

**BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
AGENDA**

BK Fulton, Chair

Tuesday, November 16, 2021

Time: 3:30 pm

Campus Location: Zoom Webinar Participation
Norfolk State University https://nsu-edu.zoom.us/webinar/register/WN_LU5aK5oZQB-eW0XLCb4Rgw
700 Park Avenue, Norfolk, VA 23504
Student Center, Board Room, 3rd Fl., Suite 301

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the September 21, 2021, Committee Minutes**
- IV. Discussion Items**
 - A. Quarterly Financial Report
 - B. ARMICS Update
 - C. NSU Master Plan Update – (B&D)
 - D. Facilities Update
 - E. Revenue Diversification Update
 - F. Human Resources Update
 - G. Information Technology Update
 - H. University Advancement Update
- V. Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**
- VI. Open Meeting**
 - Closed Meeting Certification
 - Naming Opportunity Resolutions
- VII. Adjournment**

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.

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Strategic Finance Committee

BK Fulton, Chair

Dwayne B. Blake

The Honorable James W. Dyke, Jr. (Virtual)

Larry A. Griffith (Virtual)

Delbert Parks

Joan G. Wilmer

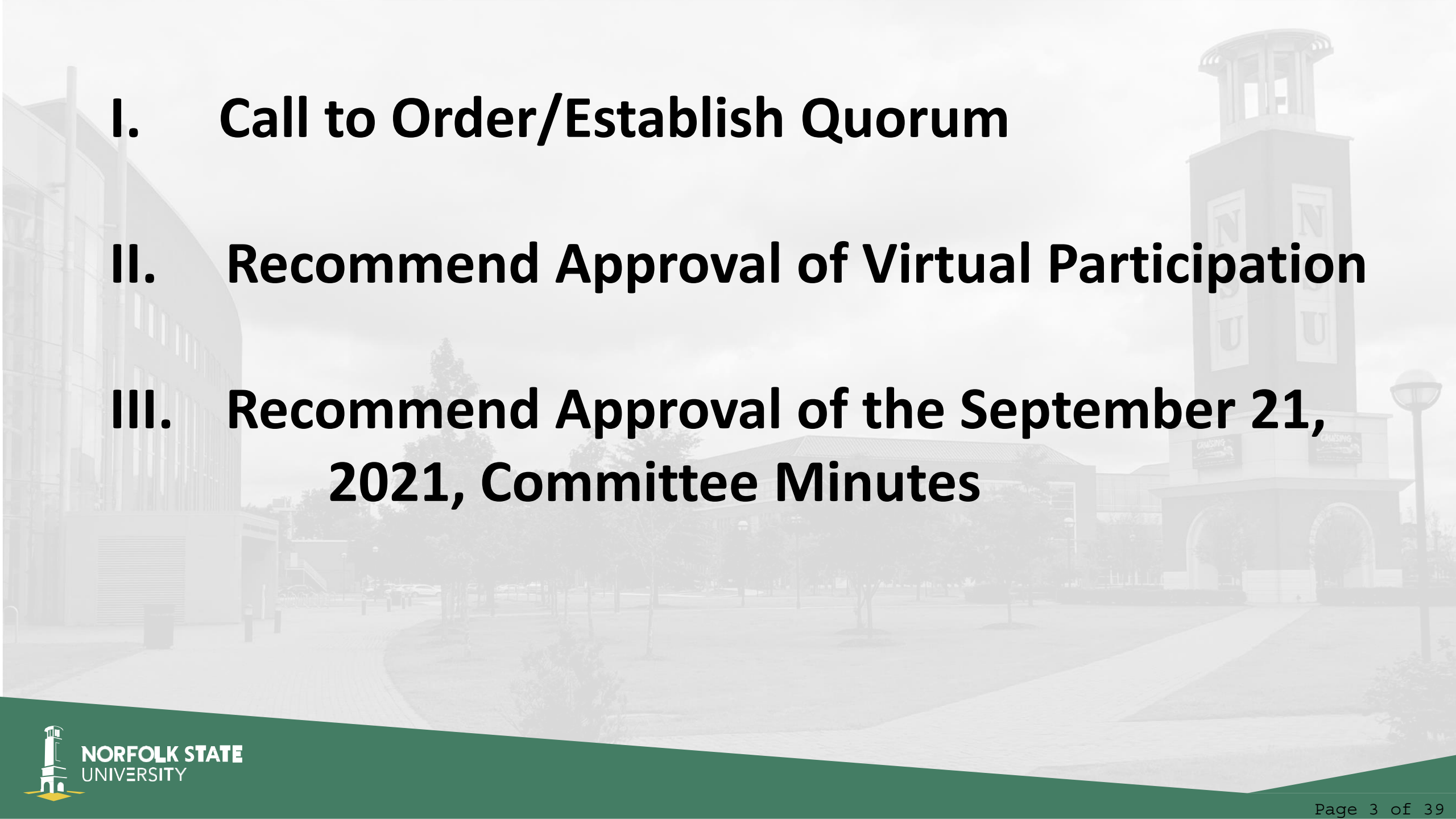
Mary Blunt (complete quorum)

Staff: Dr. Gerald E. Hunter, VP for Finance and Administration

Dr. Justin L. Moses, VP for Operations & Chief Strategist for Institutional Effectiveness

Clifford Porter, VP for University Advancement

The President participates in all Committee meetings.

- 
- I. Call to Order/Establish Quorum**
 - II. Recommend Approval of Virtual Participation**
 - III. Recommend Approval of the September 21, 2021, Committee Minutes**

**BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
TUESDAY, SEPTEMBER 21, 2021**

MINUTES

1. Call to Order/Established Quorum

Mr. Fulton, Chair, called the Strategic Finance Committee meeting to order at approximately 2:05 p.m. A quorum was established with a 5-0 Roll Call vote. Below is a list of individuals who attended.

Participants – Committee Members

Mr. BK Fulton, Chair
Mr. Dwayne B. Blake
The Honorable James W. Dyke, Jr.
Mr. Larry A. Griffith (Webinar)
Mr. Delbert Parks
Ms. Joan G. Wilmer (Absent)

Participant - Counsel

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

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. Gerald E. Hunter, Vice President/CFO, Finance and Administration
Dr. Dawn Hess, Chief Compliance Officer
Mr. Clifford Porter, Vice President, University Advancement
Ms. Karla Amaya Gordon, Assistant Vice President, Finance and Administration/University, Controller
Interim Chief of Police Brian Covington, University Police Department
Mr. Dennis Jones, Executive Director, Planning and Budget
Mr. Anton Kashiri, Associate Vice President Facilities
Ms. Michelle Marable, Dean of Students
Ms. Sandra Faye Monroe-Davis, Chief Information Officer
Dr. Karen H. Pruden, Associate Vice President, Human Resources
Mr. Cory Wolfe, Staff, University Counsel's Office
Mr. Rasool A. Shabazz, Project Engineer, Office of Information Technology
Mrs. Inda Walker, Office Manager/Board Liaison
Mrs. Martha M. Wilson, Executive Assistant, Finance and Administration

Observers – NSU Administrators and Staff

Dr. Andrew Carrington, Assistant Vice President, Finance & Administration
Mr. Michael Wallace, Investigator

2. **Recommend Approval of Electronic Participation for Board Member Larry Griffith**
Mr. Fulton motion, and seconded by the Committee to recommend approval of Electronic Participation for Board Members Larry Griffith
3. **Recommended Approval of the Committee Minutes**
Mr. Fulton motioned, seconded by the Committee with a 5-0 Roll Call vote approved the April 16, 2021 Finance Committee Minutes.
4. **Discussion Items**

Enrollment Projections/Assumptions - Dr. Gerald E. Hunter welcomed everyone and asked the Board of Visitors and attendees to review the Enrollment Projections PowerPoint for 2021-22, 2022-23; and 2023-24 being presented is a conservative estimate influence by the COVID-19 Pandemic. Dr. Hunter stated that everything is trending in a good direction. He turned the questions over to Dr. Juan Alexander as it relates to the enrollment projections and assumptions. Dr. Alexander reported that although 5,200 student were projected for incoming fall 2021, a total of 5,458 enrolled. He stated that the enrollment goals are to increase enrollment by 2% each year over a six-year period, which will bring next year's Fall 2022 enrollment to 6,144. He stated that the way to do this includes partnerships with Academic Affairs and Student Affairs. Dr. Alexander stated that an analysis was completed on students coming to the institution from high school that had a GPA's below 2.6 are not success here at the institution their first year; it is not just based on geographic areas but high schools period. Example: Students with 2.5 GPA at end of their freshman gained a 2.7 GPA at end of their freshman year. Students with a GPA lower than 2.5 at end of their freshman year come out at end of freshman at least with a 2.5 GPA. From a retention standpoint, NSU needs to look at increasing its admission criteria but not to the point that we are no longer competitive or trying to compete at a higher criteria but providing a middle ground for retention. Lastly, continue partnerships with community colleges with the passport programs such as we have with Tidewater Community College. Dr. Gaston-Adams stated that we need to continue to give students the tools for success.

Level II Authority By 2022 Update: Dr. Hunter reported that the goal for the institution to achieve Level II in 2022 will be achieved through the leaderships of Mrs. Ruby Spicer, Procurement Services Director; and Mrs. Faye Monroe-Davis, Information Technology Director, as well as Dr. Moses. Dr. Hunter stated that Level I is the lowest level and requires the greatest amount of oversight that exists. Level III is the highest level (University of Virginia, Virginia Tech, and George Mason) achieved, which allows them a tremendous amount of autonomy to run an institution. Dr. Adams-Gaston thanked Mr. Dyke also for his encouragement from the beginning of her term to make Level II a priority in achieving the status.

BOARD OF VISITORS

Strategic Finance Committee

September 21, 2021

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Mr. Dyke motioned, seconded by Mr. Blake, with a 5-0 Roll Call vote, the BOV Strategic Finance Committee recommends to the Full Board approval of the Resolution to Approve Online Tuition and Fees for Academic Year 2021 – 2022

Financial Update: – Dr. Hunter introduced Mrs. Amaya Gordon, University Controller who presented the financial updates. Selective comments included:

- The Financial Report Ending June 30, 2021, includes Authorized revenues of that total \$196,478; revised budget \$197,288, actuals at \$221,915 with a percentage of budget collected at 112%. Expenses authorized budget totaled \$194,177 with a revised budget at \$196,987; actuals totaled \$192,759 with a percentage of the budget spent at 98%.
- The Source of Funds included actuals through June 30, 2021 which includes appropriations of \$55,29,728; FY2020 Carryforward of \$4,139,642, E&G – Tuitions of \$48,169,119, Auxiliary Enterprises at \$35,196,450, Sponsored Programs at \$44,552,136, Student Financials Assistant (State) \$18,147,039, and Local Funds at \$16,411,804, which brings the total revenue to \$221,914,918.
- The Use of Funds included Instruction, Research, Public Service, Academic Support, Student Services, Institutional Support, Ops and Maintenance, Student Financial Assistance, Sponsored Programs, Auxiliary Enterprises, and Local Funds that totaled \$192,759,748 in revenues.
- Fixed Cost vs. Variable Cost included University expenditures for FY2021 were 79% fixed and 21% variable cost. Fixed Cost included the following categories: Salaries, wages, benefits, utilities, bank charges, insurance, student financial assistance, student financial assistant loans, state service charges, debt obligations, equipment, and building rentals.
- HEERF Funding received from the Federal Government and State of Virginia. The institution received three separate awards. The total received was \$102 million from the federal government that included student aid, which was distributed directly to the students. The university just acts as a pass-through. The students received \$6.9 million; another \$10 million that will be distributed to students in the fall and spring semester. The next award is Institutional Aid, which the federal government gave to help defray the cost of the pandemic, PPE and lost revenues with not having students on campus. As of June 30, 2021, we spent \$9.5 million to reimburse the institution for refunds that were given to the students; and it was also used to assist with student debt. Mrs. Amaya Gordon stated that the institution is doing what Mr. Griffith suggested and that is using the government funds in order to have flexibility. Additionally, Mrs. Amaya Gordon stated that the University received \$3.1 million from the state of Virginia, which brought the total award to \$105 million.

Fall NSU New On-line Tuition and Fees Recommendation – Dr. Hunter presented the proposed Full Year Tuition and Fees for students.

- The Projected Tuition Revenue is \$45,396,614 and the approved budget is \$44,453,964 with a difference of \$858,650.
- The Projected Mandatory Fees are \$17,636,172 and the approved budget is \$17,816,321 with a difference of (\$180,149).
- The Projected Capital Outlay Fee Revenue is \$956,650 and the approved budget is \$458,766 with a difference of \$497,884.

The recommendation to the Strategic Finance Committee is to present to the Board of Visitors the New On-line tuition and fees for FY2022.

Mr. Blake motioned, seconded by Mr. Griffith, with a 5-0 Roll Call vote, the BOV Strategic Finance Committee recommends to the Full Board approval of the Resolution to Approve Online Tuition and Fees for Academic Year 2021 – 2022

Crisis and Emergency Management Plan (CEMP) – Interim Chief Brian Covington presented the report, which included the following:

- CEMP was reorganized to a usable reference and source document format.
- 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.

Mr. Blake motioned, seconded by Mr. Dyke, with a 5-0 Roll Call vote, the BOV Strategic Finance Committee recommends to the Full Board approval of the Resolution to Approve the Crisis and Emergency Management PLAN (CEMP).

Six-Year Plan - Strategies for the Six-Year Plan was presented by Dr. Hunter and included the following:

- Expanding the Academic Advising Model.
- Enhancing academic success through curriculum development.
- Maintaining no increase in tuition for the last three academic years.
- Mitigating some of the financial impact of the COVID-19 pandemic with new financial resources from Commonwealth and Federal government.
- Providing access to a high-quality education for students of varying economic backgrounds.

Mr. Griffith motioned, seconded by the Ms. Parks, with a 5-0 Roll Call vote, the BOV Strategic Finance Committee recommends to the Full Board approval of the Resolution to Approve the 2021 Six-year Plan.

2021 Legislative Priorities – Presented by Dr. Hunter for Recommended Approval.

- Schedule of 2022 – 2024 Biennium Funding Requests
- Six-Year Capital Outlay Plan

Mr. Dyke motioned, seconded by the Mr. Griffith, with a 5-0 Roll Call vote, the BOV Strategic Finance Committee recommends to the Full Board approval of the Resolution to Approve the 2021 Legislative Priorities.

- **Human Resources Update** – Presented by Dr. Karen Pruden – Dr. Prudent stated the following:
 - Cardinal full upgrade representation
 - Move towards digital Human Resources forms (HR1 forms) with the assist of the Information Technology department.
 - Recruitment effort is on the radar

Information Technology Update – Ms. Faye Monroe-Davis presented the following report.

- Two-factor Authentication
- Spartan Innovation Academy with upgrade to VX Rail Systems
- Infrastructure & Personnel
- Innovation Distribution on way

Special Notes:

Revenue Diversification, due to time constraints, was moved to the next Strategic Finance Committee meeting.

Facilities Update, due to time constraints, was moved to the next Strategic Finance Committee meeting.

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Strategic Finance Committee
September 21, 2021
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5. Adjournment

There being no further business, the meeting was adjourned at 4:03 p.m.

Respectfully submitted,

Gerald E. Hunter, Committee Lead
Vice President for Finance and Administration

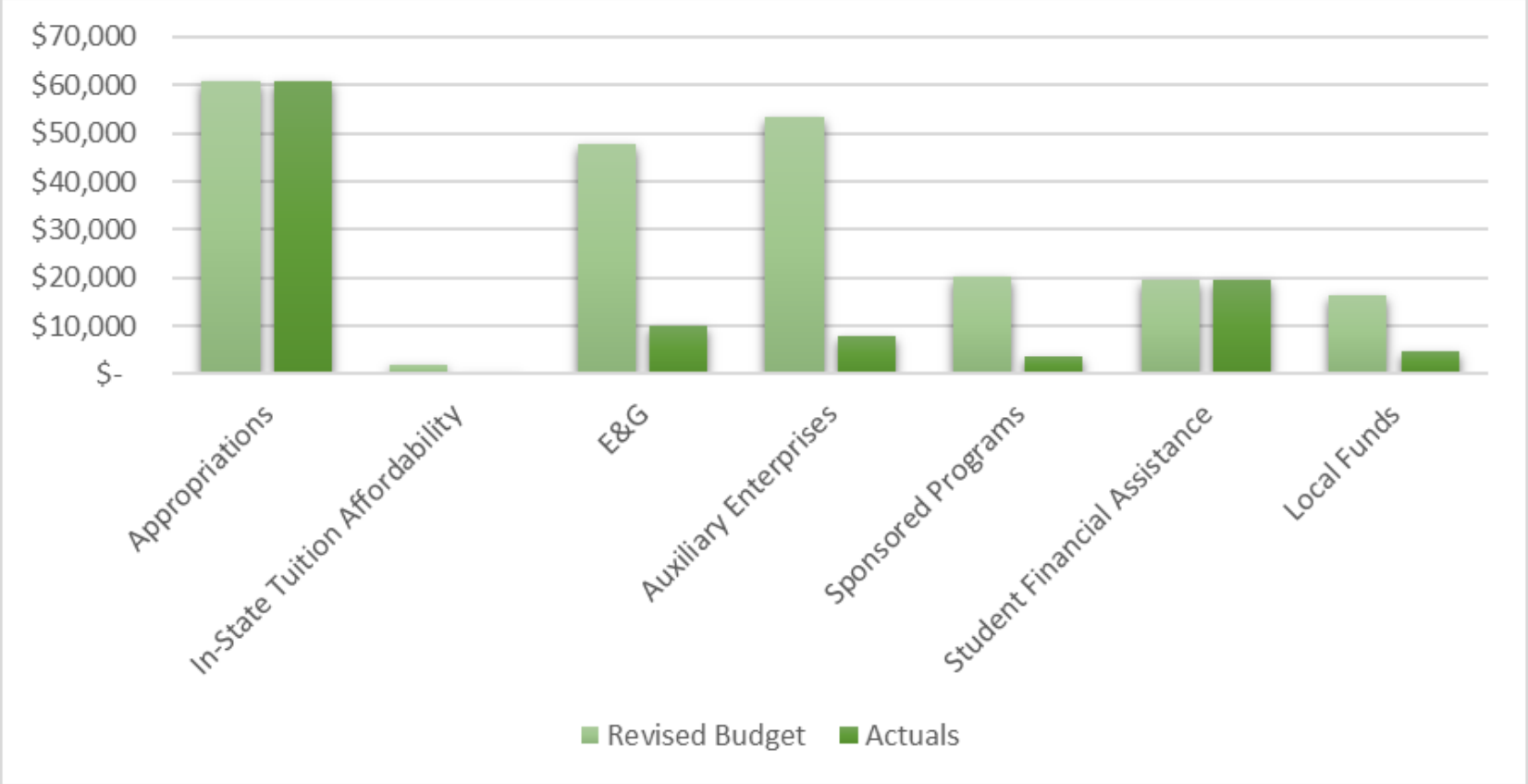
BK Fulton, Chair
Strategic Finance Committee

Quarterly Financial Report

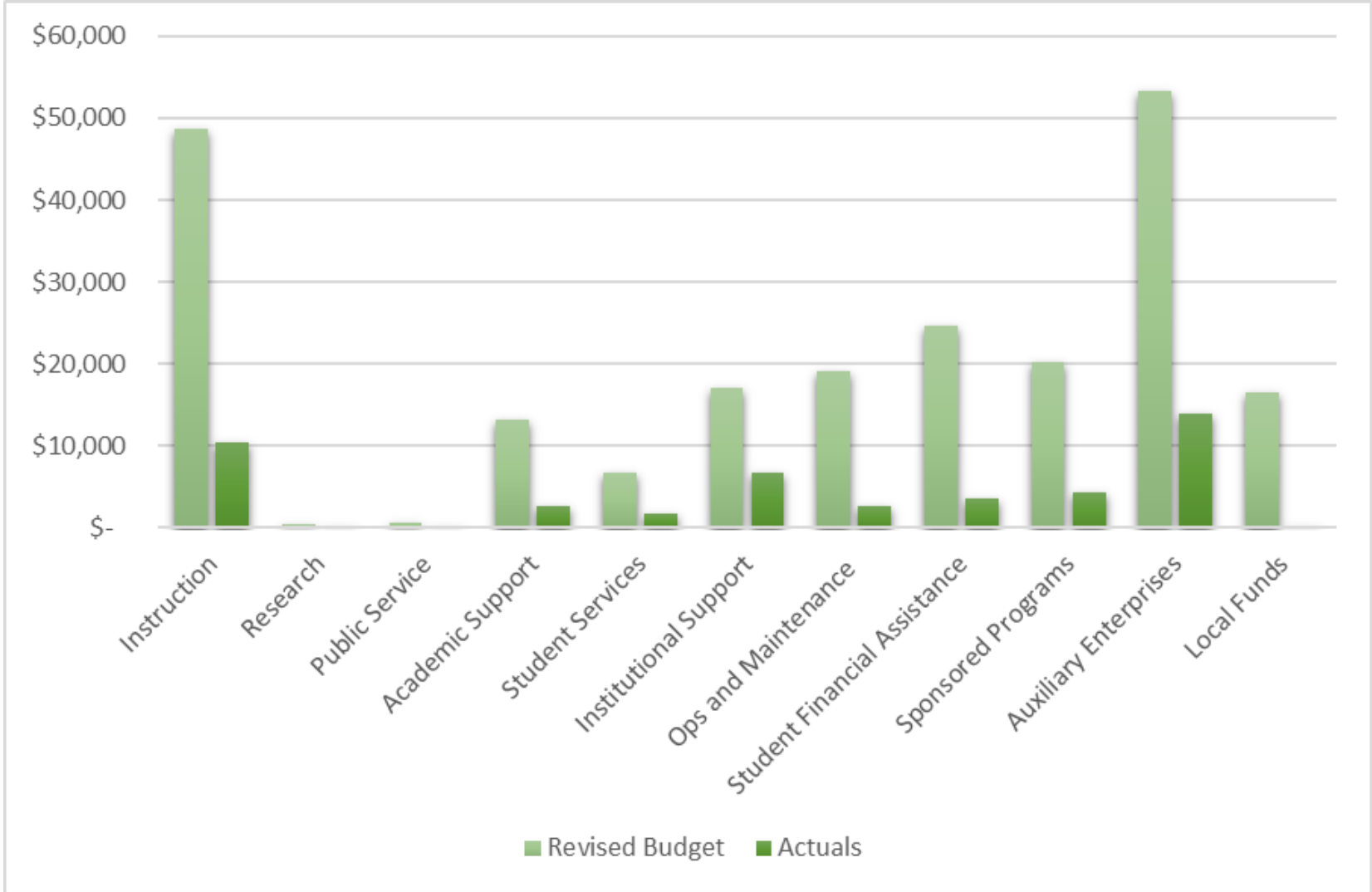
FY 2022 - Condensed Summary of Revenues and Expenses Budget Report - All Funds

(Cash Basis) As of September 30, 2021 (amounts in thousands)

	<u>Authorized</u>	<u>Revised</u>		<u>% of Budget</u>	
<u>Revenues</u>	<u>Budget</u>	<u>Budget</u>	<u>Actuals</u>	<u>Collected</u>	<u>Year-end Projection</u>
Appropriations	\$ 60,920	\$ 60,920	\$ 60,920	100%	\$ 60,920
In-State Tuition Affordability	2,000	2,000	-	0%	2,000
FY21 Carry-forward	-	-	-	0%	16,161
E&G	47,868	47,868	9,965	21%	48,726
Auxiliary Enterprises	53,232	53,232	7,923	15%	44,118
Sponsored Programs	20,232	20,232	3,701	18%	77,747
Student Financial Assistance	19,560	19,560	19,560	100%	19,560
Local Funds	16,500	16,500	4,780	29%	16,500
Total Revenues	\$ 220,312	\$ 220,312	\$ 106,849	48%	\$ 285,732

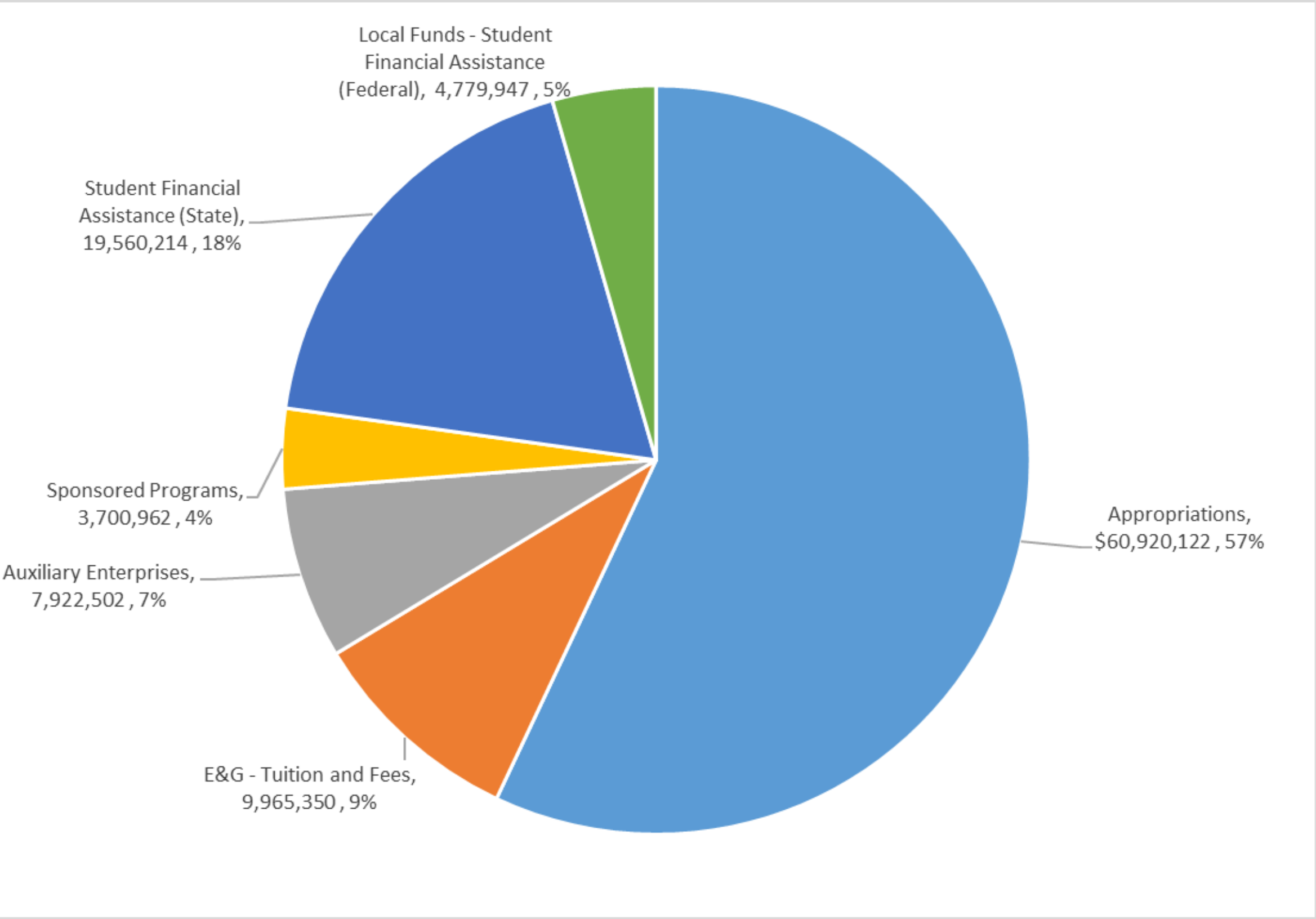


	<u>Authorized</u>	<u>Revised</u>		<u>% of Budget</u>	
<u>Expenses</u>	<u>Budget</u>	<u>Budget</u>	<u>Actuals</u>	<u>Spent</u>	<u>Year-end Projection</u>
Instruction	\$ 48,640	\$ 48,640	\$ 10,413	21%	\$ 48,640
Research	405	405	211	52%	405
Public Service	563	563	51	9%	563
Academic Support	13,176	13,176	2,681	20%	13,176
Student Services	6,664	6,664	1,704	26%	6,664
Institutional Support	17,099	17,099	6,703	39%	17,099
Ops and Maintenance	19,108	19,108	2,685	14%	19,108
Student Financial Assistance	24,693	24,693	3,637	15%	24,693
Sponsored Programs	20,232	20,232	4,309	21%	77,747
Auxiliary Enterprises	53,232	53,232	13,927	26%	19,231
Local Funds	16,500	16,500	198	1%	16,500
Total Expenses	\$ 220,312	\$ 220,312	\$ 46,519	21%	\$ 243,826
Revenue Over Expenses	\$ -	\$ -	\$ 60,330		\$ 41,906



SOURCE OF FUNDS

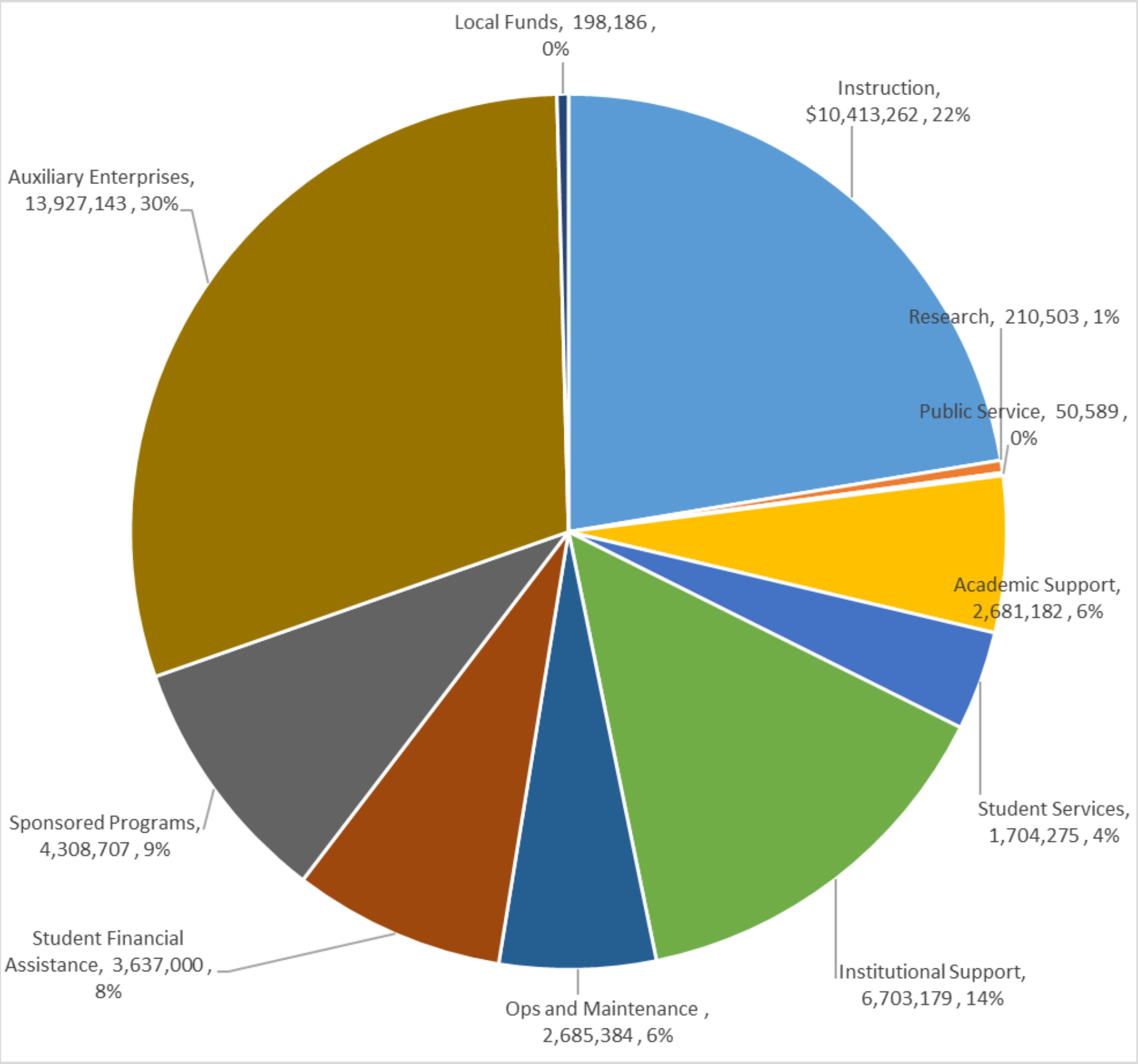
Actuals through September 30, 2021



<u>Revenues</u>	<u>Actuals</u>
Appropriations	\$ 60,920,122
E&G - Tuition and Fees	9,965,350
Auxiliary Enterprises	7,922,502
Sponsored Programs	3,700,962
Student Financial Assistance (State)	19,560,214
Local Funds - Student Financial Assistance (Federal)	4,779,947
Total Revenues	<u>\$ 106,849,097</u>

USES OF FUNDS

Actuals as of September 30, 2021



<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 10,413,262
Research	210,503
Public Service	50,589
Academic Support	2,681,182
Student Services	1,704,275
Institutional Support	6,703,179
Ops and Maintenance	2,685,384
Student Financial Assistance	3,637,000
Sponsored Programs	4,308,707
Auxiliary Enterprises	13,927,143
Local Funds	198,186
Total Expenses	\$ 46,519,410

ARMICS UPDATE

Agency Risk Management and Internal Control Standards

- Annual assessment conducted to provide **reasonable assurance** of the integrity of fiscal processes related to the submission of transactions to the Commonwealth's general ledger, submission of financial statement directive materials, compliance with laws and regulations, and stewardship over the Commonwealth's assets.
- Certified on September 30, 2021, to the Department of Accounts (DOA) that NSU can provide reasonable assurance as to the internal control over the recording of financial reporting requirements, compliance with laws and stewardship with respect to operational effectiveness over assets.
- No significant weaknesses were identified that require reporting to DOA.
- Internal deficiencies that require a corrective action plan submitted to management.

Facilities Management

1. Improve procedures for Fleet Management vehicle requisition process to outline how approvals will be documented.

NSU Master Plan Update – (B&D)

Facilities Update

Facilities Report – November 11th, 2021

Capital Project Updates

- Science Building
Interviews for five Building Contractors are scheduled for November 16– 17, 2021.
- Facilities Management Building Replacement
Currently working on the RFP for programming and planning
- Fine Arts Building Renovation and Expansion
RFP for programming and planning will be sent out this month

Maintenance Reserve Updates

- Robinson Tech Reroof Project
The project documents are being prepared to go out for bid.
- Robinson Tech Cooling Tower Replacement
The cooling tower was replaced on August 30.
- Madison Hall Transformer Replacement
The transformer replacement is currently under construction. The project is scheduled for final hookup on December 12, 2021.
- Brown Hall Lift
The lift project has been completed.
- Lee Smith Outdoor Makeup Air Unit (MAU) Replacement
The MAU unit has been installed.
- Scott Hall Chiller Replacement
The chiller is in the planning stages and will be installed in December.
- Dick Price Track Replacement
The track replacement project is complete.

COVID Related Project Updates

- Facilities Management continues to provide PPE supplies campus wide to students, faculty, and staff.
- Facilities is proposing to install dehumidifiers in each room in the Towers.
- Shepherd's Village HVAC Upgrades
This facilities air quality is considered very poor due to moisture from roof leaks, inadequate supply of fresh air, and mechanical and ventilation systems that are beyond their life expectancies. In order to improve the air quality to CDC Standards the planned approach is to replace the roof membrane, replace the heating, cooling and ventilation system (HVAC). The upgraded HVAC will also provide new dedicated outside air unit for increase in fresh air intake. This project will soon be in design.
- Babbette Smith North & South Towers HVAC Upgrades
In order to improve the air quality to CDC Standards the planned approach is install new dedicated outside air equipment that will condition the space and provide humidity control. This project will soon be in design.
- Lee Smith & Charles Smith HVAC Upgrades
In order to improve the air quality to CDC Standards the planned approach is replace the entire mechanical system to include all heating and cooling piping, fan coil units, and fresh air supply systems. This project will soon be in design.
- Mid Rise Honors HVAC Upgrades
In order to improve the air quality to CDC Standards the planned approach is replace the existing domestic water piping and fixtures. This project will soon be in design.
- Mid Rise Honors Elevators
The Two existing elevators are in critical need of modernization of the hydraulic systems. These elevators have become a safety concern as the frequency of repairs have increased which elevates the risk of a student becoming confined during and unexpected outage. These elevators are also a critical function to address any air quality issues that may occur as they are the means to distribute material to the mechanical room which is located in the penthouse of the facility. This project will soon be in design.
- Samuel Scott HVAC Upgrades
In order to improve the air quality to CDC Standards the planned approach is replace the existing mechanical equipment to include all piping & insulation within the mechanical rooms. This project will soon be in design.
- Gill Health & PE Phase 1 and 2 HVAC Upgrades

- In order to improve the air quality to CDC Standards the planned approach is replace the entire first floor mechanical and plumbing systems to include all heating and cooling piping, fan coil units, exhaust systems and fresh air supply systems. This project will soon be in design.
- Robinson Tech HVAC Upgrades
In order to improve the air quality to CDC Standards the planned approach is to replace the original equipment with new ventilation equipment that will allow for additional fresh air supply. This project will soon be in design.
- West Café HVAC Upgrades
In order to improve the air quality to CDC Standards the planned approach is replace the entire mechanical system to include all heating and cooling piping, fan coil units, exhaust systems and fresh air supply systems. This project will soon be in design.
- Scott Dozier HVAC Upgrades
In order to improve the air quality to CDC Standards the planned approach is to provide roof repairs, exterior drainage, address effloresces infiltration, and provide additional heating, cooling and ventilation for proper air quality and temperature controls. This project will soon be in design.
- Wilson Hall Air Handler Replacement
The Unit is being custom built and will be installed in December during the Christmas break.

Revenue Diversification Update

University Full Potential Revenue Mix

Traditional Revenue Streams		Diversified Revenue Streams
Tuition & Fees	Other Funding	
<ul style="list-style-type: none">• Academics<ul style="list-style-type: none">○ Academic Programs (Undergraduate, Postgraduate, Combined)○ Alternate Academic Graduate Programs (e.g., Scholars Programs)○ Nontuition Student Fees (e.g., Penalty Fees)○ Geographic Expansion (e.g., Satellite Campuses)	<ul style="list-style-type: none">• Grants, Donations, and Sponsorships<ul style="list-style-type: none">○ Grants○ Alumni Engagement○ Scholarships○ Specific Purpose Donations• Endowment<ul style="list-style-type: none">○ Endowment & Investments○ Endowment Fund○ Endowed Professorships	<ol style="list-style-type: none">1. Continued Education2. Research and Innovation3. Services4. Asset Utilization5. Partnerships

University Full Potential Revenue Mix

Diversified Revenue Streams

1. Continued Education

- **Programs**

- Medical Assistant
- Electrocardiogram (EKG) Technician Certification
- Introduction to Paralegal Studies
- Dialysis Technician Certification
- American Home Inspection Technicians
- Licensed Social Worker Prep
- Voiceover Artist
- Workforce Readiness Training
- Project Management

- Phlebotomy Technician
- Pharmacy Technician Program
- Introduction To Medical Billing and Coding
- Advanced Medical Billing and Coding

- **Workshops**

- **Conferences**

- Dementia/Alzheimer Conference
- Cancer Conference

University Full Potential Revenue Mix

Diversified Revenue Streams

2. Research and Innovation

- IP/Patents via Whitman & Cook
- “Real Time and Non-Invasive in Vivo Dosimetry and Tissue Monitoring Using Electrical Impedance Tomography for Radiation Therapy
- Heterogeneous Catalysts for Glycerol to Hydrocarbon Fuel Conversions”
- “The Photoelectric and Thermal Dual Conversion and Modulation” was recommended that we file a Provisional Application
- A joint patent application was filed with LLNL for “Plasmonics Control of Short Pules in Optical Fibers”
- Commercialization: Discussions are in progress with NSU, Virginia Commonwealth University Intellectual Property Foundation and LIIN Technologies Inc. For Exclusive License Agreement. These projects have the potential to become a revenue steam for NSU.
- Research: NSU research programs provide support, financial and academic, for our undergraduates and graduates students.

University Full Potential Revenue Mix

Diversified Revenue Streams

3. Services

- Clean Rooms
- Faculty Consulting
- Computer Gaming
- BLAZIN' Hot 91
- Underwriting
- Dual Enrollment

University Full Potential Revenue Mix

Diversified Revenue Streams

4. Asset Utilization

- Sport Camps
- AAU Tournaments
- Specialized Camps
- Ticket Sells
- Parking for New Casino
- Advertising
- Advertising Signs
- Renting Facilities
- Class Reunions
- Promotions

University Full Potential Revenue Mix

Diversified Revenue Streams

5. Partnerships

- **Academic Partnerships**
- **Apple Connected Campus Project**
- **Elizabeth River Project**
- **New Joint School of Public Health with Old Dominion University and the Eastern Virginia Medical School**
- **NSU School of Business partnership with Supernova Consulting, several Wall Street investment firms, and selected HBCUs to create pathway of success to enable African Americans to enter the Financial Services Wealth Management Industry**
- **Council Exchange Board of Trade (CEBOT) Governance, Risk, and Compliance Certification Program – Seven NSU students completed the program**

University Full Potential Revenue Mix

Diversified Revenue Streams

5. Partnerships Continued

- **Thurgood Marshall College Fund (TMCF) and the Association of College and University Educators (ACUE) Excellence in Online Instruction Partnership**
- **Student Affairs and NSU Police Department collaboration with the City of Norfolk Office of the Attorney, City of Norfolk Police Department, and the YWCA to establish a coordinated campus community domestic and sexual violence response**
- **Sandia National Labs – START HBCU Program**
- **Micron initiative that provides student internships., faculty research opportunities and funding for NSU Micro & Nano-technology center**
- **Netflix Virtual HBCU Boot Camp program, an extended partnership with Netflix, Inc. and 2U Educational Services**

Human Resources Update

- Collaboration with Benefits Broker on STD (short term disability) and LTD (long term disability) vendor renewal
- Personnel Updates: Recruitment for Compensation & Benefits Manager
- Cardinal Training



Information Technology Update



- Network Improvement Overview
- Spartan Innovation Academy – Status Update
- Duo Authentication Update
- Personnel Updates

FALL 2021

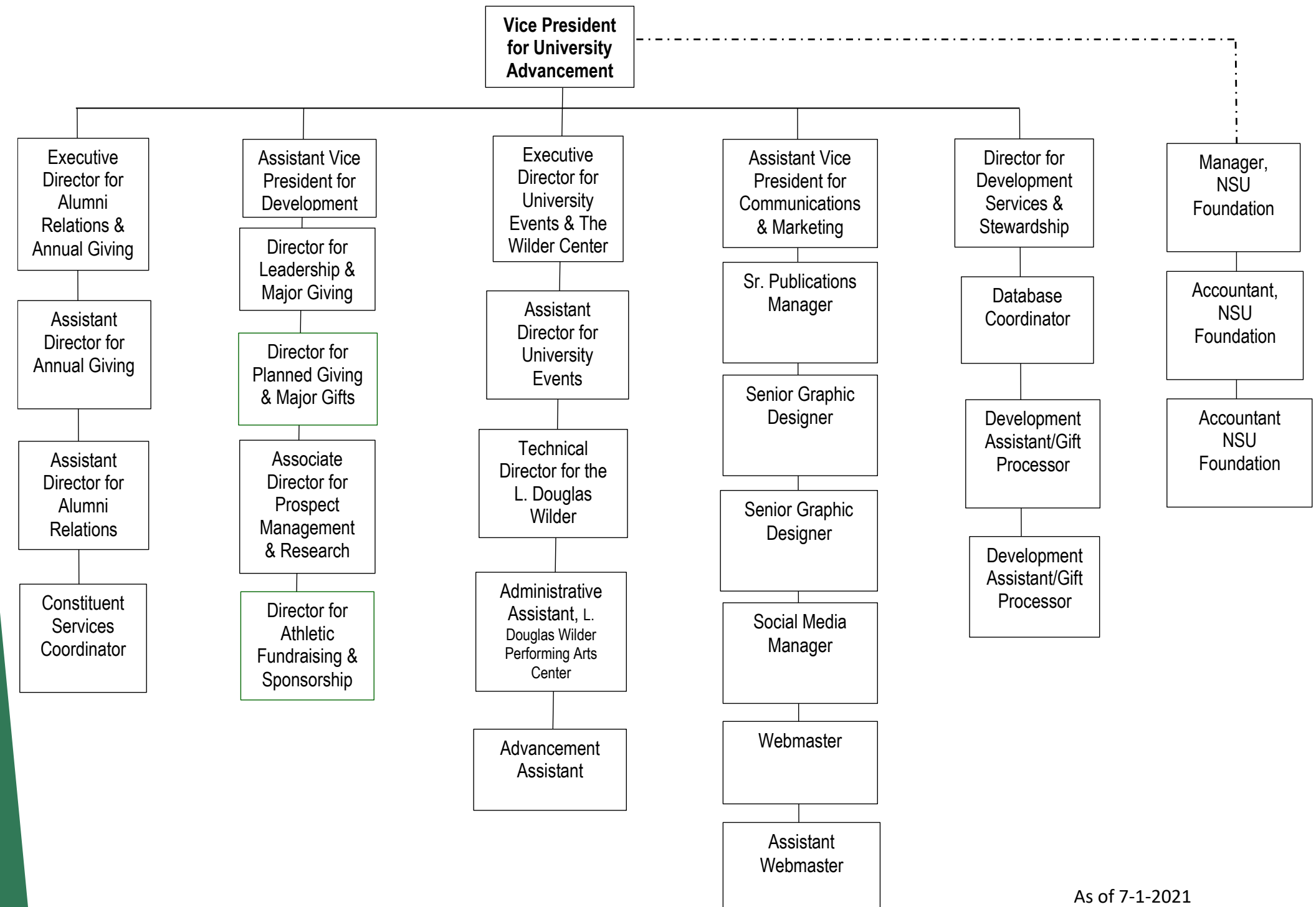
University Advancement Update

BOV Strategic Finance Committee



University Advancement Update

- Effective July 1, 2021, Communications and Marketing rejoined the Division of University Advancement
- **New Staff**
 - Natalia Pierson- Prospect Researcher
 - Stephen Opfer-Social Media Manager
 - Beverly Ferguson- Foundation Staff Accountant
 - Hope Strachan- Advancement Assistant



Communications & Marketing

Fall 2021-Spring 2025

Coronavirus Taskforce

Communications and Marketing will continue to play an important role on the COVID-19 Taskforce. (i.e. Help craft and disseminate messages on NSU's Coronavirus website, through campus announcements and through official social media channels).

Brand Awareness - Evaluation, Discovery and the Next Evolution

The University is finishing a five-year marketing campaign and will assess the impact of the campaign and strategize future marketing initiatives.

- Have we enhanced our brand positioning?
- Have we changed perceptions about NSU?
- Where do we need to improve? (Technology, Academics, Safety, etc.)
- How do we continue to evolve the “We See the Future in You” brand?

Capital Campaign

Communications and Marketing will play a critical role in helping the University reach its campaign goal. (i.e. Write, edit and design campaign collateral)

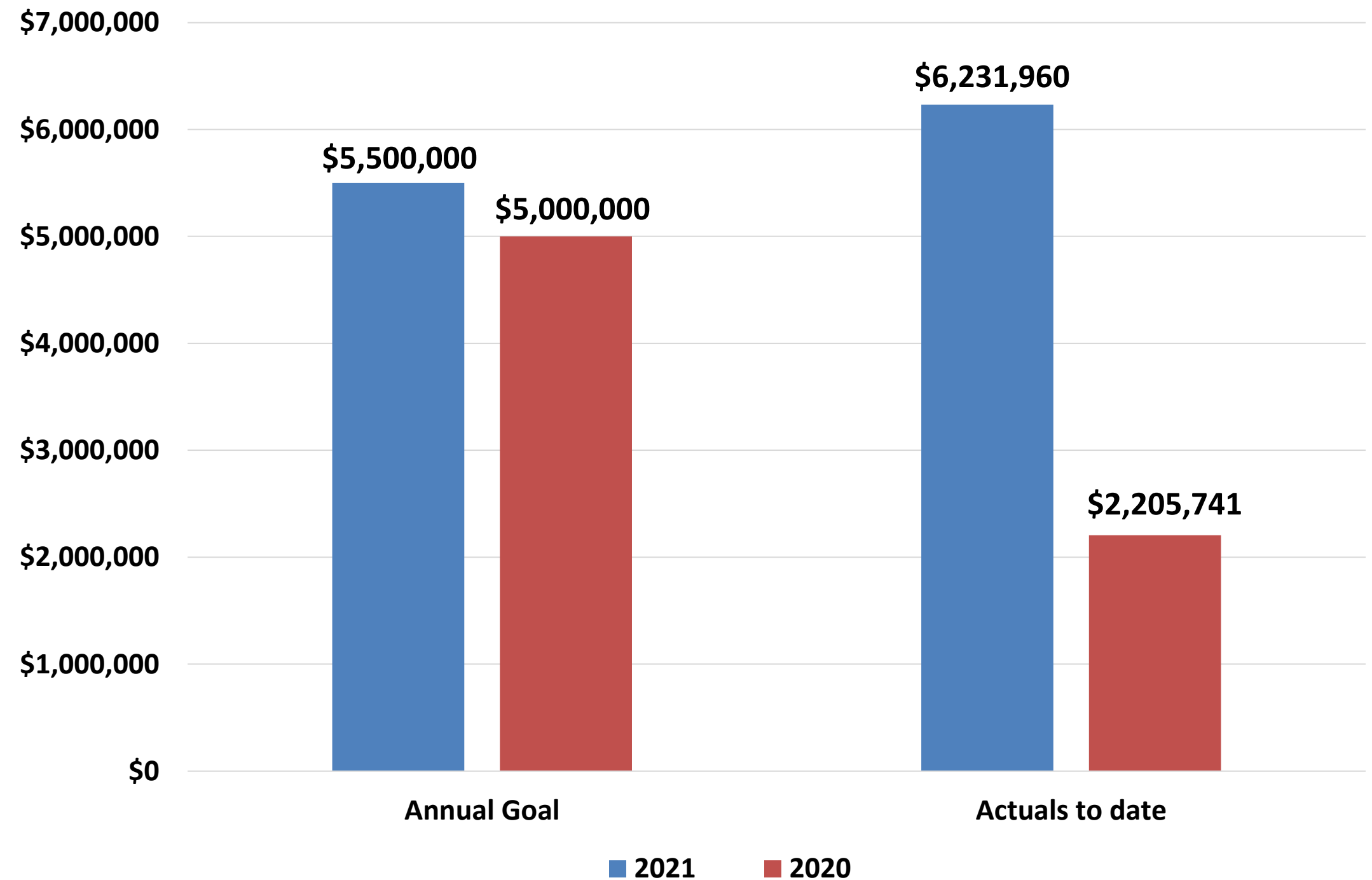
Technology Upgrades

- Boodle Artificial Intelligence (AI)
- MobileCause- Text **NSUGALA** to 41444
- MetaSoft Systems Foundation Search
- Foundation Directory Online



Fundraising Analysis

- Fundraising Goal for 2021 is **\$5,500,000**
- **\$6,231,960.65** or 113.30% of the goal has been raised as of November 5, 2021
- Fundraising goal for 2020 was **\$5,000,000**
- Total raised for 2020 was **\$45,838,417**



Five Year Fundraising Projections

Baseline Avg.	CY 2021	CY 2022	CY 2023	CY 2024	CY 2025
\$4.3M					
Major Gifts	\$2,000,000	\$2,450,000	\$2,900,000	\$3,250,000	\$3,000,000
Alumni/ Annual	\$1,500,000	\$1,650,000	\$1,800,000	\$1,950,000	\$2,000,000
Planned Giving	\$500,000	\$650,000	\$800,000	\$975,000	\$1,000,000
Foundations	\$500,000	\$650,000	\$800,000	\$975,000	\$2,000,000
Athletics/ NSUAF	\$500,000	\$650,000	\$800,000	\$975,000	\$1,000,000
Academics/NSURIF	\$500,000	\$650,000	\$800,000	\$975,000	\$1,000,000
Total	\$5,500,000	\$6,700,000	\$7,900,000	\$9,100,000	\$10,000,000

Capital Campaign for Norfolk State University

Capital Campaign Timeline

Readiness Audit

Completed the readiness assessment of the fundraising capabilities of NSU. Presented findings to President and University Advancement.

**MAR
2021**

Feasibility Study

- Assemble strategy team to review Case Summary
- Conduct Prospect Screening
- Consultant assesses donor interviewees and begins scheduling

**JUL
2021**

Silent Phase

- Quietly solicit largest gifts from top donors, board, and friends of NSU
- Continues until 60-70% of goal is reached

**JAN
2022**

Celebrate Campaign Progress

- Achieve Primary Campaign Goal

2024

**JUN
2021**

Planning Phase

- Draft Case Summary & case for support
- Solidify Campaign Strategy Committee
- ID and research prospects

**AUG
2021**

Campaign Planning

- Study report presented to CSC committee
- Determine Goal
- Revise Case for Support
- Set Timeline and policies
- Enlist Campaign Committee
- BOV campaign approval (Oct)

2023

Campaign Kick-off & Public Phase

- Announce campaign goal and progress raised
- Celebrate success with press and media coverage



**NORFOLK STATE
UNIVERSITY**

V. Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

VI. Open Meeting

- Closed Meeting Certification
- Naming Opportunity Resolutions

VII. Adjournment



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