget</u>	<u>Revised Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>
Instruction	\$ 40,433	\$ 35,360	\$ 36,415	103%
Research	405	683	196	29%
Public Service	563	594	252	42%
Academic Support	12,952	11,366	9,839	87%
Student Services	6,664	6,154	5,663	92%
Institutional Support	15,776	30,711	25,588	83%
Ops and Maintenance	13,683	12,023	10,263	85%
Student Financial Assistance	18,188	18,188	22,787	125%
Sponsored Programs	20,232	20,232	40,681	201%
Auxiliary Enterprises	50,931	47,326	24,481	52%
Local Funds	14,350	14,350	16,594	116%
Total Expenses	\$ 194,177	\$ 196,987	\$ 192,759	98%



SOURCE OF FUNDS

Actuals through June 30, 2021

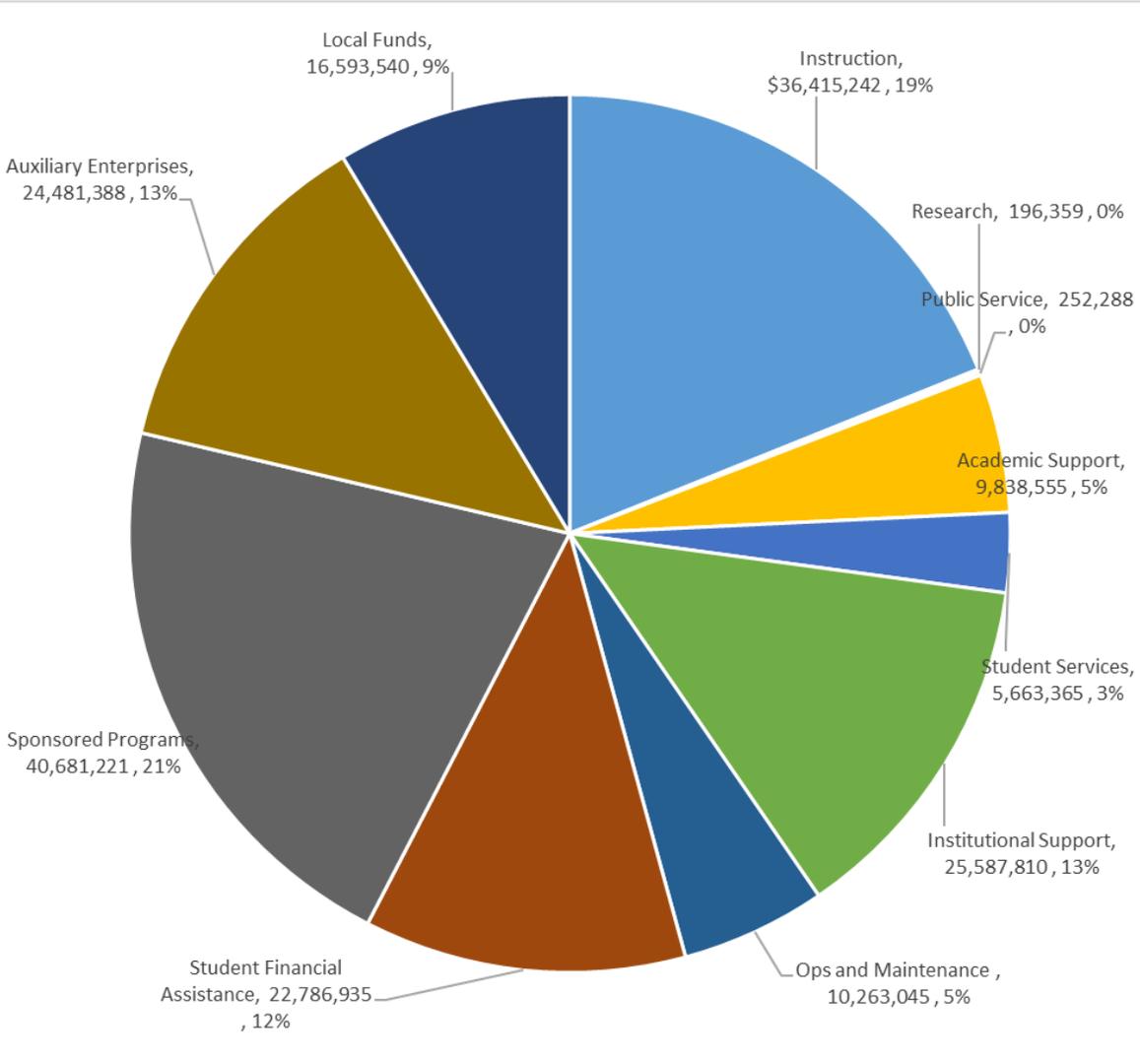


Revenues

	<u>Actuals</u>
Appropriations	\$ 55,298,728
FY 2020 Carryforward	4,139,642
E&G - Tuition and Fees	48,169,119
Auxiliary Enterprises	35,196,450
Sponsored Programs	44,552,136
Student Financial Assistance (State)	18,147,039
Local Funds - Student Financial Assistance (Federal)	16,411,804
Total Revenues	<u>\$ 221,914,918</u>

USES OF FUNDS

Actuals through February 28, 2021



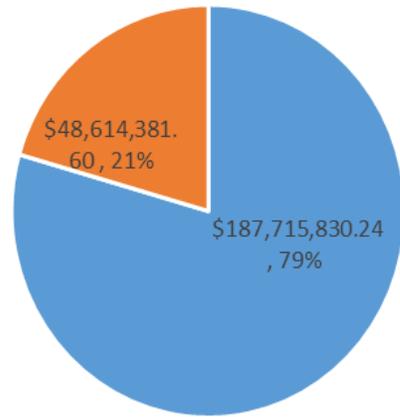
<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 36,415,242
Research	196,359
Public Service	252,288
Academic Support	9,838,555
Student Services	5,663,365
Institutional Support	25,587,810
Ops and Maintenance	10,263,045
Student Financial Assistance	22,786,935
Sponsored Programs	40,681,221
Auxiliary Enterprises	24,481,388
Local Funds	16,593,540
Total Expenses	\$ 192,759,748

Fixed Cost vs. Variable Cost

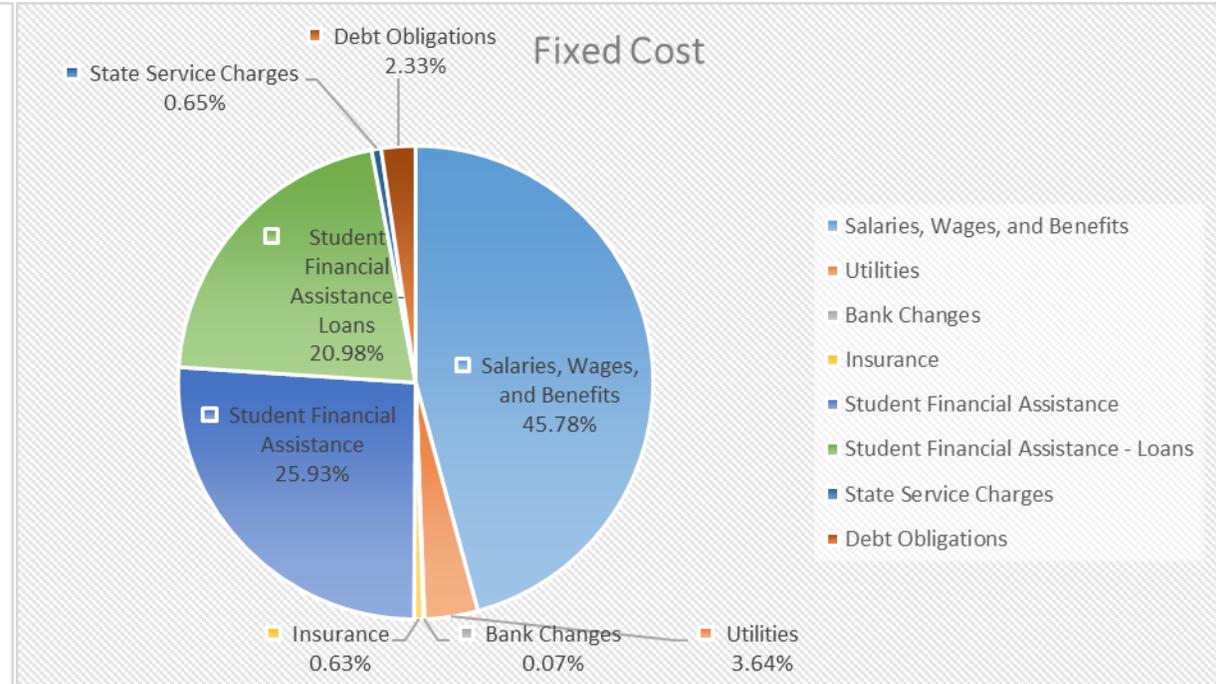
- University expenditures for FY 2021 were 79% fixed and 21% variable cost.
- Fixed cost includes the following categories:
 - Salaries, Wages, and Benefits
 - Utilities
 - Bank Charges
 - Insurance
 - Student Financial Assistance
 - Student Financial Assistance - Loans
 - State Service Charges
 - Debt Obligations
 - Equipment and Building Rental

Fixed Cost vs. Variable Cost

Fixed Cost vs Variable Cost



■ Fixed Cost ■ Variable Cost



- Salaries, Wages, and Benefits
- Utilities
- Bank Changes
- Insurance
- Student Financial Assistance
- Student Financial Assistance - Loans
- State Service Charges
- Debt Obligations

Higher Education Emergency Relief Funds (HEERF) Award Status With Expenditure Summary as of June 30, 2021

HEERF provides direct funding to institutions of higher education to help mitigate financial losses sustained as a result of COVID-19. NSU has received the following allocations under Coronavirus Aid, Relief, and Economic Security (CARES), the Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA), and the American Rescue Plan Act (ARP).

Federal							
Program Name	HEERF 1 - CARES	HEERF II - CRRSA	HEERF III - ARP	Total	Spent as of June 30, 2021	Remaining	Time Period
Student Aid - P425E200385	\$ 3,450,858	\$ 3,450,858	\$ 10,000,096	\$ 16,901,812	\$ 6,901,716	\$ 10,000,096	04/27/2020 -05/13/2022
Institutional Aid - P425F203515	\$ 3,450,857	\$ 8,000,274	\$ 9,842,191	\$ 21,293,322	\$ 9,578,763	\$ 11,714,559	05/26/2020 - 05/13/2022
Historically Black Colleges and Universities - P425J200108	\$ 13,425,519	\$ 18,581,144	\$ 32,406,141	\$ 64,412,804	\$ 13,880,132	\$ 50,532,672	05/21/2020 - 05/20/2022
Total	\$ 20,327,234	\$ 30,032,276	\$ 52,248,428	\$ 102,607,938	\$ 30,360,611	\$ 72,247,327	
Commonwealth of Virginia							
Program Name	CRF	Spent as of June 30, 2021					
Governor's Emergency Education Coronavirus Relief Fund (CRF)	\$ 3,138,480	\$ 3,138,480					
Total	\$ 3,138,480	\$ 3,138,480					
Federal and State Total Award	\$ 105,746,418						
Federal and State Total Expended	\$ 33,499,091						
Federal Award Remaining	\$ 72,247,327						

HIGHER EDUCATION EMERGENCY RELIEF FUND (HEERF) ALLOCATIONS

Program Name	Allocation	Intended Use
CARES Act Higher Education Emergency Relief Fund/Student Aid	\$ 3,450,858	NSU distributed \$1,490,852 to 4,372 students who met the eligibility requirements from the spring 2020 semester and, as of September 30, 2020, distributed \$1,960,006 to 3,588 fall 2020 registered students from the spring 2020 eligibility list.
CARES Act Higher Education Emergency Relief Fund/Institutional Aid	\$ 3,450,857	Used to recover cost associated with student housing, dining and parking refunds
CARES Act Higher Education Emergency Relief Fund/Historically Black Colleges and Universities	\$ 13,425,519	Used \$1.4 million for NSU laptop loaner imitative for new and returning students. The remaining was used to reimburse the University for loss revenues from the Spring 2020, Summer 2020 and Fall 2020.
Governor's Emergency Education Coronavirus Relief Fund (CRF)	\$ 3,138,480	Used \$732,008 was used to COVID-19 testing and contact tracing; \$982,166 was used to facilitate distance learning, including purchasing laptops and iPad; \$838,883 was used for personal protective equipment; \$534,392 was used for janitorial contracted staff; and \$51,031 was used for housing support.

HIGHER EDUCATION EMERGENCY RELIEF FUND (HEERF) ALLOCATIONS, Cont'd

Program Name	Allocation	Intended Use
Higher Education Emergency Relief Fund II - Coronavirus Response and Relief Supplemental Appropriation (CRRSA) /Student Aid	\$ 3,450,858	Unlike the CARES Act, the CRRSAA requires that institutions prioritize students with exceptional need, such as students who receive Pell Grants, in awarding financial aid grants to students. However, students do not need to be only Pell recipients or students who are eligible for Pell grants. In addition, the CRRSAA explicitly provides that financial aid grants to students may be provided to students exclusively enrolled in distance education. The full amount was distributed to 2,708 students enrolled in the Spring 2021 semester meeting the eligibility requirements.
Higher Education Emergency Relief Fund II - Coronavirus Response and Relief Supplemental Appropriation (CRRSA) /Institutional Aid	\$ 8,000,274	Institutions have expanded flexibility in their use of supplemental Institutional Portion funds. Institutions can use funds to defraying expenses associated with coronavirus (including lost revenue, reimbursement for expenses already incurred, technology costs associated with a transition to distance education, faculty and staff trainings, and payroll); carrying out student support activities authorized by the Higher Education Act of 1965, as amended (HEA), that address needs related to coronavirus; and make additional financial aid grants to students. In the Spring 2021, \$1.0 million of the institutional portion was distributed to 1,031 students meeting the eligibility requirements.
Higher Education Emergency Relief Fund II - Coronavirus Response and Relief Supplemental Appropriation (CRRSA) /Historically Black Colleges and Universities	\$ 18,581,144	Similar to the institutional portion, Institutions can use their supplemental HBCU funding to defraying expenses associated with coronavirus (including lost revenue, reimbursement for expenses already incurred, technology costs associated with a transition to distance education, faculty and staff trainings, and payroll); carrying out student support activities authorized by the Higher Education Act of 1965, as amended (HEA), that address needs related to coronavirus; and make additional financial aid grants to students.

HIGHER EDUCATION EMERGENCY RELIEF FUND (HEERF) ALLOCATIONS, Cont'd

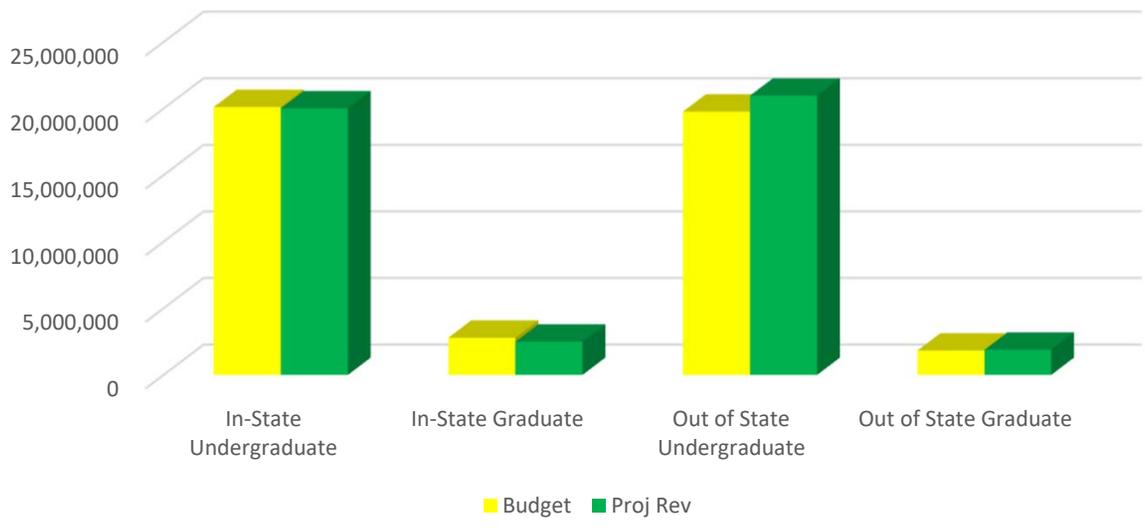
Program Name	Allocation	Intended Use
Higher Education Emergency Relief Fund III - American Rescue Plan (ARP) /Student Aid	\$ 10,000,096	Students who are or were enrolled in an institution of higher education during the COVID-19 national emergency are eligible for emergency financial aid grants from the HEERF, regardless of whether they completed a Free Application for Federal Student Aid (FAFSA) or are eligible for Title IV. As under the CRRSAA, institutions are directed with the ARP funds to prioritize students with exceptional need, such as students who receive Pell Grants or are undergraduates with extraordinary financial circumstances in awarding emergency financial aid grants to students. Funds will be distributed to students enrolled in the Fall 2021 semester and Spring 2022 semester meeting the eligibility requirements.
Higher Education Emergency Relief Fund III - American Rescue Plan (ARP) /Institutional Aid	\$ 9,842,191	Under the ARP, similar to the CRRSAA, allowable uses under the HEERF III Institutional Portion awards include: <ul style="list-style-type: none"> • Defraying expenses associated with coronavirus (including lost revenue, reimbursement for expenses already incurred, technology costs associated with a transition to distance education, faculty and staff trainings, and payroll); and • Making additional emergency financial aid grants to students. the ARP has added two new required uses of HEERF III institutional portion grant funds for public and private nonprofit institutions. Namely, a portion of their institutional funds must: <ol style="list-style-type: none"> (a) implement evidence-based practices to monitor and suppress coronavirus in accordance with public health guidelines; and (b) conduct direct outreach to financial aid applicants about the opportunity to receive a financial aid adjustment due to the recent unemployment of a family member or independent student, or other circumstances, described in section 479A of the HEA. Institutions may also discharge student debt or unpaid balance by discharging the complete balance of the debt as loss revenues and reimbursing themselves through student (with their permission).
Higher Education Emergency Relief Fund III - American Rescue Plan (ARP) /Historically Black Colleges and Universities	\$ 32,406,141	These can be used similar to the ARP Institutional Aid shown above.

Fall 2021 Revenue Forecast

Norfolk State University
Schedule of Projected Tuition Revenue
For Fiscal Year 2022 (As of September 9, 2022)

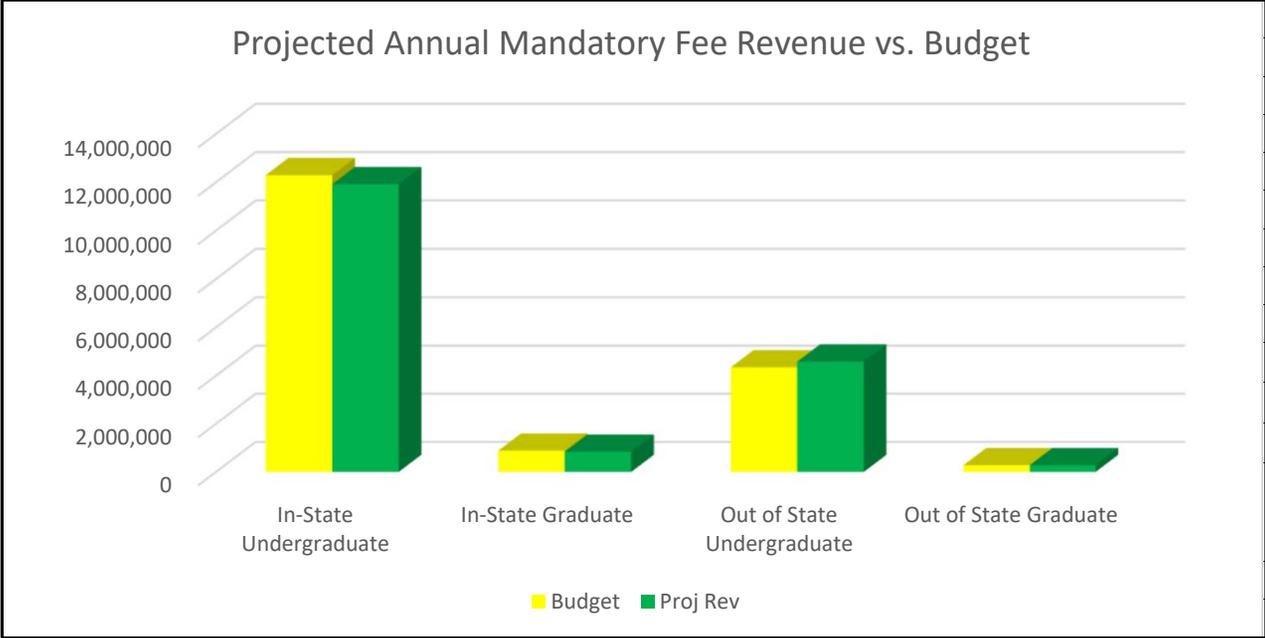
	Projected Revenue (Enrollment Based)					Budget			Difference		
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduates											
Full-time	3,243	2,876	9,326,868	8,395,044	17,721,912	9,620,220	8,659,636	18,279,856	(293,352)	(264,592)	(557,944)
Part-time	416										
Graduate Students											
Full-time	229	4,410	1,009,890	908,460	1,918,350	1,062,810	956,970	2,019,780	(52,920)	(48,510)	(101,430)
Part-time	94										
Total In-State	3,982		10,336,758	9,303,504	19,640,262	10,683,030	9,616,606	20,299,636	(346,272)	(313,102)	(659,374)
OUT-OF-STATE											
Undergraduates											
Full-time	1,248	8,460	10,558,080	9,500,580	20,058,660	10,016,640	9,018,360	19,035,000	541,440	482,220	1,023,660
Part-time	77										
Graduate Students											
Full-time	77	10,436	803,572	720,084	1,523,656	793,136	709,648	1,502,784	10,436	10,436	20,872
Part-time	42										
Total Out-of-State	1,444		11,361,652	10,220,664	21,582,316	10,809,776	9,728,008	20,537,784	551,876	492,656	1,044,532
ENROLLMENT GRAND TOTAL	5,426		21,698,410	19,524,168	41,222,578	21,492,806	19,344,614	40,837,420	205,604	179,554	385,158
PART-TIME HOURS											
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduate (hours)	2,931	437	1,280,847	1,024,765	2,305,612	1,022,580	818,064	1,840,644	258,267	206,701	464,968
Graduate Students (hours)	430	746	320,780	256,624	577,404	432,680	346,890	779,570	(111,900)	(90,266)	(202,166)
Total Part - time In - State (hours)	3,361		1,601,627	1,281,389	2,883,016	1,455,260	1,164,954	2,620,214	146,367	116,435	262,802
OUT-OF-STATE											
Undergraduate (hours)	540	945	510,300	408,240	918,540	413,910	328,860	742,770	96,390	79,380	175,770
Graduate Students (hours)	142	1,455	206,610	165,870	372,480	186,240	151,320	337,560	20,370	14,550	34,920
Total Part - time Out of State (hours)	682		716,910	574,110	1,291,020	600,150	480,180	1,080,330	116,760	93,930	210,690
Total Part - time Hours	4,043		2,318,537	1,855,499	4,174,036	2,055,410	1,645,134	3,700,544	263,127	210,365	473,492
Total Revenue			24,016,947	21,379,667	45,396,614	23,548,216	20,989,748	44,537,964	468,731	389,919	858,650

Projected Annual Tuition Revenue vs. Budget



Norfolk State University
 Schedule of Projected Mandatory Fee Revenue
 For Fiscal Year 2022 (As of September 9, 2022)

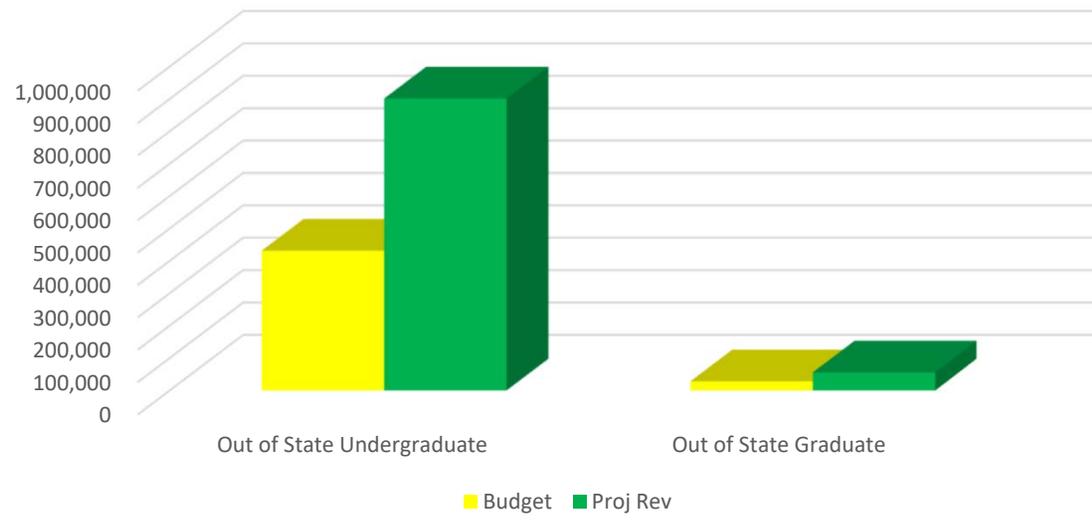
	Projected Revenue (Enrollment Based)					Budget			Difference		
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduates											
Full-time	3,243	1,935	6,275,205	5,647,685	11,922,890	6,472,575	5,825,319	12,297,894	(197,370)	(177,634)	(375,004)
Part-time											
Graduate Students											
Full-time	229	1,935	443,115	398,804	841,919	466,335	419,702	886,037	(23,220)	(20,898)	(44,118)
Part-time											
Total In-State	3,472		6,718,320	6,046,489	12,764,809	6,938,910	6,245,021	13,183,931	(220,590)	(198,532)	(419,122)
OUT-OF-STATE											
Undergraduates											
Full-time	1,248	1,935	2,414,880	2,173,392	4,588,272	2,291,040	2,061,936	4,352,976	123,840	111,456	235,296
Part-time											
Graduate Students											
Full-time	77	1,935	148,995	134,096	283,091	147,060	132,354	279,414	1,935	1,742	3,677
Part-time											
Total Out-of-State	1,325		2,563,875	2,307,488	4,871,363	2,438,100	2,194,290	4,632,390	125,775	113,198	238,973
ENROLLMENT GRAND TOTAL	4,797		9,282,195	8,353,977	17,636,172	9,377,010	8,439,311	17,816,321	(94,815)	(85,334)	(180,149)
PART-TIME HOURS											
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduate (hours)	0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)	0	0	0	0	0	0	0	0	0	0	0
Total Part - time In - State (hours)	0		0	0	0	0	0	0	0	0	0
OUT-OF-STATE											
Undergraduate (hours)	0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)	0	0	0	0	0	0	0	0	0	0	0
Total Part - time Out of State (hours)	0		0	0	0	0	0	0	0	0	0
Total Part - time Hours	0		0	0	0	0	0	0	0	0	0
Total Revenue			9,282,195	8,353,977	17,636,172	9,377,010	8,439,311	17,816,321	(94,815)	(85,334)	(180,149)



Norfolk State University
 Schedule of Projected Capital Outlay Fee Revenue
 For Fiscal Year 2022 (As of September 9, 2022)

	Projected Revenue (Enrollment Based)				Budget			Difference			
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduates											
Full-time	3,243	0	0	0	0	0	0	0	0	0	0
Part-time											
Graduate Students											
Full-time	229	0	0	0	0	0	0	0	0	0	0
Part-time											
Total In-State	3,472		0	0	0	0	0	0	0	0	0
OUT-OF-STATE											
Undergraduates											
Full-time	1,248	380	474,240	426,816	901,056	228,484	202,618	431,102	245,756	224,198	469,954
Part-time											
Graduate Students											
Full-time	77	380	29,260	26,334	55,594	14,662	13,002	27,664	14,598	13,332	27,930
Part-time											
Total Out-of-State	1,325		503,500	453,150	956,650	243,146	215,620	458,766	260,354	237,530	497,884
ENROLLMENT GRAND TOTAL	4,797		503,500	453,150	956,650	243,146	215,620	458,766	260,354	237,530	497,884
PART-TIME HOURS											
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduate (hours)	0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)	0	0	0	0	0	0	0	0	0	0	0
Total Part - time In - State (hours)	0		0	0	0	0	0	0	0	0	0
OUT-OF-STATE											
Undergraduate (hours)	0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)	0	0	0	0	0	0	0	0	0	0	0
Total Part - time Out of State (hours)	0		0	0	0	0	0	0	0	0	0
Total Part - time Hours	0		0	0	0	0	0	0	0	0	0
Total Revenue			503,500	453,150	956,650	243,146	215,620	458,766	260,354	237,530	497,884

Projected Annual Capital Outlay Fee Revenue vs. Budget



Human Resources Update

HUMAN RESOURCES



CARDINAL SYSTEM UPGRADES

Upgrades to the system will ensure efficiency for personnel and related processes.



DIGITAL HR FORMS FOR RECRUITMENT

HR in conjunction with OIT is continuing to develop an electronic form for recruitment actions.

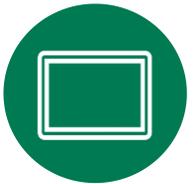
Information Technology Update

INFORMATION TECHNOLOGY



TWO-FACTOR AUTHENTICATION

Providing for additional security and protection for the institution.



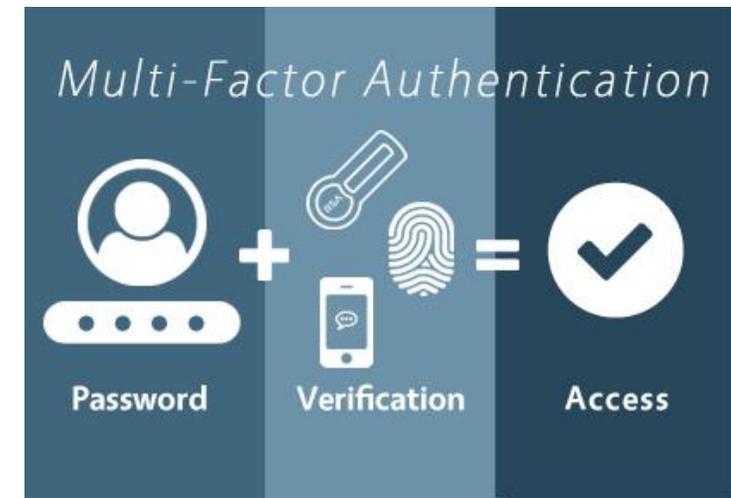
SPARTAN INNOVATION ACADEMY

OIT CIO and Staff have been heavily involved in the implementation of the collaboration with Apple. There will be continued work with this long-term project.



INFRASTRUCTURE & PERSONNEL

Continued projects to address OIT infrastructure issues such as wireless networking upgrades and staff growth to support institutional needs.



Revenue Diversification Update

- Due to time constraints, moved to next BOV Strategic Finance Committee meeting.

Facilities Update

- Due to time constraints, moved to next BOV Strategic Finance Committee meeting.

Level II Authority by 2022 Update

Goal: Achieve Level II Authority

- May 2021, NSU was awarded unlimited autonomy to purchase goods and services from the Department of General Services, Division of Purchases and Supply, which allows NSU to apply for Level II Authority.
- Level II authority releases the University from many Commonwealth of Virginia administrative and operations requirements.

The Level II Authority Application

- Information Technology Authority
- Procurement Authority

26 Code of Virginia Sections+

2.2-4000. Short title; purpose.

2.2-4018. Exemptions from operation of Article 3.

22.1-18. Report on education and standards of quality for school divisions; when submitted and effective.

22.1-253.13-3. Standard 3. Accreditation, other standards, assessments, and releases from state regulations.

22.1-253.13-6. Standard 6. Planning and public involvement

23.1-100. Definitions.

23.1-203. Duties of Council.

23.1-206. Assessments of the performance of public institutions of higher education

23.1-213. (Effective until July 1, 2022) Definitions.

23.1-226. Exemptions.

23.1-301. Short title; objective; purposes.

23.1-303. Calculation of state general fund share of an institution's basic operations and instruction funding need; cost of education.

23.1-304. Per student enrollment-based funding at public institutions of higher education.

23.1-305. Public institutions of higher education; targeted economic and innovation incentives.

23.1-306. Public institutions of higher education; six-year plans; institutional partnership performance agreements.

23.1-309. Higher Education Advisory Committee established; duties.

23.1-310. Assessment and certification of institutions by the Council

23.1-628. Tuition Assistance Grant Program.

23.1-1001. Financial and administrative management standards for public institutions of higher education.

23.1-1002. Eligibility for restructured financial and administrative operational authority and financial benefits.

23.1-1003 MOU Memoranda of understanding

23.1-1004. Management agreement; eligibility and application

23.1-1100. Definitions.

30-133.1. Additional certifications for public institutions of higher education.

30-231.2. Criteria for awarding and renewal of scholarships

30-231.8. Powers and duties of the Committee

Four Key Code of Virginia Sections

- § 23.1-1003. Memoranda of Understanding
- § 23.1-1002. Eligibility for Restructured Financial and Administrative Operational Authority and Financial Benefits
- § 23.1-206. Assessments of the Performance of Public Institutions of Higher Education
- § 23.1-310. Assessment and Certification of Institutions by the Council

§ 23.1-1003. Memoranda of understanding

A. Each public institution of higher education that meets the state goals set forth in subsection A of § 23.1-1002 may enter into a memorandum of understanding with the appropriate Cabinet Secretary, as designated by the Governor, for restructured operational authority in any operational area adopted by the General Assembly in accordance with law, provided that the authority granted in the memorandum of understanding is consistent with that institution's ability to manage its operations in the particular area and:

1. The institution is certified by the Council pursuant to § 23.1-206 or 23.1-310 for the most recent year that the Council has completed certification;
2. An absolute two-thirds or more of the institution's governing board has voted in the affirmative for a resolution expressing the sense of the board that the institution is qualified to be, and should be, governed by memoranda of understanding;
3. The institution adopts at least one new measure for each area of operational authority for which a memorandum of understanding is requested. Each measure shall be developed in consultation with (i) the appropriate Cabinet Secretary or (ii) the Secretary of Education and the Council if the measure is education-related. Any education-related measure is subject to the approval of the Council; and
4. The institution posts on the Department of General Services' central electronic procurement website all Invitations to Bid, Requests for Proposal, sole source award notices, and emergency award notices to ensure visibility and access to the Commonwealth's procurement opportunities on one website.

B. Within 15 days of receipt of a request from a public institution of higher education to enter into a memorandum of understanding, the Cabinet Secretary receiving the request shall notify the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance of the request. The Cabinet Secretary shall determine within 90 calendar days whether to enter into the requested memorandum of understanding or a modified memorandum of understanding.

C. If the Cabinet Secretary enters into a memorandum of understanding with the public institution of higher education, he shall forward a copy of the governing board's resolution and a copy of the memorandum of understanding to the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance. Each initial memorandum of understanding shall remain in effect for three years. Subsequent memoranda of understanding shall remain in effect for five years.

D. If the Cabinet Secretary does not enter into a memorandum of understanding with the public institution of higher education, he shall notify the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance of the reasons for denying the institution's request. If an institution's request is denied, nothing in this section shall prohibit a public

institution of higher education from submitting a future request to enter into a memorandum of understanding pursuant to this section.

2005, cc. [933](#), [945](#), §§ 23-38.88, 23-38.90; 2006, c. [775](#);2008, cc. [824](#), [829](#);2009, cc. [827](#), [845](#);2011, cc. [332](#), [828](#), [869](#);2013, cc. [438](#), [482](#);2014, c. [628](#);2016, c. [588](#).

The chapters of the acts of assembly referenced in the historical citation at the end of this section(s) may not constitute a comprehensive list of such chapters and may exclude chapters whose provisions have expired.

INFORMATION TECHNOLOGY AUTHORITY

MEMORANDUM OF UNDERSTANDING
BETWEEN
NORFOLK STATE UNIVERSITY
AND
THE COMMONWEALTH OF VIRGINIA

Background

The General Assembly of Virginia (i) enacted at its 2008 Session, and the Governor approved, Chapters 824 and 829 of the 2008 Acts of Assembly of Virginia ("Chapters 824 and 829"), two identical acts that amended and reenacted § 23-38.90 of the Code of Virginia and set forth various criteria and requirements for granting certain operational authority to certain public institutions of higher education in Virginia in the functional areas of information technology, procurement, and capital projects excluding leases of real property, and (ii) enacted at its 2013 Session, and the Governor approved, Chapter 438 of the 2013 Acts of Assembly of Virginia, which also amended and reenacted § 23-38.90 to modify one of the criteria for eligibility for such operational authority (collectively, the "Level 2 legislation"). Specifically, § 1.0 of the second enactment clause of Chapters 824 and 829 provides that "any public institution of higher education in Virginia may be granted additional operational authority in a minimum of two, but not all three of the following functional areas: information technology ...; procurement ...; and capital projects excluding leases of real property For each functional area ... such institution shall be required to enter into a separate and distinct memorandum of understanding with the appropriate Cabinet Secretary or Secretaries, as designated by the Governor, in order to exercise any such operational authority." The University of Mary Washington (the "University") has selected information technology and procurement as the most advantageous functional areas for which to request and be granted additional operational authority.

Grant and Exercise of Authority

This Memorandum of Understanding (MOU) grants to the University the additional operational authority authorized by § 2.0 of the second enactment clause of Chapters 824 and 829 for the functional area of information technology. The University agrees to exercise this information technology authority as granted by this MOU and set forth in § 2.0 of the second enactment clause of Chapters 824 and 829.

University Personnel Responsible for Implementation

With the understanding that it is at all times fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, the information technology authority detailed in § 2.0 of the second enactment clause of Chapters 824 and 829, the University's Board of Visitors has, by its legally permissible procedures, adopted a Board Resolution specifically delegating the duties and responsibilities set forth in § 2.0 of the second enactment clause of Chapters 824 and 829 to the President of the University, and, while continuing to be fully accountable for such duties and responsibilities, the President is authorized to further delegate the implementation of those duties and responsibilities pursuant to the University's usual delegation policies and procedures.

General Criteria Satisfied

- The University received certification pursuant to § 23-9.6:1.01 of the Code of Virginia from the State Council of Higher Education for Virginia (SCHEV) on **Date Required** for the most recent fiscal year (2020-2021) for which SCHEV has completed certification, and shall continue to maintain, that certification.
- The University's Board of Visitors has by at least a two-thirds vote in the affirmative approved a Resolution expressing that the University is qualified to be, and should be, governed by separate MOUs for information technology and procurement authority.
- In consultation with the Secretary of Administration, the Secretary of Finance, the Secretary of Education, the Secretary of Technology, and SCHEV, the University has developed and adopted two new education-related measures and targets for those measures. SCHEV approved these two new education related measures and their respective targets at its **Date Required** meeting.

Functional Criteria for Level II Information Technology Authority Satisfied

- The University has successfully installed and implemented at least one of the following major information technology systems within the last five years: a financial system, a human resources system, or a student information system.
- The University has a chief information officer who reports to the President or to a position of no more than one level below the President.
- The University has developed and its Board of Visitors has adopted an information technology strategic plan and information technology policies, standards, and guidelines governing project management, infrastructure, architecture, ongoing operations, and security, and project auditing.
- The University has at least one information technology project manager on staff who has met the Commonwealth's project management qualification requirements for major projects and has passed both the core and facilitation processes qualifications examinations.

Termination of MOU

The Governor shall have the right and power to void this MOU as provided herein. If the Governor makes a written determination that the University is not in substantial compliance with the terms of this MOU or with the requirements of the Level 2 legislation, (i) the Governor shall provide a copy of that written determination to the Rector of the Board of Visitors of the University and to the members of the General Assembly, and (ii) the University shall develop and implement a plan of corrective action, satisfactory to the Governor, for purposes of coming into substantial compliance with the terms of this MOU and with the requirements of the Level 2 legislation, as soon as practicable, and shall provide a copy of such corrective action plan to the members of the General Assembly. If after a reasonable period of time after the corrective action plan has been implemented by the University, the Governor determines that the University is not yet in substantial compliance with this MOU or the requirements of the Level 2 legislation, the Governor may void this MOU. Upon the Governor voiding this MOU, the University shall not be allowed to exercise any authority pursuant to the Level 2 legislation unless and until the University enters into a subsequent MOU with the Secretary or Secretaries designated by the Governor or the void MOU is reinstated by the General Assembly.

Effective Date and Term of MOU

This MOU shall become effective on the date of the latest signature below and shall remain in effect for three years from that date.

*** * * END OF PAGE * * ***

Agreed to by Norfolk State University:

Javaune Adams-Gaston, PhD
President
Norfolk State University

Date: _____

Agreed to by the Commonwealth of Virginia:

For the Secretary of Technology:

By: _____

Title: _____

Date: _____

For the Secretary of Education:

By: _____

Title: _____

Date: _____

For the Secretary of Finance:

By: _____

Title: _____

Date: _____

PROCUREMENT AUTHORITY
MEMORANDUM OF UNDERSTANDING
BETWEEN
NORFOLK STATE UNIVERSITY
AND
THE COMMONWEALTH OF VIRGINIA

Background

The General Assembly of Virginia (i) enacted at its 2008 Session, and the Governor approved, Chapters 824 and 829 of the 2008 Acts of Assembly of Virginia ("Chapters 824 and 829"), two identical acts that amended and reenacted § 23-38.90 of the Code of Virginia and set forth various criteria and requirements for granting certain operational authority to certain public institutions of higher education in Virginia in the functional areas of information technology, procurement, and capital projects excluding leases of real property, and (ii) enacted at its 2013 Session, and the Governor approved, Chapter 438 of the 2013 Acts of Assembly of Virginia, which also amended and reenacted § 23-38.90 to modify one of the criteria for eligibility for such operational authority (collectively, the "Level 2 legislation"). Specifically, § 1.0 of the second enactment clause of Chapters 824 and 829 provides that "any public institution of higher education in Virginia may be granted additional operational authority in a minimum of two, but not all three of the following functional areas: information technology ...; procurement ...; and capital projects excluding leases of real property For each functional area ... such institution shall be required to enter into a separate and distinct memorandum of understanding with the appropriate Cabinet Secretary or Secretaries, as designated by the Governor, in order to exercise any such operational authority." The University of Mary Washington (the "University") has selected information technology and procurement as the most advantageous functional areas for which to request and be granted additional operational authority.

Grant and Exercise of Authority

This Memorandum of Understanding (MOU) grant to the University the additional Operational authority authorized by § 3.0 of the second enactment clause of Chapters 824 and 829 for the functional area of procurement. The University agrees to exercise this procurement authority as granted by this MOU and et forth in § 3.0 of the second enactment clause of Chapters 824 and 829, the "Rules Governing Procurement of Goods, Services, Insurance, and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia ' contained in Attachment 1 to § 3.0 of the second enactment clause of Chapters 824 and 829 and its small, women and minority-owned business (SWaM) plan adopted by its Board of Visitors and approved and certified by the Secretary of Administration.

University Personnel Responsible for Implementation

With the understanding that it is at all times fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, the procurement authority detailed in § 3.0 of the second enactment clause of Chapters 824 and 829 the University's Board of Visitors has, by its legally permissible procedures, adopted a Board Resolution specifically delegating the duties and responsibilities set forth in § 3.0 of the second enactment clause of Chapters 824 and 829 to the President of the University and, while continuing to be fully accountable for such duties and responsibilities, the President is authorized to further delegate the implementation of those

duties and responsibilities pursuant to the University's usual delegation policies and procedures.

General Criteria Satisfied

- The University received certification pursuant to § 23-9.6:1.01 of the Code of Virginia from the State Council of Higher Education for Virginia (SCHEV) on **Date Required** for the most recent fiscal year (2009-10) for which SCHEV has completed certification, and shall continue to maintain, that certification.
- The University's Board of Visitors has by at least a two-thirds vote in the affirmative approved a Resolution expressing that the University is qualified to be and should be, governed by separate MOUs for information technology and procurement authority.
- In consultation with the Secretary of Administration, the Secretary of Finance, the Secretary of Education, the Secretary of Technology, and SCHEV, the University has developed and adopted two new education-related measures and targets for those measures. SCHEV approved these two new education-related measures and their respective targets at its **Date Required** meeting.

Functional Criteria for Level II Procurement Authority Satisfied

- The University has decentralized procurement authority delegated to it by the Department of General Services pursuant to Chapter 11 (§ 2.2-1100 et seq.) of Title 2.2 of the Code of Virginia.
- The University is in full compliance with the requirements of the Virginia Public Procurement Act, Chapter 43 (§ 2.2-43.00 et seq.) of Title 2.2 of the Code of Virginia.
- The University has adopted the "Rules Governing Procurement Goods, Services, Insurance, and Construction by the Public Institution of Higher Education of the Commonwealth of Virginia" contained in Attachment 1 to § 3.0 of the second enactment clause of Chapter 824 and 829 to govern the University's procurement of goods, services, and insurance
- The University's Chief Procurement Officer and all other current buyers have and shall maintain the Virginia Contracting Officer (VCO) certification. Any new buyers hired will attain certification within two years of hiring.
- The University's 2020-21 small, women, and minority-owned business ("SWaM") plan goals and its aspirational SWaM plan goals for 2021-22 and 2022-23 were adopted by its Board of Visitors and have been approved and certified by the Secretary of Administration.
- As its implementing policies and procedures for the procurement authority granted by this MOU, the University will adopt (i) the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and Their Vendors (the "Manual"), other than those provision of the Manual requiring state agency review or approval for procurement covered by Chapter 824 and 829, including by the Department of General Services and its Division of Purchases and Supplies, and (ii) the University's internal procurement policies and procedures to implement the Rules and the Manual.

Termination of MOU

The Governor shall have the right and power to void this MOU as provided herein. If the Governor

makes a written determination that the University is not in substantial compliance with the terms of this MOU or with the requirements of the Level 2 legislation, (i) the Governor shall provide a copy of that written determination to the Rector of the Board of Visitors of the University and to the members of the General Assembly, and (ii) the University shall develop and implement a plan of corrective action, satisfactory to the Governor, for purposes of coming into substantial compliance with the terms of this MOU and with the requirements of the Level 2 legislation, as soon as practicable, and shall provide a copy of such corrective action plan to the members of the General Assembly. If after a reasonable period of time after the corrective action plan has been implemented by the University, the Governor determines that the University is not yet in substantial compliance with this MOU or the requirements of the Level 2 legislation, the Governor may void this MOU. Upon the Governor voiding this MOU, the University shall not be allowed to exercise any authority pursuant to the Level 2 legislation unless and until the University enters into a subsequent MOU with the Secretary or Secretaries designated by the Governor or the void MOU is reinstated by the General Assembly.

Effective Date and Term of MOU

This MOU shall become effective on the date of the latest signature below and shall remain in effect for three years from that date.

***** END OF PAGE *****

Agreed to by Norfolk State University:

Agreed to by the Commonwealth of Virginia:

For the Secretary of Administration:

Javaune Adams-Gaston, PhD
President
Norfolk State University

By: _____

Title: _____

Date: _____

Date: _____

For the Secretary of Education:

By: _____

Title: _____

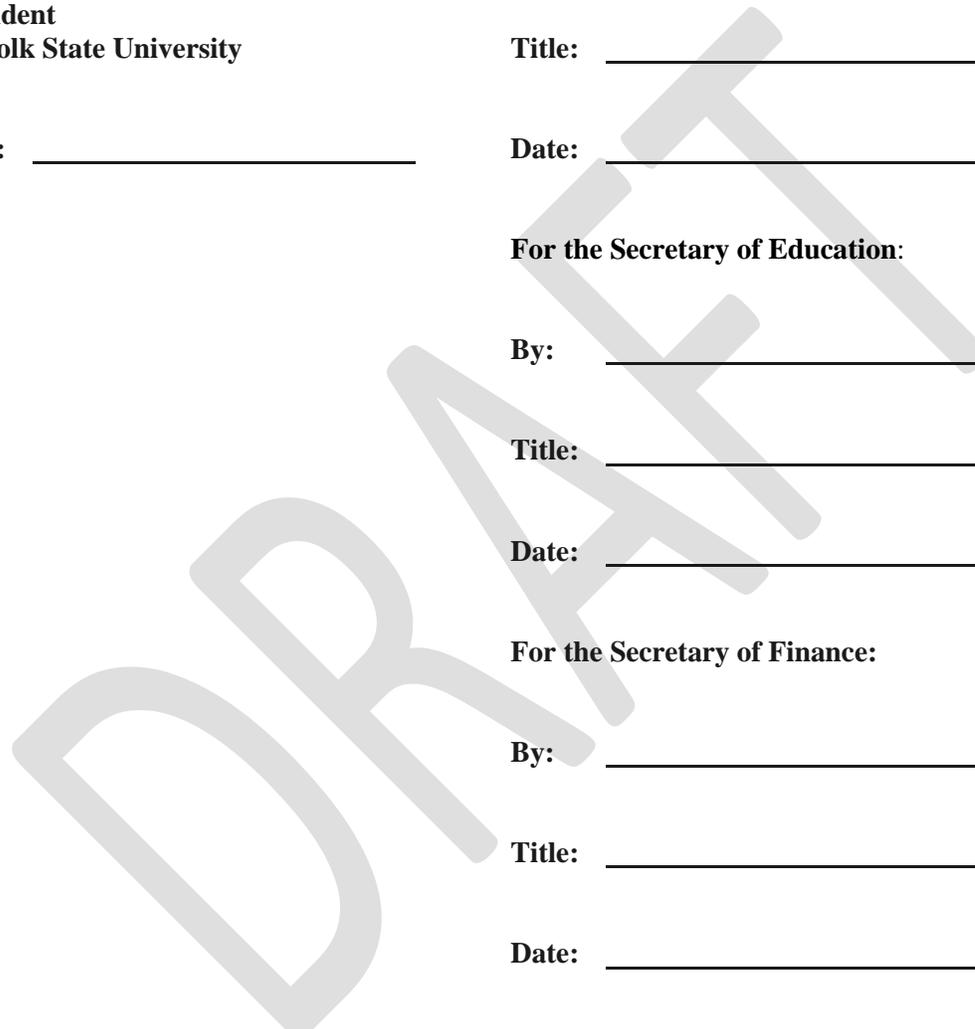
Date: _____

For the Secretary of Finance:

By: _____

Title: _____

Date: _____



NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTION TO APPROVE LEVEL II AUTHORITY APPLICATION

WHEREAS, the General Assembly of Virginia enacted at its 2008 Session, and the Governor approved, Chapters 824 and 829 of the 2008 Acts of Assembly of Virginia (Chapters 824 and 819), two identical acts that amended and reenacted § 23-38.90 of the Code of Virginia and enable certain operational authority to be granted to certain public institutions of higher education in Virginia in the functional areas of information technology, procurement, and capital projects excluding leases of real property; and

WHEREAS, §10 of the second enactment clause of Chapters 824 and 829 provides that “any public institution of higher education in Virginia may be granted additional operational authority in a minimum of two, but not all three of the following functional areas: information technology ...; procurement ...; and capital projects excluding leases of real property For each functional area ... such institution shall be required to enter into a separate and distinct memorandum of understanding with the appropriate Cabinet Secretary or Secretaries, as designated by the Governor, in order to exercise any such operational authority;” and

WHEREAS, Norfolk State University (University) has determined that the University is qualified to be, and should be, governed by memoranda of understanding as provided by Chapters 824 and 829; and

WHEREAS, the University Administration has recommended that information technology and procurement be selected as the most advantageous functional areas for which to request and be granted additional operational authority; and

WHEREAS, the University Administration has prepared and adopted an information technology strategic plan and information technology policies, standards, and guidelines governing project management, infrastructure, architecture, ongoing operations, security and project auditing; and

WHEREAS, the University Administration has prepared and adopted policies and procedures to govern procurement procedures; and

WHEREAS, the University received certification pursuant to § 23*9.6:1.01 of the Code of Virginia from the State Council of Higher Education for Virginia (SCHEV) on October 15, 2021 for the most recent fiscal year (2021-2022) for which SCHEV has completed certification.

NOW THEREFORE BE IT RESOLVED by the Board of Visitors (Board) of the University that

1. After careful consideration, and with full understanding of the responsibilities it and the University will be assuming if authority pursuant to Chapters 824 and 829 is granted, it is the sense of the Board that the University is qualified to be, and should be, governed by memoranda of understanding as provided in Chapters 824 and 829;
2. The University should select information technology and procurement as the functional areas in which it enters into separate memoranda of understanding with the Secretary or Secretaries designated by the Governor, as provided in Chapters 824 and 829;
3. The Board elects to be governed by, and adopts, §§ 2.0 and 4.0 of the second enactment clause of Chapters 824 and 829, which set forth the General Assembly's Policies for information technology and procurement;

4. The Board hereby approves and adopts the information technology strategic plan and information technology policies standards, and guidelines governing project management, infrastructure, architecture, ongoing operations, security and project auditing prepared by the University Administration and presented to the Board;
5. The Board hereby approves and adopts the procurement procedures prepared by the University Administration and presented to the Board;
6. With regard to the procurement of "Capital Professional Services," "Capital Projects," and "Major Capital Projects," as those terms are defined in § 4.0 III of the second enactment clause of Chapters 824 and 829, the Board hereby elects to have all such procurements be governed by the Virginia Public Procurement Act, § 2.2-4300 et seq. of the Code of Virginia ;
7. With the understanding that it is at all times fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, the information technology and procurement authority detailed in §§ 2.0 and 4.0 of the second enactment clause of Chapters 824 and 829, the Board, by its legally permissible procedures; hereby delegates the duties and responsibilities set forth in §§ 2.0 and 4.0 of the second enactment clause of Chapters 824 and 829 to the President of the University, and, while continuing to be fully accountable for such duties and responsibilities, the President is hereby authorized to further delegate the implementation of those duties and responsibilities pursuant to the University's usual delegation policies and procedures; and
8. The Board hereby delegates to its Executive Committee the authority to review and approve, on behalf of the Board, any additional matters that require Board approval for the University to enter into information technology and procurement memoranda of understanding with the Secretary or Secretaries designated by the Governor, as provided in Chapters 824 and 829, including, but not limited to, two new education-related measures and targets for those measures, which are to be negotiated with and approved by SCHEV, subject to any such approval being presented to the full Board for ratification at its next meeting.

Recommended by:

 Gerald Ellsworth Hunter, PhD
 Vice President and Chief Financial Officer
 Division of Finance and Administration
 Norfolk State University

 Date

Approved for Board Action:

 Javaune Adams-Gaston, PhD
 President
 Norfolk State University

 Date

Adopted: October 15, 2021:

 Bishop Kim W. Brown
 Secretary
 Board of Visitors
 Norfolk State University

 Date

NSU New On-line Tuition & Fees Recommendation



ACADEMIC PARTNERSHIPS



Path to Partnership



NORFOLK STATE
UNIVERSITY

December 15, 2020

Agenda

- 1) About AP
- 2) Potential Partnership Impact
- 3) Cost of Attendance Market Analysis
- 4) Q&A / Next Steps





About AP

AP Comprehensive Services

Integrated Marketing

- Market research & analysis
- Digital marketing
- Employer-based partnerships
- Off-line marketing & PR

Enrollment Management

- Contact center technology
- An assigned in-house enrollment specialist team
- Application & registration support

Student Retention

- In-house retention specialist team
- Retention campaigns
- Engagement strategies
- Interventions for “at risk” students

Academic Support Services

- Program deliver design
- Carousel building
- Course conversion
- Faculty support
- Faculty research grants

Partner Support Services

- Change management; System & processes
- Restructure university infrastructure
- Project management
- Ongoing operational support & optimization



Roles and Responsibilities



- Program Quality
- Admissions Standards
- Admissions Decisions
- Program Curriculum and Instruction*
- Intellectual Property*
- Program Standards
- Conferral of Grades and Degrees



- Market and Program Research & Analysis
- Fully Integrated Marketing Approach
- Analytics & Reporting
- Enrollment Services
- Retention Services
- As requested, Academic Support Services
- University Infrastructure Optimization
- Project Management



Working Professionals Are Motivated Differently



On-Campus Student

Cost	Not as price-sensitive as parents May be funding education
Program Duration	Semester-based calendar Is standard
Admission Requirements	Accepted as standard
Accessibility	2-3 semester starts per year Accepted as standard
Brand	Prestige and campus experience is more important for this audience



Online Student

Cost	With work and family obligations, cost can be most important
Program Duration	Accelerated time to completion is important to career growth
Admission Requirements	Credit for career experience is an important consideration
Accessibility	Quality, accredited programs with multiple start dates important
Brand	Career relevance more important than brand recognition



Cost of Attendance Market Analysis

Competitive Characteristics

Over the following slides, we will examine NSU's portfolio of "High-Demand" programs and their competitive characteristics, specifically cost of attendance (tuition + fees). We will also provide feedback based upon AP's 12+ year and 60+ partner experience and current market research including recommendations on competitive characteristics.

These facets are assumed to build the shared partnership performance, but to be clear it is always NSU's decision (both before, during and after any partnership) as to how to set these and other program attributes. These are solely recommendations and are shared as both lessons learned and as a starting point by which to understand the impact of a possible partnership. Again, these program characteristics are always NSU's decisions!

Cost of Attendance Market Analysis: Education

Institution	State	Program	Total Credits	\$/CH	Tuition
University of Virginia	VA	C&I	30	\$ 601	\$ 18,024
Frostburg State University	MD	C&I	39	\$ 433	\$ 16,887
Marshall University	WV	C&I	36	\$ 419	\$ 15,084
Alabama State University	AL	Early Childhood	30	\$ 592	\$ 17,757
Marshall University	WV	Early Childhood	36	\$ 419	\$ 15,084
Jackson State University	MS	Early Childhood	30	\$ 462	\$ 13,860
Old Dominion University	VA	Ed Leadership	30	\$ 581	\$ 17,430
Radford University	VA	Ed Leadership	33	\$ 514	\$ 16,962
North Carolina Central University	NC	Ed Leadership	33	\$ 274	\$ 9,042
Liberty University	VA	Mental Health Counseling	60	\$ 615	\$ 36,900
Marshall University	WV	Mental Health Counseling	60	\$ 423	\$ 25,380
North Carolina Central University	NC	Mental Health Counseling	60	\$ 257	\$ 15,398
Liberty University	VA	School Counseling	48	\$ 415	\$ 19,920
North Carolina State University	NC	School Counseling	42	\$ 462	\$ 19,399
North Carolina Central University	NC	School Counseling	51	\$ 257	\$ 13,089
Old Dominion University	VA	Special Education	30	\$ 581	\$ 17,430
University of Virginia	VA	Special Education	30	\$ 535	\$ 16,050
Jackson State University	MS	Special Education	30	\$ 462	\$ 13,860
Norfolk State University	Current, Graduate In-State			\$ 746	
Norfolk State University	Current, Graduate Out-of-State			\$ 1,455	
Norfolk State University	Recommended eRate - Total Cost of Attendance (Tuition + Fees)			\$ 450	
	M.A. Urban Education - Admin & Supervision PreK-12		42	\$ 450	\$ 18,900
	M.A. Urban Education - Community Counseling		60	\$ 450	\$ 27,000
	M.A. Urban Education - Curriculum Development and Supervision		39	\$ 450	\$ 17,550
	M.A. Urban Education - Professional School Counseling PreK-12		60	\$ 450	\$ 27,000
	M.A. Urban Education in Subject Area Concentration (MASAC)		36	\$ 450	\$ 16,200
	M.A. Special Education		39	\$ 450	\$ 17,550
	M.A. in Pre-Elementary Education		42	\$ 450	\$ 18,900



Cost of Attendance Market Analysis: Technology

Institution	State	Program	Total Credits	\$/CH	Tuition
Capitol Technology University	MD	Master of Computer Science	30	\$ 618	\$ 18,540
Frostburg State University	MD	Master of Computer Science	30	\$ 590	\$ 17,700
Charleston Southern University	SC	Master of Computer Science	33	\$ 500	\$ 16,500
Regent University	VA	Master of Cybersecurity	30	\$ 675	\$ 20,250
American Public University System	WV	Master of Cybersecurity	36	\$ 370	\$ 13,320
University of Charleston	WV	Master of Cybersecurity	30	\$ 425	\$ 12,750
Colorado State University-Fort Collins	CO	Electrical Engineering	30	\$ 726	\$ 21,780
Oklahoma State University	OK	Electrical Engineering	33	\$ 635	\$ 20,955
Kennesaw State University	GA	Electrical Engineering	30	\$ 383	\$ 11,490
Norfolk State University	Current, Graduate In-State			\$ 746	
Norfolk State University	Current, Graduate Out-of-State			\$ 1,455	
Norfolk State University	Recommended eRate - Total Cost of Attendance (Tuition + Fees)			\$ 450	
		M.S. Computer Science	36	\$ 450	\$ 16,200
		M.S. Cybersecurity	36	\$ 450	\$ 16,200
		M.S. CyberPsychology	42	\$ 450	\$ 18,900
		M.S. Electronics Engineering	44	\$ 450	\$ 19,800



Questions & Next Steps



Assumptions

- Tuition cost is set at \$500; if the tuition rate is \$359 or above, with the assumptions below, there will be a profit.
- There is no consideration of charging out of state rates to students.
- Faculty costs are \$6,000 per faculty per course; plus fringe benefits at 7.65% (only social security and Medicare).
- The teaching faculty will be either adjunct or will be teaching on an overload basis.
- There is no compensation planned for subject matter experts.
- The maximum number of students per course is set at 25.
- The number of students projected to enroll per course is 12.
- There are no additional costs for faculty teaching multiple sections.
- The cost for developing the courses taught will be captured separately; there has been no discussion at this time of the compensation to be paid for course development.
- There is no consideration of any costs needed for tutors or graduate assistants to help with either grading or assisting students.

Norfolk State University
AP/NSU On-line Tuition Model - Spring 2022
Masters of Computer Science (CSC)

TABLE 1

Description	Scenario 1	Scenario 2
Revenue:		
Tuition - Per SCH (Proposed)	\$ 500	\$ 500
Cost per Course	\$ 1,500	\$ 1,500
Number of Students Enrolled	12	25
Total Tuition	\$ 18,000	\$ 37,500
Less Program Attrition (Half of 15%)	\$ (2,700)	\$ (5,625)
Academic Partners Fee (50%)	\$ (7,650)	\$ (15,938)
Net - Tuition Revenue	\$ 7,650	\$ 15,938
Expenses:		
Faculty of Record (cost/course)	\$ 4,500	\$ 4,500
Fringe Benefits @ 0.0765%	\$ 344	\$ 344
Full time Faculty cost	\$ 4,844	\$ 4,844
Total Expenses	\$ 4,844	\$ 4,844
University Net Revenue (Course)	\$ 2,806	\$ 11,094
Number of Sections Taught (Starts/Cohorts)	1	1
Number of Course in Program (Est. 33 SCH)	11	11
University Net Revenue (Program)	\$ 30,866	\$ 122,029
Revenue for 6 Cohorts	\$ 185,196	\$ 732,171

Norfolk State University
AP/NSU On-line Tuition Model - Spring 2022
On-line Graduate Programs (Excluding CSC)
TABLE 2

Description	Scenario 1	Scenario 2
Revenue:		
Tuition - Per SCH (Proposed)	\$ 450	\$ 450
Cost per Course	\$ 1,350	\$ 1,350
Number of Students Enrolled	12	25
Total Tuition	\$ 16,200	\$ 33,750
Less Program Attrition (Half of 15%)	\$ (2,430)	\$ (5,063)
Academic Partners Fee (50%)	\$ (6,885)	\$ (14,344)
Net - Tuition Revenue	\$ 6,885	\$ 14,344
Expenses:		
Faculty of Record (cost/course)	\$ 4,500	\$ 4,500
Fringe Benefits @ 0.0765%	\$ 344	\$ 344
Full time Faculty cost	\$ 4,844	\$ 4,844
Total Expenses	\$ 4,844	\$ 4,844
University Net Revenue (Course)	\$ 2,041	\$ 9,500
Number of Sections Taught (Starts/Cohorts)	1	1
Number of Course in Program (Est. 33 SCH)	12	12
University Net Revenue (Program)	\$ 24,492	\$ 113,997
Revenue for 6 Cohorts	\$ 146,952	\$ 683,982
Revenue for 5 Graduate Programs	\$ 734,760	\$ 3,419,910
Projected Revenue - CSC Program	\$ 185,196	\$ 732,171
Total - Projected New On-line Revenue	\$ 919,956	\$ 4,152,081

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

**RESOLUTION TO APPROVE
ONLINE TUITION AND FEES FOR ACADEMIC YEAR 2021 – 2022**

WHEREAS, the Commonwealth of Virginia funding policies and economic forecasts for the foreseeable future as contained in the 2020 - 2022 Biennium Appropriation Act (Act), as amended, play a central role in establishing tuition and fee policy for higher education institutions; and

WHEREAS, each public institution must communicate its annual tuition and fee rates, as approved by its Board of Visitors to the State Council of Higher Education for Virginia (SCHEV), for further submission to the Chairs of the House Appropriations and Senate Finance Committees by August 1 of each fiscal year; and

WHEREAS, the Norfolk State University Board of Visitors is responsible for establishing tuition, mandatory fees, room and board, and other necessary charges imposed on students as provided in the Code of Virginia § 23.1-1012 (B) or 23.1-307 and the Board of Visitors Bylaws at Section 2 (2); and

WHEREAS, the Board of Visitors has considered the proposed online tuition and miscellaneous online fees as presented by the administration and identified in the attached Schedules E and F, respectively.

WHEREAS, the rates set for online tuition and, mandatory and miscellaneous fees, together with administrative actions to control costs are intended to provide adequate coverage for basic instructional activities, related administrative support, other program and operating costs, and adequate debt service reserves for past and future construction projects utilizing bonded funds; and

WHEREAS, the Board of Visitors of Norfolk State University approves the online tuition , room, board, mandatory and miscellaneous fees found in the above referenced and attached Schedules E and F for –2021-2022 academic year; and

WHEREAS, the President shall monitor any subsequent actions of the General Assembly throughout Fiscal Year 2021-2022 for legislative impact on the tuition and fees policy and related funding, shall propose changes to the BOV Executive Committee for approval as required by such legislation, and shall report such action to the full Board of Visitors for approval at its next regularly scheduled meeting; and

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and the University Counsel for legal sufficiency, and upon the recommendation of the Board’s Finance and Administration Committee, the Norfolk State University Board of Visitors approves this resolution for the online tuition and fees for academic year 2021-2022 as presented this 15th day of October 2021.

Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date _____

Schedule F Amendment

Proposed On-line Tuition Rates

(Effective Spring 2022)

- M.S., Computer Science (\$500 per SCH)
- M.S., Cyber Psychology (\$450 per SCH)
- M.S., Electrical Engineering (\$450 per SCH)
- M.A., Special Education (\$450 per SCH)
- M.A., Urban Education (\$450 per SCH)
- M.A., Urban Education – MASSAC Programs (\$450 per SCH)

Crisis and Emergency Management Plan (CEMP)



- CEMP was reorganized to a usable reference and source document form.
- Emergency response departments/areas responsibilities are better defined with identified support agencies external to the University.
- Emergency Support Functions (ESFs) for each emergency response area are identified and defined.
- University leadership and support roles, including the succession of leadership, are designated and defined.
- Draft CEMP was validated during a Zoom Meeting via a detailed tabletop exercise that included all areas/departments/offices of the University with emergency response responsibilities.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
CRISIS AND EMERGENCY MANAGEMENT PLAN (CEMP)

WHEREAS, the Board of Visitors of Norfolk State University is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency services be available to them; and, the **President** is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them.

WHEREAS, the §23.1-804 of the Code of Virginia requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by Norfolk State University in coordination with the Virginia Department of Emergency Management with input from the City of Norfolk, Virginia Emergency Management Agency.

NOW THEREFORE BE IT RESOLVED that the Norfolk State University Board of Visitors, on this 15th day of October 2021, does hereby officially adopt the Norfolk State University Crisis and Emergency Operations Plan, to include plans and procedures for both natural and human caused disasters.

I do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors of Norfolk State University at a meeting held on October 15, 2021.

Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date _____

Six-Year Plan - Six-Year Institutional Plan



NORFOLK STATE
UNIVERSITY

NORFOLK STATE UNIVERSITY

2021 SIX YEAR PLAN REVIEW

AUGUST 20, 2021

STRATEGIES (B)

- Expanding the Academic Advising Model
- Enhancing Academic Success Through Curriculum Development
- NSU's Bridge and Beyond (B2) Program
- Student Experiential and Research Learning
- Next-Generation Sequencing
- Focusing on the Total Spartan
- Center for Teaching and Learning
- Supporting Academic Excellence
- Innovative and Transformative Faculty Research and Scholarship
- Writing Center
- Public Health Initiatives
- Accelerated Degree Programs
- Institutional Effectiveness



IN-STATE UNDERGRADUATE TUITION AND FEE INCREASE PLANS (C)

- NSU BOV approved no tuition and fee changes for FY 2021-22 considering the COVID-19 Pandemic impact on students and their families. NSU has maintained no increase in tuition for the last three academic years.
- The provision of financial resources for students in conjunction with a flat tuition rate will help continuing and new students matriculate at NSU
- New resources afforded by the Commonwealth and the Federal government will mitigate some of the financial impact of the pandemic.
- NSU remains committed to providing access to a high-quality education for students of varying economic backgrounds. Tuition increases will occur only as necessary to remain competitive in the higher education ecosystem.



TUITION AND OTHER NONGENERAL FUND (NGF) REVENUE (D) & OTHER BUDGET ITEMS (E)

- To achieve the Six Year Plan goals and other initiatives, tuition and fee increases will be necessary to generate resources.
- Tuition increases for in-state undergraduate students are set at 5% each fiscal year of the biennium which will provide additional E & G revenue of \$5.5 million for the 2022 – 2024 biennium with \$5.1 million for the following biennium. The University plans to fund \$1.6 million of new permanent expenditures with carryforward funding from FY 22.
- Support provided by the Commonwealth will allow the University to reduce planned tuition increases.
- Upgrades and additional funding needed for the Lyman Beecher Brooks Library.



An architectural rendering of a modern, multi-story building with a prominent solar panel roof. The building features large glass windows and a reddish-brown facade. It is situated on a grassy area with trees in the foreground and a clear blue sky with scattered clouds in the background. The rendering is presented in a perspective view.

CAPITAL OUTLAY (I)

- The COVID-19 pandemic caused some delay to the planning for projects such as but not limited to the New Science Building, Track Resurfacing, upgrades to Residential Facilities and environmental projects.
- Creating and providing innovative and adaptable learning environments is a priority
- The NSU Capital Outlay Plan is tied directly to NSU's strategic planning and budget processes – in doing so NSU continues to move forward with completing capital projects.

CAPITAL OUTLAY (I)

CAPITAL OUTLAY PLAN PRIORITIES

RANKING:	CAPITAL OUTLAY REQUEST:	TOTAL PROJECT COST:
1	E.L. HAMM FINE ARTS BUILDING RENOVATION, EXPANSION (128,000 total square footage)	\$67,000,000
2	NEW WELLNESS, HEALTH, AND PHYSICAL EDUCATION BUILDING TO REPLACE GILL GYM	\$58,875,000
3	NEXT GENERATION SEQUENCING	\$5,000,000
4	HVAC RENOVATIONS AT BABBETTE B. TOWERS NORTH & SOUTH HALLS, CHARLES H. SMITH, and LEE S. SMITH HALL	\$6,000,000
5	BABBETTE B. TOWER NORTH & SOUTH HALLS ASBESTOS	\$2,000,000

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

**RESOLUTION TO APPROVE
THE 2021 SIX-YEAR PLAN**

WHEREAS, the Higher Education Opportunity Act of 2011 (TJ21) requires each public institution of higher education in Virginia to prepare and submit a Six-Year Plan; and

WHEREAS, during the 2015 General Assembly session, joint resolutions approved by the House (HJR 555) and Senate (SJ 228) also require that the mission, vision, goals, and strategies expressed in the statewide strategic plan framework guide the development of the strategic plan and the Six-Year Plan at each public institution of higher education; and

WHEREAS, the governing board of each public institution of higher education shall submit a Six- Year Plan to the Council (State Council of Higher Education for Virginia), the Governor and the Chairs of the House Committee on Appropriations and the Senate Committee on Finance no later than July 1 of each odd-numbered year, and shall submit amendments to an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly; and

WHEREAS, Norfolk State University prepared a Six-Year Plan in accordance with the requirements and guidelines and the Plan was submitted by the stated deadline of July 1, 2021; and

WHEREAS, the 2021 Six-Year Plan must be formally approved by the Board of Visitors prior to the October 15, 2021 final submission or as soon thereafter;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Interim Provost and Vice President for Academic Affairs, the Vice President for Finance and Administration, the University President, and by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution for the 2021 Six-Year Plan as presented this 15th day of October 2021; and

BE IT FURTHER RESOLVED, that the University is authorized to revise the 2021 Six-Year Plan with any changes recommended by the Commonwealth’s Higher Education Advisory Committee (HEAC) before the final submission is due on October 1, 2021.

Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date _____

Six-Year Plan - 2021 Legislative Priorities

**Norfolk State University
Schedule of 2022 – 2024 Biennium Funding Requests.
As of September 7, 2021**

1. Expanding the Academic Advising Model (Priority 1)

We are requesting \$200,000 in General Fund Support for the biennium to secure additional advisors to accommodate expansion of the advising model. Having centralized advising will increase retention rates, promotes affordability, and allows for a more transformative and equitable experience for students

General Fund Need: \$200,000

Personnel Need:

2. Curriculum Development (Priority 2)

We are requesting \$600,000 in General Fund Support for the biennium to fund changes to the curricula to include a consciousness of social justice and systemic inequalities. The new curricula will include reform to the General Education, STEM, and Social Work curricula, and will help to develop a transformational and equitable experience for students.

General Fund Need: \$600,000

Personnel Need:

3. NSU's Bridge and Beyond Program (Priority 3)

We are requesting \$3,000,000 in General Fund Support for the biennium to support the Beyond and Bridge (B2) Program, whose mission is to address academic deficiencies in students caused by COVID-19, strengthen academic skills, enhance their first-year experience in college and promote student success. The three-pronged approach of early intervention, community integration, and faculty development provides students with equitable and transformative opportunities for students impacted by the pandemic.

General Fund Need: \$3,000,000

Personnel Need:

4. Student Experiential and Research Learning (Priority 4)

We are requesting \$4,600,000 in General Fund Support for the biennium to fund the integration of student research and experiential learning into academic coursework. This will provide students with

opportunities to work with faculty researchers, internships in businesses, education, and civic organizations, and provide transformational experiences and equitable career opportunities.

General Fund Need: \$4,600,000

Personnel Need:

5. Focusing on the Total Spartan (Priority 5)

We are requesting \$600,000 in General Fund Support for the biennium to support health and wellness initiatives for students, such as wellness advisory committees, individualized student Wellness Plans, and Wellness Check-In Days among other initiatives. These transformative and comprehensive services will ensure a holistic approach to student wellness.

General Fund Need: \$600,000

Personnel Need:

6. Center for Teaching and Learning (Priority 6)

We are requesting \$600,000 in General Fund Support for the biennium to provide faculty and staff with professional development initiatives. The development of faculty and staff will promote retention and student success, provide a transformative student experience, and increase affordability by improving degree completion time and graduation rates.

General Fund Need: \$600,000

Personnel Need:

7. Supporting Academic Excellence (Priority 7)

We are requesting \$800,000 in General Fund Support for the biennium to support high-achieving students in the Honors College by providing them with financial support to alleviate stressors that inhibit students from timely graduation. Along with enrichment programs, this funding will create an affordable and equitable experience for students, and elevate the Honors College to be comparable to others across the country.

General Fund Need: \$800,000

Personnel Need:

8. Writing Center (Priority 9)

We are requesting \$75,000 in General Fund Support in the second year of the biennium to support the Writing Center, which helps students cultivate effective communication skills and multifaceted approaches to writing development. This will result in equitable and transformative outcomes for all students involved.

General Fund Need: \$75,000

Personnel Need: 4

9. Institutional Effectiveness Expansion (Priority 12)

We are requesting \$216,000 in General Fund Support for the biennium to create a more consistent and unified system of data collection across the university. Expanding the infrastructure of the Office of Institutional Research will transform the effectiveness of the office by employing innovative and creative methods of displaying data that is easily accessible by internal and external stakeholders.

General Fund Need: \$216,000

Personnel Need: 1

10. Operation and Maintenance of Plant (Priority 13)

NSU is requesting \$800,000 in additional General Fund support to operate and maintain the New Science Building. The support insures the campus will have the required funding to clean and properly maintain the new building.

General Fund Need: \$800,000

Personnel Need: 6

Capital Requests



Norfolk State University

Six-Year Capital Outlay Plan

DRAFT

1. **Renovate/Replace Fine Arts Building**

This project has been approved for preplanning funding in the amount of \$8,300,000. The project involves the renovation, partial demolition and expansion of the Fine Arts Building for a total building square footage of 128,000. The existing building which houses the fine arts department is not in compliance with the American Disability Act (ADA) and has many deficiencies and security concerns. The proposed renovation and expansion will support all the Fine Arts academic programs as well as address the deficiencies and security concerns. This project is consistent with the University Campus Master Plan. The Commonwealth of Virginia has authorized this project for programming and planning.

Total Project Cost: \$ 148,545,000

2. **Construct Wellness, Health and Physical Education Center**

The proposed 145,000 square foot facility will create a collegiate environment for the student athletes, athletics staff and coaches. The existing student athletes' study facility is undersized and not conducive for group tutorial services. The proposed structure will accommodate all programs necessary for the recruitment, retention and success of student athletes. The University Campus Master Plan study has determined that there is a need for this facility. This project will be 60% E & G and 40% Auxiliary.

Total Project Cost: \$ 82,874,400

3. **Construct Preschool Academy Facility**

This project involves the construction of a 25,000 sq. ft. Childcare Facility. The facility will support the growing needs of NSU's Preschool Academy, which is a full and part-time early childhood and care program for children ages 2 ½ through 4 ½ years old. The Preschool Academy also provides field and clinical based, practicum and intern experiences to senior-level students. The facility will be designed in accordance with the National Association for the Education of Young Children (NAEYC) and Virginia Quality Rating and Improvement System (QRIS) guidelines. The facility should promote transparency and ensure total sight and sound of the children. The learning space should promote wellbeing and development of the student. The facility should be equipped with a kitchen, which will provide fresh and nutritious meals distinctively designed for the children. Security and safety need to be primary in design considerations. The center will also have instructional rooms, administration services, staff support areas, laundry and a large multipurpose space, playgrounds and parent drop off.

Total Project Cost: \$ \$17,337,000

Norfolk State University Six-Year Capital Outlay Plan

DRAFT

4. **Construct Dining Facility**

This new construction will consist of 70,000 square feet and facility that serves 600-700 students to support the growth in on campus housing population. The facility would be a modern dining facility, which would include a dining hall, lounge seating areas, banquet rooms, staff offices, full kitchen, and temporary table and chair storage space. The dining facility will support student dining and special events.

Total Project Cost: \$ 52,210,750

5. **Construct Residential Housing Phase II**

This project involves the addition of 400 beds as part of the housing master plan. The project includes a new west dining facility.

Total Project Cost: \$59,400,000

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

**RESOLUTION TO APPROVE
2021-2022 LEGISLATIVE PRIORITIES**

WHEREAS, the proposed 2021-2022 legislative priorities have been carefully reviewed by the Norfolk State University administration; and

WHEREAS, the University administration has determined that the proposed 2021-2022 legislative priorities reflect the highest needs and initiatives of the University and are aligned with the mission of the University; and

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and by University Counsel for legal sufficiency, and upon the recommendation of the Board's Finance and Administration Committee, the Norfolk State University Board of Visitors approves this resolution for the 2021-2022 Legislative Priorities as presented this 15th day of October, 2021.

Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date _____



NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk, VA 23504

www.nsu.edu



NSU B.O.V. GOVERNANCE COMMITTEE

August 30, 2021

Report

Skills Matrix

- Eric Claville, the new interim Executive Advisor to the President is working with Ericke Cage, the former Executive Advisor to the President , to update the Matrix. It will include exploring annual survey and update to skills to better understand our board needs.

SCHEV Mandatory Training

- Scheduled for Oct. 19, 2021, only in-person. New Board members are required to attend.

New Board Member Orientation

- New Board member orientation will be available next year.

Closed Session

- Personnel and consultation with Counsel.

QUESTIONS & DISCUSSION