

Board of Visitors Committee Meetings

Student Center Board Room, Suite 301

700 Park Avenue

Norfolk, VA, 23504

February 6, 2024



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Academic and Student Affairs Committee



AGENDA
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING
Tuesday, February 6, 2024
Delbert Parks, Chair
8:30 a.m. to 10:00 a.m.

Zoom Webinar Participation:

https://nsu-edu.zoom.us/webinar/register/WN_KRW95oV-SMO49GcalMukHA

I. Call to Order/Establish Quorum

II. Recommend Approval of Electronic Participation

III. Recommend Approval of the November 16, 2023, Committee Minutes

IV. Discussion Items

- a. Student Affairs Update Dr. Leonard Brown
 - i. Student spotlights
- b. Academic Affairs Update Dr. DoVeanna Fulton
- c. Enrollment Management Update..... Dr. Justin Moses
- d. Athletics Update Ms. Melody Webb

V. Public Comment

VI. Adjournment

Academic and Student Affairs Committee

- Delbert Parks, Chair
- Mike Andrews
- Dwayne Blake
- Bishop Kim W. Brown
- The Honorable James W. Dyke, Jr.
- Jay Jamison

Staff:

- Dr. Leonard E. Brown, VP for Student Affairs
- Dr. DoVeanna S. Fulton, Provost/VP for Academic Affairs
- Dr. Justin L. Moses, VP for Operations & Chief Strategist for Institutional Effectiveness
- Ms. Melody Webb, Director of Athletics

*The President participates in all Committee meeting

BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES
NOVEMBER 16, 2023

I. Call to Order/Establish Quorum

Bishop Kim W. Brown, Chair, called the Academic and Student Affairs Committee meeting to order at 10:34 a.m. A quorum was established with a 5-0 Roll Call vote.

Committee Members Present

Bishop Kim W. Brown
Mr. Delbert Parks
Mr. T. Mike Andrews
Mr. Dwayne Blake
Mr. Jay Jamison

Committee Member Absent

The Honorable James W. Dyke, Jr.

Counsel Present

Pamela Boston, University Counsel and Senior Assistant Attorney General

NSU Administrators

Dr. Javaune Adams-Gaston, President
Dr. Gerald Hunter, Vice President of Finance & Administration
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Dr. DoVeanna Fulton, Provost and Vice President for Academic Affairs
Melody Webb, Athletics Director
Dr. Juan M. Alexander, Associate Vice President for Enrollment Management

II. Recommend Approval of Electronic Participation

III. Recommend Approval of the September 12, 2023, Committee Meeting

IV. Discussion Items

ACADEMIC AFFAIRS – Dr. DoVeanna S. Fulton – In our continued mission to serve students and our community; we have developed proposals for two new degrees. Norfolk State University has a long-standing history of preparing students to be teachers and counselors in the Commonwealth of Virginia. With this experience, we seek approval for two new degree programs: A Bachelor of Science (BS) in Middle Education and a Master of Arts (MA) in Counseling Education

- **The Proposed BS in Middle Education Degree Programs** – Designed to meet the measures prescribed by the State Board of Education regarding the competencies of teachers in specific disciplines. The standards are extensive and require teacher education programs to meet all licensure regulations, professional studies, and endorsement requirements for each discipline/teaching area for the Virginia Department of Education (VDOE) approval. The proposed degree program consists of courses required by the VDOE for both middle school

mathematics and general science teachers along with professional teacher education required coursework. Upon graduation from the degree program, students will be prepared to obtain teaching licenses in both mathematics and science or one discipline if desired.

- The proposed BS in Middle Education Degree Programs designed to meet the accreditation standards set by the Council for the Accreditation of Educator Preparation (CAEP), as required of all Virginia educator preparation programs leading to state licensure. Norfolk State University's next reaffirmation visit for the school of education is 2030. If the proposed degree program is approved, NSU will transition the accreditation status to the proposed degree program as a substantive change with CAEP.
- The proposed Bachelor of Science (BS) in Middle Education Degree Program will require 120 credit hours. clinical/field experience is required. Our expectation is to begin enrolling students in fall 2024.
- Middle Education is one of the top three critical shortage teaching areas in Virginia. According to the United States Bureau of Labor Statistics (BLS), approximately 42,200 openings for middle school teachers are projected each year, on average, over the decade. Most of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, into retirement. Projections are that enrollments will increase in the five-year trajectory.
- **The Proposed MA in Counseling Education Degree Program** – Leads to a professional school counseling license that is designed to meet the biennial measures prescribed by the State Board of Education competencies of people personnel license in specific disciplines. The program offers three concentration areas: Professional School Counseling, Mental Health Counseling, and Clinical Rehabilitation Counseling.
- The Proposed Master of Arts in Counseling Education degree is designed to meet the accreditation standards set by the Council. Accreditation of Counseling and Related Educational Programs (CACREP). Norfolk State University has already begun the CACREP Accreditation process with its existing counseling education program concentrations under the Master of Arts in Urban Education Degree Program. If the proposed MA in in Counseling Education Degree Program is approved, we will transition the accreditation status to the proposed degree program as a substantive change with CACREP.
- The proposed Master of Arts (MA) in Counseling Education Degree Program will require sixty credit hours including a practicum. We expect to begin enrolling students in Fall 2024 as well.
- The Curriculum will provide a solid, educational foundation in counseling, theories, skills, and techniques to address academic and mental needs (e.g., Teenage Substance Abuse, Crisis, and Suicide). In Pre-K through twelve school and community settings. The Curriculum includes core components (e.g., Professional Counseling Orientation and Ethical Practice, Cultural Diversity, and Assessment) Within the discipline of counseling education. Required coursework will train students to use empirically based research methods to evaluate counseling programs, coursework will focus on preparing students to work with diverse populations to develop and execute empirical based researched counseling interventions, students will gain knowledge to plan and implement programs and services to address mental health concerns across the lifespan that affected the public schools and the communities they serve. The Curriculum will provide students with the opportunity to gain experience about counseling issues to prepare graduates for leadership roles in school counseling and supervision.
- According to the BLS, by 2032, the need for individuals with a master's degree in counseling will increase by 18%. According to the Virginia Employment Commission (VEC), the Commonwealth of Virginia, the need for counselors with a master's degree will increase by an average of 14% by the year 2030. The chart shows the projections are that enrollments will increase from twenty

students in the first year to fifty-six students in the fifth year, an increase of 180%, the projected enrollment shown in the chart.

- These proposed degree programs were identified through a needs analysis of the Hampton Roads School Districts by faculty, and the School Education Advisory Board. The committee used the Department of Education's Annual Report to the General Assembly on the critical teaching shortage areas in Virginia and one of the School of Education's 2022-2025 Strategic Plan goal is to assist the local and state districts with filling high demand positions in their schools with quality teachers and school counselors trained prepare student with the necessary skills and abilities to be successful in K-12 settings

Academic Affairs request the Board's approval to submit these degree proposals to SCHEV, with anticipated implementation in Fall 2024.

ENROLLMENT MANAGEMENT – Dr. Justin Moses –

- **Applications** – Growth is happening here at Norfolk State University. There is an increase in our submitted applications. When the data was shown several weeks ago, there was a 19% increase in the applications collected. However, since that data was collected, approximately eighteen days lapsed, data shows a 36% increase in applications collected. There are a couple of things that are attributed to this data. First the **COMMONAPP** is one factor and to our team here at Norfolk State University. This is a positive move towards where we are headed, we should see an increase, not only in first-time freshman but also in transfer students next fall and spring 2024 enrollment.
- **Dr. Juan Alexander** – The other attributing factor to growing applications is the **Scholarship Universe** platform. We are trying to get our students to apply for the many opportunities that are available for them. This platform helps to identify the different scholarships available for our students.
- **Dr. Justin Moses** - We are in the final stages of selecting candidates for the Assistant, Associate vice presidents responsible for collecting data. We will interview in early December and hopefully select candidates early after returning from the holiday break.

ATHLETICS – Melody Webb

- This year if you have been following athletics it has been exciting to see the progress that has been made with some programs and to see how other programs continue to soar.
- Progress is not defined by wins and losses but defined by the small steps in the right direction that will eventually lead to success.
- In football, we've been competitive in every FCS game we've played this year. Six of our losses were decided in the final minutes in the fourth quarter by one possession or by seven points or less.
- We have improved on both sides of the ball, averaging seven more points per game from last year while the defense allowed twelve less points per game.
- In addition to those feats, we also recorded two big CAA wins this season.
- This season also marks a first that we are Currently being ranked in top 25 FCS football attendance, top three in HBCU, and rank number 1 in MEAC.

- Progress is being made and we must focus on patience, consistency, and forward movement when developing programs or changing a culture and sometimes the right action is not always popular but in leadership you must evaluate all the pieces not just the win loss column.
- The average successful start-up takes 3-5 years to become profitable. It takes time to build up a brand in the correct way to ensure growth and sustainability. Coach is entering into his third recruitment class and I'm happy to see that he is progressing in the right direction. We are losing five seniors this year and the rest of the team will be returning. He has taken some bumps and bruises which all businesses or programs do but how we recover and demonstrate resiliency is a key step in progress.
- In speaking of progress Volleyball was also off to its best start this season and was just short two match with tying the winningest record in school history since 2013. When the coach took over the program the record was 2-23.
- Volleyball also secured our first ever "First team MEAC" selection and "Rookie of the Year" this year in a freshman, Gabrielle Gilbert.
- They start Volleyball MEAC championships tomorrow. Looking to do great things. This team has been a pleasure to watch.
- On another note, it's also amazing to see how NSU cross country has captured the 2023 MEAC Championship again this fall.
- Both our men and women secured the championships, and both had the most outstanding runner of the year. As well as Kenneth Giles receiving Coach of the Year for both men and women.
- Coach Giles and his team continue to amaze me and serve as great ambassadors for this University. They are sound student-athletes not just athletically but also in the classroom with the men's cross-country team scoring a perfect one thousand on their academic performance as a team.
- Currently out of the four sports that participated this fall we have secured two championships thus far and claim more to come.
- NSU athletics has accomplished some major feats, started new initiatives, and propelled the student athlete experience by focusing on five key initiatives, which include, academic excellence, athletic excellence, financial sustainability, branding, and stakeholder engagement.
- When we do a review of where we are and where we are going and focus on the things we accomplished and the opportunities we must advance the department, we focus on alignment and the strategic plan.
- Our mission is to provide a holistic student athletic experience that fosters a culture for athletic excellence, student-athlete personal development, academic achievement, student-athlete wellness, and post-graduation success.
- We demonstrate this commitment through our strategic plan and identifying ways that we can elevate programming and initiatives to maintain a competitive balance in both the academic and athletic realm.

- Our strengths in the athletic realm I touched on briefly the progress in athletics, but I will be reminisced if I didn't touch on what our basketball teams have been able to accomplish year over year and the successes they had for this university. Both coaches have had winning seasons and made it to the championship game multiple times. Both have secured regular season championships, both have secured MEAC Championships, and both have advanced and represented Norfolk State well in the NCAA tournament on the national stage. This is their legacy, our legacy a culture of winning.
- Our athletic programs inclusive of all sports overall body of work has been good. We have been shy of the Commissioners all-sports awards by less than five points over the last couple of years. We have placed within the top three in our conference. Our body of work is strong as we continue to build all our sports towards championship status.
- Academically, we have a graduation success rate of 81% and we have four teams that secured a perfect one thousand this year in their APR score. Those sports include women's Basketball, Bowling, men's Cross Country, and baseball. The success of academics comes with being intrusive in the student's athlete academic plan and making sure we have programs in place that will lead to their overall success throughout their journey.
- The APR, or Academic Progress Rate, holds institutions accountable for the academic progress of their student-athletes through a team-based metric that accounts for the eligibility and retention of each student-athlete for each academic term. We have been successful, and it takes all parties involved to ensure their success. I would like to publicly thank Tina Ruffin the asst. AD for academics for the hard work she and her team has put in to make sure we are continuing to excel.
- By identifying our core and unique advantages we excel and leverage those strengths to gain a competitive advantage in recruiting and in the market allowing us to allocate our resources more effectively and efficiently.
- By acknowledging and addressing opportunities we can improve on the areas and put strategies in place to enhance overall performance. Some opportunities that exist are continuing to work with budget and finance to identify resources to capitalize on facility enhancements and resources to meet growing demands or program enhancements for the student-athletes.
- Example could be meeting the needs of athletic performance through athletic training, mental health, nutritionist, and physical therapy. Others could be working with Student Affairs' and cross campus partners to address housing needs. We are continuing to collaborate to ensure we are working in the best interest of special population groups to ensure we are continuing to identify potential avenues for growth and expansion while identifying emerging trends, new markets, and untapped resources as we aim to continue to evolve.
- As I move on to action identifying opportunities, we can capitalize on the areas to improve growth and performance and develop strategies to implement and enhance overall programming, initiatives, and resources for athletics. Action is the expansion of sports programs to diversify student-athlete portfolio; collaboration with local ties to develop pipelines; hosting high profile events to increase visibility; strengthening student-athlete well-being; and developing robust NIL program.

- In January, the collective would be up and running. We are the host for NIL summit coming in Jan, we are the host for the NCAA Track and Field Tournament, as well as the host for the MEAC Championships in Softball and MEAC Championships for Track and Field. We are also the recipient for the NCAA Grant for academic and student services programming.
- We are continuing to work to stay viable, increase visibility and diversify strategies and portfolio to actively engage, brand and enhance programing and initiatives to serve our student-athletes.
- Lastly, Response. Athletics is a shifting landscape that is constantly evolving through various forms to separate and capitalize on opportunities that can benefit universities and impact others. As we look at limited resource institutions, we don't know the true impact of what those decisions that the NCAA has made will carry but it's imperative that we stay prepared. By identifying some of the regulatory changes such as changes in policies, eligibility, NCAA mandates, and changing trends allows us to develop contingency plans to mitigate risks and be initiative-taking in preparing for obstacles that may arise to position ourselves for long term success.
- The athletic transformation is where we like to sit that encompasses everything we just discussed and is in alignment with the University and Athletics strategic plan. We have been working diligently to advance the goals of the University and establishing a roadmap for athletics to guarantee the two are aligned.
- I'm excited about where the department is headed and with the changes that have occurred and the opportunities that present itself with new challenges. It is allowing the department to continue to evolve and identify new and innovative ways to drive student-athlete programming, initiatives, revenue generation, and strategic performance metrics to gain competitive advantage.
- We will continue our Commitment to raise the prominence of the NSU athletics brand and deepen community impact by telling the NSU story and delivering the NSU experience.

STUDENT AFFAIRS – Leonard Brown

- As you may recall, demand for on campus housing continues to be extremely high demand which resulted in the use of hotels during this current semester. One of the projects that Dr. Fitzgerald is leading our division on is to examine how we improve upon the way we manage the demand for housing, which we anticipate will continue to be in high demand soon.
- I wanted to make the committee aware of one aspect of this complex issue with which we are dealing. As a university we are committed to access, and this includes for students who require accommodations based on the Americans Disability Act. We are pleased to be able to support these students as we heard in the earlier audit committee report, we are examining how we support those students across the board.
- The number of students who request accommodation has increased across the country over the last decade. Again, this is a good thing. One aspect that we need to address is the drastic increase in requests for single rooms as accommodation through the ADA.
- As you can see from this slide, the number of requests for different types of housing requests continues to increase and this table represents the total number of housing requests, not requests for single rooms. In 2020-2021 we had thirty-seven requests for single rooms, and we

were able to accommodate twenty-one. In 2021-2022 we had fifty-two requests for single rooms, and we were able to accommodate thirty-seven. Last year we received seventy-seven requests for single rooms and were able to accommodate forty-three. This year we saw close to one hundred requests for single rooms and have close to sixty students we are accommodating.

- While we are happy to accommodate students, the complexity of the issue has to do with our practice of taking double rooms offline to accommodate single rooms. We have very few true single rooms on campus. This means that with our current practice, we lose housing capacity when we accommodate students in double rooms.
- So, our challenge is to think about how we both accommodate students and manage the high need for housing in a way that aligns with best practices and meets the legal obligations under ADA.
- As we unpack this complex issue, we will keep the committee updated on the ways in which we resolve this complex issue.
- I also wanted to keep the committee updated on our ongoing progress in Career Services. Ms. Saranette Williams and her staff continue to make progress in developing relationships with employers who invest time and resources in their work and continued progress in working in partnership across the university to get more and more students prepared for and exposed to internship and employment opportunities. You will see from this slide that we had over seven hundred students attend our career expo activities this fall, and we look forward to continued progress in this area for the upcoming spring.
- To update the committee on two important searches that the division of student affairs is currently engaged in. Ms. Michelle Marable, our Dean of Students has decided to retire next semester after serving in multiple capacities at NSU for over 40 years. She cannot be replaced but we are engaged in a national search for the next Dean of Students. In addition, we are searching for an executive Director of health services who will bring expertise to our staff on what health services for our students should be and can be an essential component of overall student wellness. Both committees have cross university representation including faculty staff and students and we look forward to successful searches to add to the talent of the division.
- Next up is an update of the Spartans Campus Employment program. President Adams-Gaston charged us with creating job opportunities on campus for students that would both allow flexibility for students to be students first in ways that off campus retail does not and at the same time build students skills that will prepare them for internships and employment down the line. This is the first semester we have offered this opportunity and as you can see from the slide, we have space for sixty students but the demand for this opportunity was overwhelming with 462 applications received.
- I want to emphasize that we are working with our campus partners to ensure that students are not simply filing or answering phones, but rather are involved with projects that will build skills based on the NACE competencies that are displayed on this slide. I want to thank Ms. Venable and Ms. Carpenter for their leadership in getting this program off the ground.
- Lastly, I want to end my report with some highlights from students and staff in the division.

Chelsea Hall, Executive Administrator Coordinator

Date

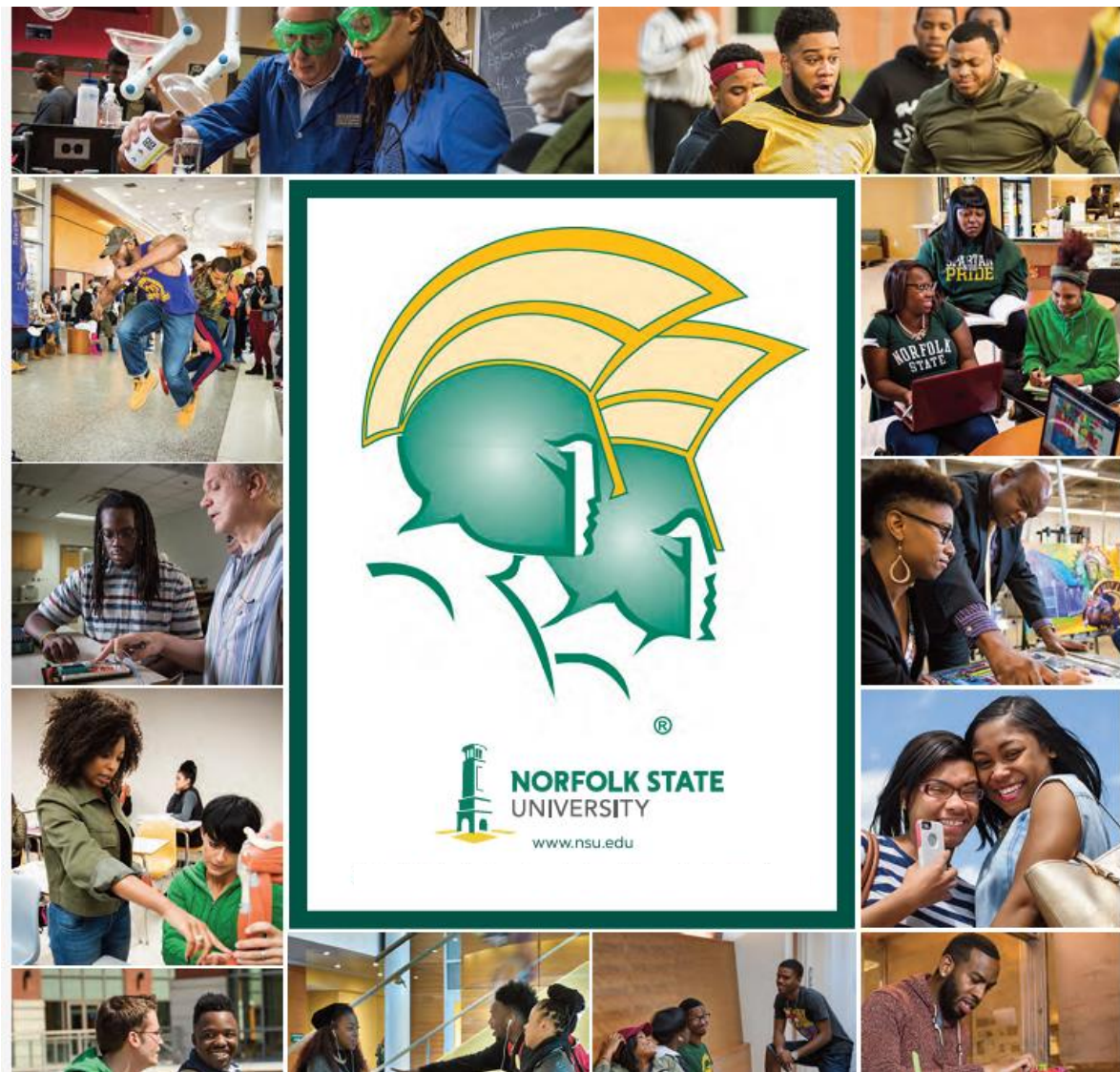
Bishop Kim Brown, Chair

Date



NSU – B.O.V. Academic and Student Affairs Sub-Committee Meeting

February 6, 2024



Agenda

- Student Affairs Update
- Academic Affairs Update
- Enrollment Management Update
- Athletics Update

Student Affairs

Dr. Leonard Brown, Jr.

Vice President for Student Affairs



Division of Student Affairs

We Make a Difference





Division of Student Affairs We Make a Difference

Kerri Williams

Spartan Promise to Persist with Purpose (SP3)

Classification: Sophomore

Hometown: Portsmouth, VA

Major: General Business, Entrepreneur



Division of Student Affairs

We Make a Difference



Curtis Day

Career Services

Classification: Senior

Hometown: Virginia Beach, VA

Major: Exercise Science, Health & Wellness





Division of Student Affairs We Make a Difference

Nilah Waller

Student Support Services (TRiO)

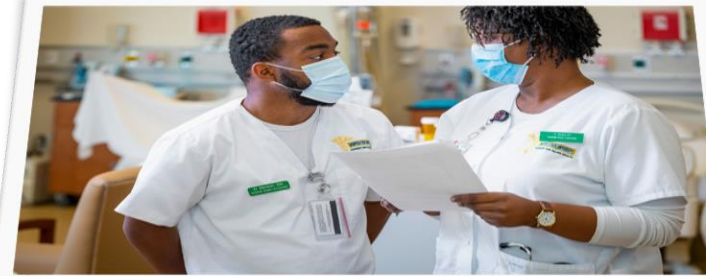
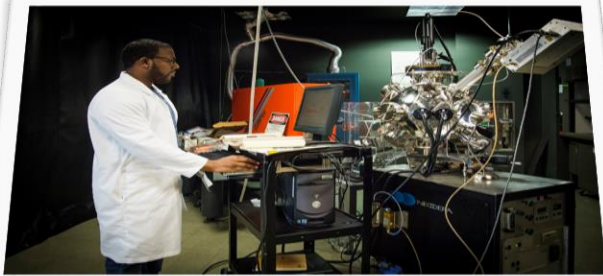
Classification: Senior

Hometown: Greensboro, NC

Major: Mass Communications, General Broadcast



Academic Affairs Update



Enrollment Management Update



Enrollment Snapshot

SPRING 2024							SPRING 2023	
	Headcount:	Change (#.)	Change (%.)	FTE:	Change(#.)	Change(%.)	Headcount:	FTE:
College of Business	676	-9	-1	661.53	+11.87	+2	685	649.67
School of Education	525	+24	+5	472.12	+33.03	+8	501	439.08
College of Liberal Arts	1780	+22	+1	1643.38	+71.65	+5	1758	1571.73
College of Science, Eng. & Tech.	1902	+197	+12	1739.82	+196.53	+13	1705	1543.28
School of Social Work	280	-56	-17	250.20	+48.77	+16	336	298.97
No Designation	25	-	-	11.35	-	-	-	-
TOTAL	5188	+203	+4	4778.40	+275.61	+6	4985	4502



YOUR SPARTAN LEGACY HAS BEGUN



Admissions Update

- Admitted Student Day to occur on **April 6, 2024**.
- Total Freshmen Application Count for Fall 2024 is **11,568** which represents a **15.23%** increase from last year.
- Total First-time Freshmen admitted for Fall 2024 is **6,289** which represents a **2.64%** increase.





Department of Athletics



ATHLETICS TRANSFORMATION

Athletics Department

HOLISTIC DEVELOPMENT

Mental Health, Financial Literacy, Name, Image, Likeness, Diversity, Equity, Inclusion

ATHLETICS PERFORMANCE

Enhanced Championships, Performance Metrics, Transfer Portal, Competitive Culture

ACADEMICS

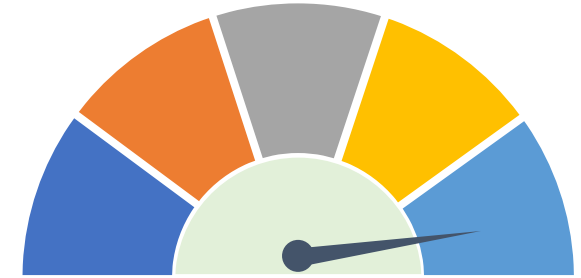
Scholarships, Degree Completion, Academic Performance Rate

GOVERNANCE

Decentralization of Rules and Governance, Policies and Procedures, Best Practices

STRATEGIC INITIATIVES

Revenue Distribution Model, Enhanced Visibility, Competitive Scheduling, Grants



ACADEMICS



HOLISTIC DEVELOPMENT



STRATEGIC INITIATIVES



Thank You!

Audit, Risk, and Compliance Committee



AGENDA
BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING
Tuesday, February 6, 2024
Dr. Harold Watkins II, Chair
10:00 a.m. to 11:00 a.m.

Campus Location:

Norfolk State University, 700 Park Avenue, Norfolk, VA 23504
H. B. Wilson Hall, Suite 530

Zoom Webinar Participation:

https://nsu-edu.zoom.us/webinar/register/WN_KRW95oV-SMO49GcalMukHA

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the November 16, 2023 Committee Minutes
- III. Discussion Items
 - a. Internal Audit, Ms. Derika Burgess
 - i. Student Payments: Update
 - ii. Audit Monitoring: Corrective Actions
 - iii. Audit and Compliance Intersection
 - b. University Compliance, Dr. Dawn M. Hess
 - i. 2023 University Compliance Annual Update
 - 1. 2023 Highlights with Compliance Partners
 - 2. 2023 Capability Maturity
 - ii. 2024 University Compliance Focus
 - c. Closed Session
- IV. Public Comment
- V. Adjournment

Audit, Risk and Compliance Committee

Dr. Harold Watkins, II, Chair

The Honorable James W. Dyke, Jr.

Gilbert Bland

BK Fulton

Dwayne B. Blake

Conrad Hall

Staff:

Derika Burgess, Chief Audit Executive

Dr. Dawn M. Hess, Chief Compliance Officer

The President participates in all Committee meetings.

DRAFT

BOARD OF VISITORS
AUDIT, RISK, AND COMPLIANCE COMMITTEE MEETING MINUTES
November 16, 2023

1. Call to Order/Establish Quorum

Dr. Harold L. Watkins II, Chair, called the Audit, Risk, and Compliance Committee meeting to order at approximately 8:36 a.m. A quorum was established with a 4-0 roll call.

Committee Members

Dr. Harold L. Watkins II, Chair
Mr. Dwayne B. Blake
Mr. Gilbert T. Bland
Mr. Conrad Hall

Virtual Participation

The Honorable James W. Dyke, Jr.
Mr. BK Fulton

Counsel Present

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

NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Dr. Tanya S. White, Chief of Staff
Mrs. Derika L. Burgess, Chief Audit Executive
Dr. Dawn Hess, Chief Compliance Officer
Dr. Leonard E. Brown Jr., Vice President for Student Affairs
Dr. DoVeanna S. Fulton, Provost and Vice President for Academic Affairs
Dr. Gerald Ellsworth Hunter, Vice President/Chief Financial Officer, Finance and Administration
Dr. Justin L. Moses, Vice President for Operations and Institutional Effectiveness
Mr. Clifford Porter, Vice President for University Advancement
Ms. Melody Webb, Athletics Director
Dr. Aurelia T. Williams, Senior Vice Provost for Academic and Faculty Affairs
CP Brian K. Covington, NSUPD
Mr. Cornelius Graves, Research Innovation Foundation
Mr. Terry G. Woodhouse, Acting Associate Vice President of Facilities Management
Mr. Rasool Shabazz, Office of Information Technology
Ms. She're S. Dozier, Clerk to the University President/Liaison to the Board of Visitors
Ms. Phillita Peoples, Audit and Compliance Administrative Assistant

2. Recommend Approval of Electronic Participation

The Committee unanimously approved the electronic participation for The Honorable Dyke Jr. with a 4-0 roll call vote. The motion was made by Mr. Conrad Hall and seconded by Mr. Dwayne B. Blake.

3. Approval of the Minutes

Mr. Bland motioned, Mr. Hall seconded, and the Committee unanimously approved the Audit, Risk, and Compliance Committee information session minutes for September 12, 2023.

4. Recommend Approval of Electronic Participation

The Committee unanimously approved the electronic participation for BK. Fulton with a 5-0 roll call vote. The motion was made by The Honorable James W. Dyke Jr. and seconded by Mr. Conrad Hall.

5. Discussion Items

Internal Audit

Chief Audit Executive Burgess elaborated on the development of an audit report. The process embodies 4 stages: Planning, Assessment, Reporting, and Follow-up.

Audit Reporting Process

- **Planning** – meet with auditees to confer and concur on solutions.
 - Scope
 - Objectives
 - Opening Meetings

- **Assessment** - observe staff perform said activity and analyze documents created during the process to identify any vulnerable areas.
 - Fieldwork
 - Testing
 - Evaluation
- **Reporting** – Test steps are developed, and the results are then released creating an audit report. The comprehensive report documents findings, ratings, recommendations to correct findings, as well as actions provided by management which are known as corrective actions.
 - Findings
 - Recommendations
 - Corrective Actions
- **Follow-Up** - A review of how effective audit findings are being addressed.
 - Communication
 - Acknowledgments
 - Verifications

Ratings - The findings are evaluated by a 3 ratings system: MRIA, MRA or obs. These ratings serve as a quick guide so management may focus on what needs their most immediate attention.

- **MRIA (Matters Require Immediate Attention)**
 - Lack of internal controls or processes leads to a high probability that the organization or department will not reach its goals.
 - MRIA ratings should be corrected in 30 days.
- **MRA (Matters Require Attention)**
 - Lack of internal controls may lead to a moderate probability that the organization or department will not reach its goals.
 - MRA ratings should be corrected in 60 days.
- **Obs (Observation)**
 - Improvements or enhancements may strengthen internal controls and the control environment.
 - Observations should be corrected in 90 days.

Since 2021, there have been a total of 71 audit findings. Within the same time frame, the most immediate need for correction-MRIA, over half of the findings have been addressed, completed, and closed out. As an institution, we want to do more than simply remove pain points in a process, we want to build programs that bring consistency.

Corrective Action Updates

2021-2023 Action Plans

- **MRIA findings**
 - Open - 30
 - Closed - 34
- **MRA findings**
 - Open - 3
 - Closed - 2
- **Obs findings**
 - Open - 0
 - Closed – 2

Student Payments: Challenges and Opportunities

A variety of departments play a role in ensuring that graduate student payments are processed timely at the start of each semester. The HR1 form and graduate research stipend both are filtered through 10 different areas before compensation. This modus operandi presents many challenges but also opportunities for process improvement.

- **Challenge:** Inefficient processes
 - **Opportunity:** Require stakeholders to commit and adhere to a strict 6-week timeline. Placing restraints opens opportunities to monitor the process and identify greater efficiencies.
- **Challenge:** Staff resources
 - **Opportunity:** Add stipends to the existing automated HR1 process in the interim while exploring a permanent solution.
- **Challenge:** Inaccurate forms
 - **Opportunity:** Create a user guide and provide training to reduce errors and inaccuracies.
- **Challenge:** Incomplete forms
 - **Opportunity:** Create a manual and provide training for users to reduce errors and inaccuracies.
- **Challenge:** Timing
 - **Opportunity:** Adherence to a timeline using an automated system will increase transparency into the process.

- **Challenge:** Communication
 - **Opportunity:** With the hopes that transparency will increase visibility thus creating more lines of communication.
- **Challenge:** Student Payment
 - **Opportunity:** Once the student payment program is solidified, the same principles may be applied to all pay types.

Impact Makers: General Controls I. T. Audit

During the summer, information technology (IT) security auditing services, Impact Makers, conducted an IT security audit of the university general IT controls. The audit compiled with standards SEC501-12 Information Technology Security Audit Standard. Internal Audit worked directly with Impact Makers in collecting and providing data.

- **Documentation**
 - 50% of SEC501 required policies and procedures are not available.
 - Current policies are being reviewed every three years instead of every year.
- **User Access**
 - NSU has internal controls in place to grant and revoke access; however, there is no annual review of user's active directory or file share access to ensure there is still a business need for the access.
- **Contingency Planning**
 - NSU has an existing COOP plan that has been tested in the past year. Including an established alternate processing site, which is also documented within the plan.
 - It is unclear on how quickly the alternative site could be operational since and it may be difficult to install and configure sufficient equipment to bring its IT infrastructure back online in time to meet its recovery time objectives.
- **Media Protection**
 - Current media protection policy requires prior approval before storing NSU data on USB drives, however there are no controls which require approval for USB drive usage. In addition, there are no technical controls in place to ensure sensitive data is not stored or transported on USB drives.
- **Penetration Testing**
 - An external penetration test has not been performed on our network within the past year. Annual penetration testing helps to

ensure that the NSU network is protected from malicious threats and events.

University Compliance

Dr. Hess discussed three distinct areas of NSU's University Compliance Program including compliance monitoring or prior assessments, progress on prior assessment gap closure plans and progress to date on the current compliance assessment.

Compliance Monitoring: Policies and Programs Updates

- The Violence Prevention Committee and Threat Assessment Team, Board of Visitors Policy #22 is still in draft.
 - Policies and Procedures which support the Violence Prevention Committee and Threat Assessment Team Board of Visitors Policy include the Civility in the Workplace Administrative Policy, with Human Resources as the responsible department, which is still in draft, and the Clery Act Compliance Policy with University Police as the responsible department, which was pending at the time the slides were created but has since been approved and published.
 - Procedures supporting the Clery Act Compliance Policy include Timely Warning Procedures and Campus Security Authorities Procedures. In addition to the supporting procedures, the Annual Safety and Security Report is continually being updated with language/communication improvements.
- **Transportation and Fleet Services**
 - At the time the slides were submitted for the board book, the Driver Authorization and Utility Vehicle/Golf Cart Administrative policies and supporting forms were not yet fully approved; however, since that time they have been approved and posted.
 - Supporting the Driver Authorization Policy is the Driver Authorization Form and the Driver Record Authorization Form
 - Supporting the Utility Vehicle Golf Cart Policy is the Utility Vehicle Golf Cart Request Form

Gap Closure Updates: Environmental, Health and Safety, and Interconnectedness with Research

- Environmental, Health and Safety Administrative Policy, at the time the slides for submitted for the board book, this policy was still in the governance process; however, since that time the Environmental, Health and Safety Administrative Policy has been approved and posted.
 - There are many plans/programs/SOPs which have been created, approved and implemented following the compliance assessment which include: Asbestos Operations and Maintenance Plan, Bloodborne Pathogen Program, Chemical

Hygiene and Laboratory Safety Program, Emergency Eyewash Drench Hose and Safety Shower Program, Formaldehyde SOP, Methylene Chloride SOP, Hazard Communication Program, Hazardous Energy Control Lockout-Tagout Program, Hearing Conservation Program, Hot Work Program, Ladder Safety Program, Personal Protective Equipment PPE Program, Respiratory Protection Program.

- There are still some compliance gaps closures in development which include the Spill, Prevention, Control and Countermeasures Plan (SPCC) and the Hazardous Waste Program.
- Leading into an interconnectedness with Research are the gap closures which must address how to keep Safety Data Sheets/Chemical/Hazardous Material and Equipment inventories current.
- Research and Environmental, Health and Safety have a compliance-related interconnectedness in the following areas which is in development:
 - Updating or re-creating a Research Misconduct Policy and an Animal Welfare Policy and supporting programs and/or procedures.
 - The institution is seeking a permanent fill for the Vice Provost of Research and Innovation. This position will address the need for a laser and radiation safety officer, documentation of training for using hazardous chemical/materials and equipment and a method or methods for Keeping current on Safety Data Sheets/Chemical/Hazardous Material and Equipment inventories.

Compliance Assessment: American with Disabilities Act (ADA) In Progress

- The Americans with Disabilities Act compliance assessment is in process. As part of the assessment many policy and guidance documents were reviewed including the Equal Opportunity Board of Visitors policy #4, Student and International Students and Faculty Resource Guides and Disability Services and Complaint Procedures.
 - Many areas of responsibility representing a cross-section of the institution were reviewed and several internal stakeholders were interviewed including: Admissions, Bursar, University Police, Spartan Health Center, Counseling Center, Career Services, Student Affairs Extracurricular, and Web Communications.
 - Several facilities were reviewed including Spartan Health Center, Counseling Center, Career Services, Bookstore, Dining Services, Express Locations, and OASIS.
- Many areas will continue to be, or remain to be, assessed/reviewed including OASIS, Environmental, Health and Safety, Access and Equal Opportunity, Dining Services Full-Service Locations, Academics (each School), Registrar, Academic Counseling, Housing, Distance Learning, IT, Emotional Support Animals, Study Abroad, Facilities.
- The ADA assessment preliminary gap closures for department level review are scheduled to be completed by February 2024 with a final gap closure plan prepared by the end of the Spring 2024 semester.

The System is Working

- Dr. Hess explained that the NSU Compliance Alliance is intentionally composed of diverse representation so members may lend their institutional knowledge and subject matter expertise across the organization. The Compliance Alliance meets quarterly and shares compliance concerns, insights, and best management practices to continually improve the effectiveness of our compliance program.
- Dr. Hess presented a summary of compliance topics the Compliance Alliance has shared during the past year:
 - August 2022 -Webmaster, Website Accessibility
 - November 2022 -Archivist/Records Officer, Records Management and Chief Information Security Officer, Cloud Assessment Process and Oversight
 - February 2023 - Chief Human Resource Officer, Employee Separation and Clearance Process and Assistant Vice President for Access and Equal Opportunity, Title IX at Norfolk State University
 - June 2023 - Chief Audit Executive, Export Controls
 - November 2023 - Director, Procurement IT Solutions/Procurement Services Operations Overview and Information Security Officer, Information Security Roles & Responsibilities
- Dr. Hess shared two examples of building strategic alignment around our compliance obligations and activities.
 - One of our Compliance Alliance members has been proactively sharing the information from the Compliance Alliance within her areas of responsibility. The director has tailored her group's information sessions to include pertinent compliance updates.
 - Within her group they review the presentations from the Compliance Alliance and some of the Compliance Alliance speakers have agreed to present to the NSU Title III Community.
 - Dr. Hess stated that these efforts align with the Compliance Alliance goal of sharing compliance issues and practices across campus.
 - Dr. Hess shared another example of excellence that we have been cultivating within our compliance program. When NSU University Compliance embarked on building an effective compliance program, we needed to first inventory our compliance obligations and then build a calendar around these obligations.
 - After developing the inventory and calendar (which is evergreen due to constantly changing requirements) we started tracking submissions to verify that they were completed. For example, if we knew a regulatory report was due to an external stakeholder in April, we contacted our NSU compliance partner in May and asked them when the submission was made. Dr. Hess stated that we could do better than end of the pipe, or lagging, indicators.
 - By bringing Ms. Peeples into our University Compliance Office, we have been able to build a system that proactively reaches out to our NSU compliance partners and ask them in the month PRIOR to the submission

being due, if they see any roadblocks to a timely submission and if we can help. Along with this proactive reach out, we continued to record the lagging indicator dates of submission so that we have a complete record. By making these proactive inquiries, this month we were able to get in front of two separate and distinct external submissions that we likely would have missed - but didn't. The system is working.

4. Adjournment

There being no further business, Chairman Dr. Harold L. Watkins II adjourned the meeting at 9:25 a.m.

Respectfully submitted,

Ms. Phillita M. Peeples, Audit and
Compliance Administrative Assistant

Dr. Harold L. Watkins II, Chair
Audit, Risk and Compliance Committee

**NSU BOV AUDIT, RISK, AND COMPLIANCE COMMITTEE MEETING
ROLL CALL VOTE NOVEMBER 16, 2023**

Item	Dr. Watkins	Honorable Dyke	Mr. Blake	Mr. Bland	Mr. Fulton	Mr. Hall	Totals
Quorum	Present	Virtual	Present	Present	Virtual	Present	4-0
Approve Honorable Dyke Virtual Attendance	Yes	--	Yes	Yes	--	Yes	4-0
Ratify September 12, 2023 Minutes	Yes	Yes	Yes	Yes	--	Yes	5-0
Approve Mr. Fulton Virtual Attendance	Yes	Yes	Yes	Yes	--	Yes	5-0
Motion to adjourn	Yes	Yes	Yes	Yes	Yes	Yes	6-0

4. Adjournment

There being no further business, Chairman Dr. Harold L. Watkins II adjourned the meeting at 9:25 a.m.

Respectfully submitted,

Ms. Phillita M. Peeples, Audit and
Compliance Administrative Assistant

Dr. Harold L. Watkins II, Chair
Audit, Risk and Compliance Committee



NORFOLK STATE UNIVERSITY

Audit, Risk and Compliance Committee Meeting
February 6, 2024

Agenda

- I. Internal Audit, Ms. Derika Burgess
 - A. Student Payments: Update
 - B. Audit Monitoring: Corrective Actions
 - C. Audit and Compliance Intersection
- II. University Compliance, Dr. Dawn M. Hess
 - A. 2023 University Compliance Annual Update
 - A. 2023 Highlights with Compliance Partners
 - B. 2023 Capability Maturity
 - B. 2024 University Compliance Focus
- III. Closed Session



Student Payments

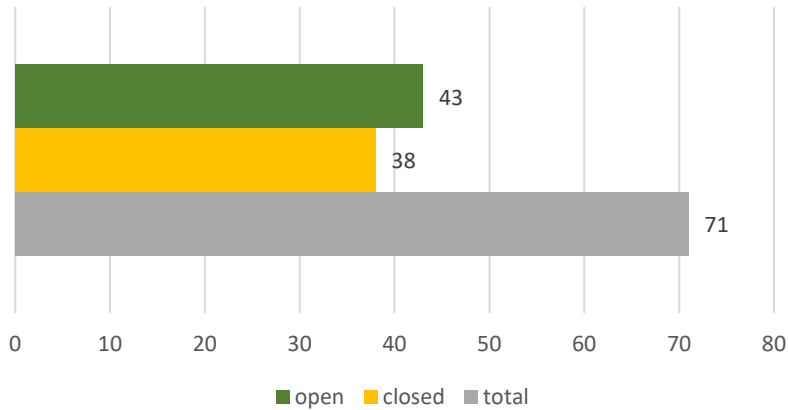
- HR1 or Stipends payment must be approved before work begins
- Submit HR1s and Stipend forms no later than 2 weeks prior
- International students should report 4 weeks prior
- Academic Affairs electronic HR1 mandate
- Faculty information sessions

Upcoming Changes

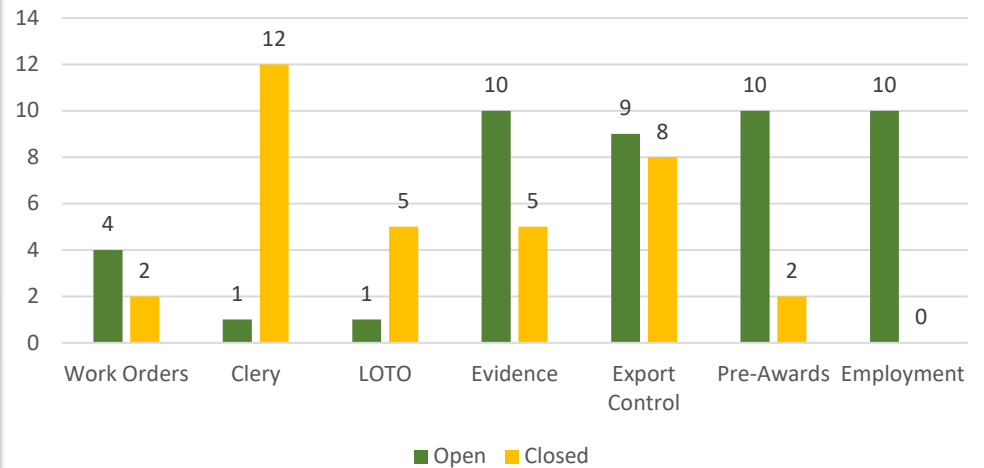
- Guidance Documents
- Time-lines
- Automation
- Training

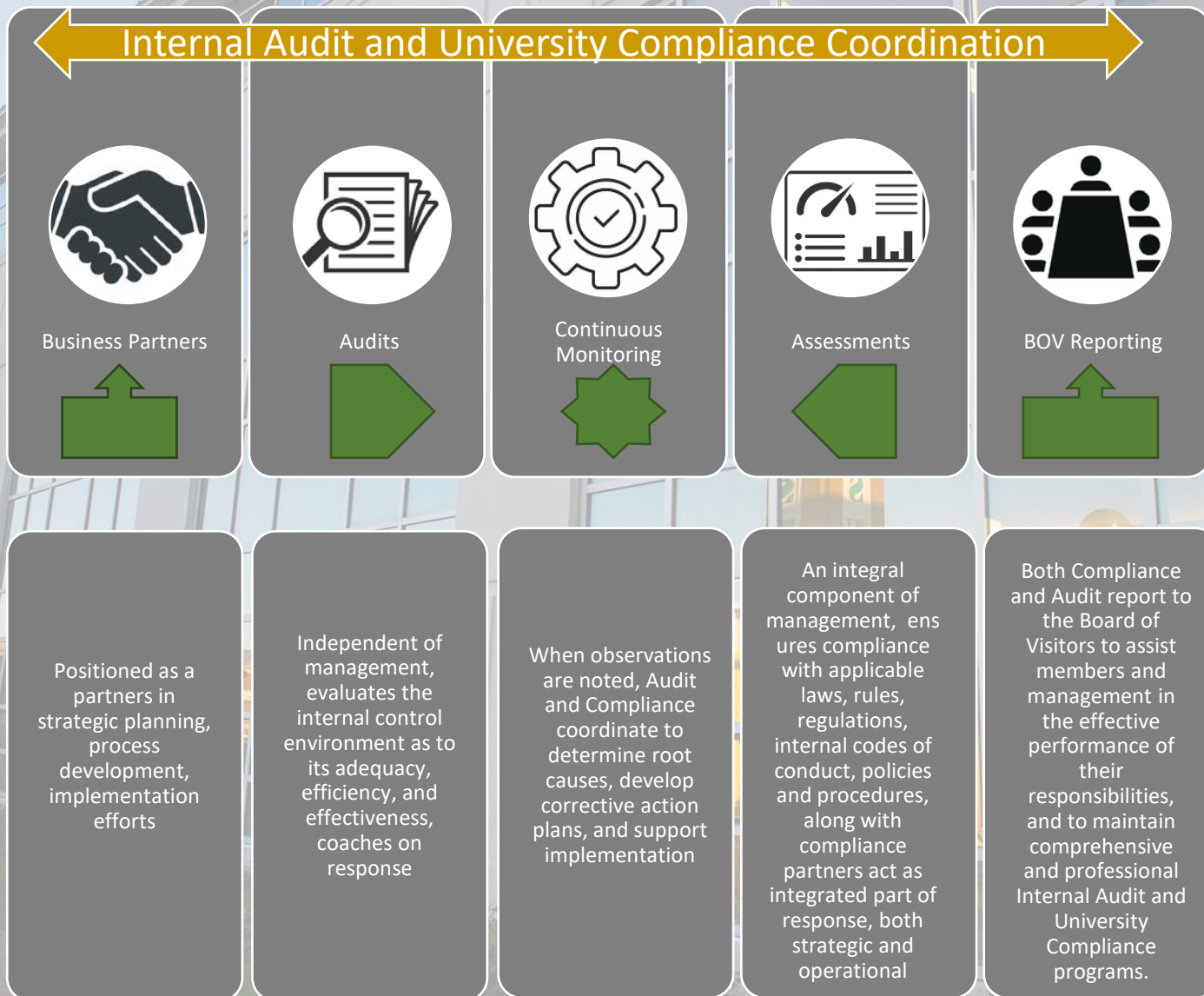
Corrective Action Updates

Status of Mgmt Action Plans



Mangement Actions





University Compliance Annual Update, Calendar Year 2023



Ensuring compliance across the university is essential to support Norfolk State University's vision to be recognized for outstanding signature academic programs, innovative research, and community engagement opportunities.

2023 Highlights with Compliance Partners

- **IT Security** developed Incident Response, Security Assessment and Authorization, and System and Information Integrity policies.
- **Environmental, Health and Safety** developed the Environmental, Health and Safety policy and multiple supporting programs and SOPs
- **Finance and Administration** updated the Violence Prevention Committee and Threat Assessment Team policy
- **Campus Police** developed Clery Act Compliance policy, Timely Warning procedure and updating Campus Security Authorities procedure
- **Campus Police and Human Resources** incorporated into new employee on-boarding a UPD presentation including link to Clery report(s)
- **Human Resources** updating the Civility in the Workplace policy
- **Transportation and Fleet Services** updated the Driver Authorization and the Utility Vehicle Golf Cart policies and supporting forms
- **Academic Affairs** developed the Research Misconduct policy, Researcher Compensation policy (2022), updating the Animal Use and Care policy

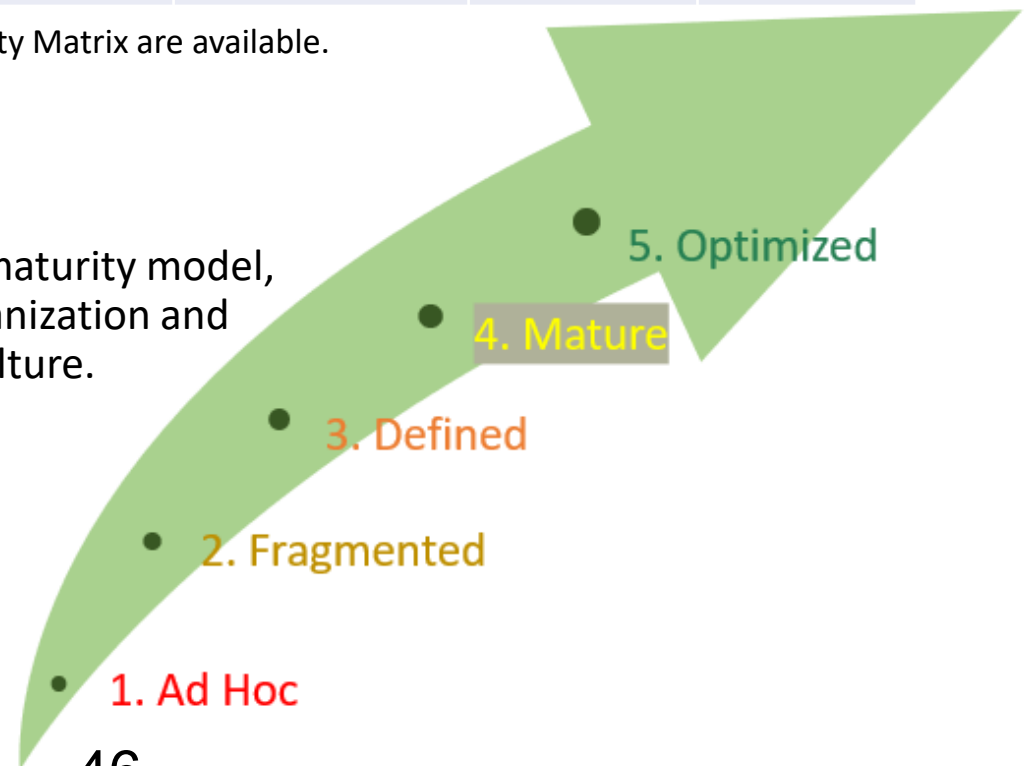


2023 NSU Compliance Capability Maturity

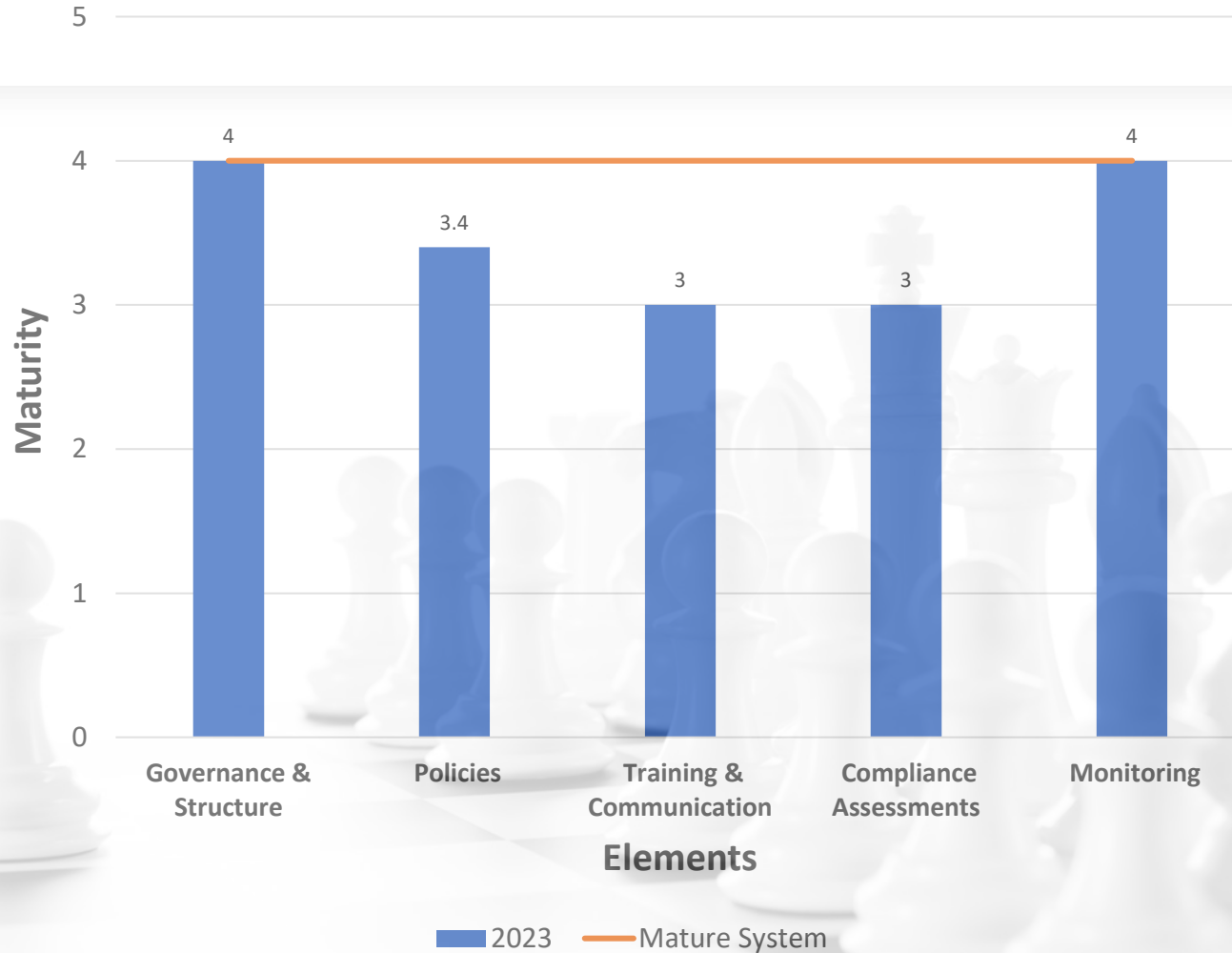
	Elements					
Year	Governance & Structure	Policies	Training & Communication	Compliance Assessments	Monitoring	OVERALL MATURITY
2021	2.3	3.4	2.5	2	2	2.5
2022	3.5	3.4	3	3	3.5	3.3
2023	4	3.4	3	3	4	3.5

Details on Maturity Matrix are available.

As an organization moves up the maturity model, ownership spreads across the organization and becomes embedded within the culture.



NSU Capability Maturity Gap Analysis 2023



Details on Maturity Matrix are available.

University Compliance Focus for 2024

- Complete Student-Focused ADA Compliance Assessment
 - Identify compliance gaps
 - Support development of gap closure plan, including prioritization of compliance gaps
 - Support compliance gap closures
- Continue to close compliance gaps on open issues (examples)
 - Researcher Laboratory Safety and Security [Laser and radiation safety, documentation/training for those using hazardous materials/chemicals/equipment, keep current inventories (with EHS) MSDS/chemical/hazardous material & researcher equipment]
 - Environmental, Health and Safety [Spill Prevention, Control and Countermeasures Plan, keep campus-wide inventories current MSDS/chemical/hazardous material & equipment]
- Develop plan to close Compliance Maturity gaps to reach level 4 in the following institutional-wide elements:
 - Policies
 - Training & Communication
 - Assessments

Thank You



Strategic Finance Committee



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

Mr. Jay Jamison, Chair

February 6, 2024

Time: 11:00 AM – 12:30 PM

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_KRW95oV-SMO49GcalMukHA

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the November 16th, 2023, Committee Minutes**
- IV. Discussion Items**
 - A. Quarterly Financial Report (Gerald Hunter)
 - B. Spring 2024 Revenue Report (Gerald Hunter)
 - C. Facilities Update (Terry Woodhouse)
 - D. Legislative Affairs Update (Eric Claville)
 - E. Human Resources Update (Justin Moses)
 - F. Institutional Effectiveness Update (Justin Moses)
 - G. Information Technology and Security Update (Justin Moses)
 - H. University Advancement Update (Clifford Porter)
- V. Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**
- VI. Open Meeting**

– Closed Meeting Certification
- VII. Adjournment**

Strategic Finance Committee

Mr. Jay Jamison, *Chair*

Bishop Kim W. Brown

Mr. Conrad Hall

Ms. Heidi Abbott

Dr. Katrina Chase

Dr. Harold L. Watkins, II

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.

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.

BOARD OF VISITORS (BOV)

STRATEGIC FINANCE COMMITTEE MEETING

February 6, 2024, 11:00 AM – 12:30 PM

Jay Jamison, *Chair*

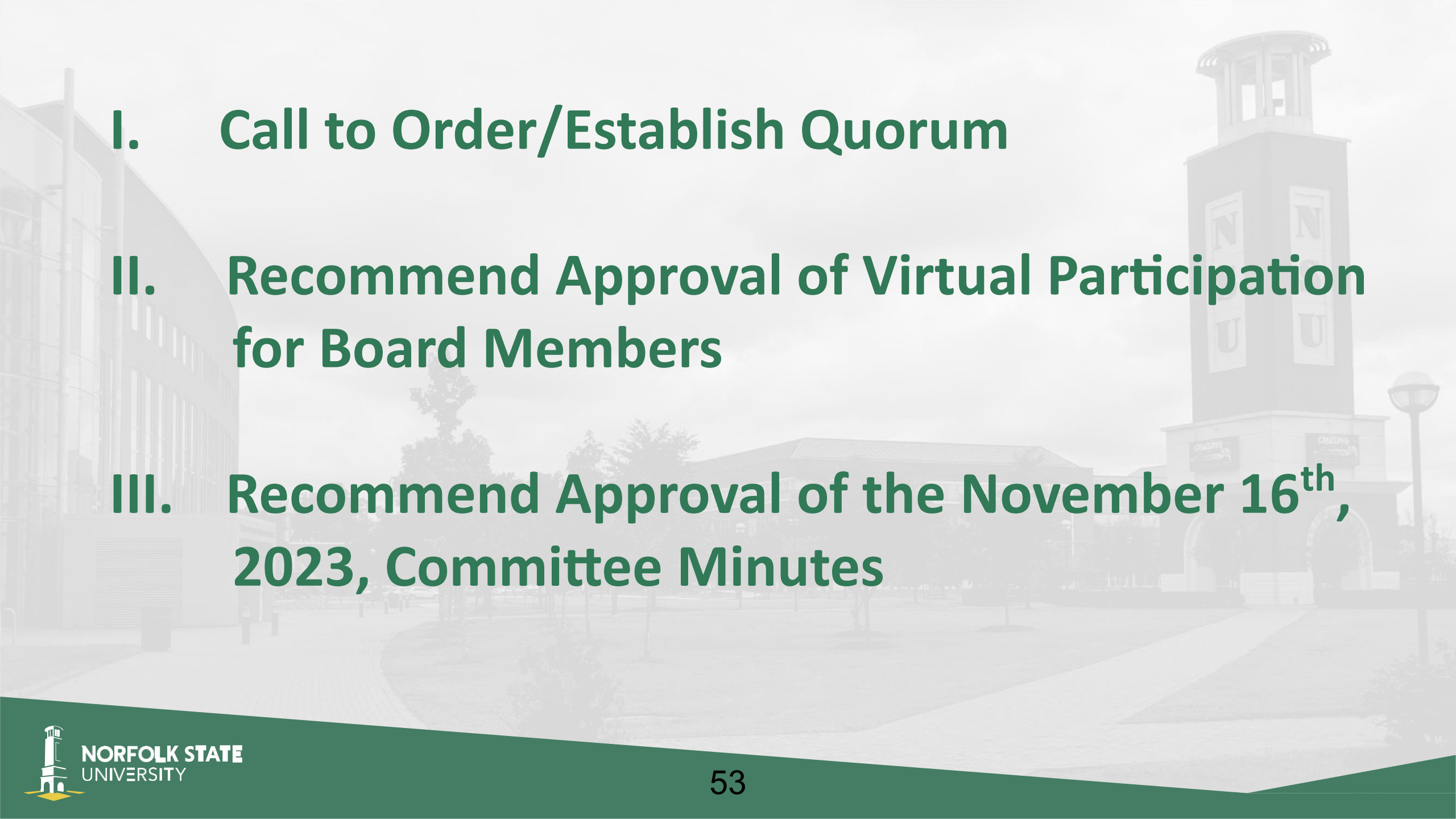
Ms. Heidi W. Abbott

Bishop Kim W. Brown

Dr. Katrina Chase

Mr. Conrad Hall

Dr. Harold L. Watkins, II

- 
- I. Call to Order/Establish Quorum**
 - II. Recommend Approval of Virtual Participation for Board Members**
 - III. Recommend Approval of the November 16th, 2023, Committee Minutes**

**BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
TUESDAY, NOVEMBER 16, 2023**

MINUTES

1. Call to Order/Establish Quorum

Mr. Jamison, Chair, called the Strategic Finance Committee meeting to order at approximately 1:07 pm.

Participants – Committee Members

Mr. Jay Jamison, Chair Ms.

Heidi W. Abbott

Bishop Kim W. Brown

Dr. Katrina Chase

Mr. Conrad Hall (absent)

Dr. Harold L. Watkins, II

Participant - Counsel

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

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President

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

Mr. Eric Claville, Executive Advisor to the President (Interim), Governmental Relations

Ms. Sher're Dozier, Clerk to the President for the Board of Visitors

Dr. Gerald Ellsworth Hunter, Vice President for Finance and Administration & Chief Financial Officer

Mr. Dennis Jones, Executive Budget Director, Budget and Planning

Mr. Anton Kashiri, Associate Vice President, Facilities Management

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

Mr. Clifford Porter, Vice President, University Advancement

Mr. James L. Stevens, Information Security Officer

Ms. Melody Webb, Athletic Director

Mrs. Martha M. Wilson, Executive Assistant, Finance and Administration

Student Government Association Participants

None present

Observers – NSU Administrators and Staff

Dr. Andrew T. Carrington, Assistant Vice President for Finance and Administration
Mr. Brian Covington, Chief of Police, Police Department
Dr. DoVeanna Fulton, Provost, Office of the Provost
Cornelius Graves, Director, E2F Research and Innovation Foundation
Dr. Davida Harrell-Williams, Director, Auxiliary Enterprises and Services
Mr. Rashool Shabazz, Project Engineer, Office of Information Technology
Mrs. Ruby Spicer, Director, Procurement Services
Ms. Irma Thomas, Sr. Technical and Finance Analyst to the Vice-President of Finance and

Administration

Dr. Tanya White, Chief of Staff, President's Office
Terry Woodhouse, Interim Associate Vice President, Facilities Management

2. Recommend Approval of Electronic Participations

None present

3. Recommended Approval of the Committee Minutes

A motion was made by Bishop Brown and second by Dr. Harold Watkins with a 5-0 Roll Call vote to approve the September 12, 2023 meeting minutes – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

4. Discussion Items

• **Quarterly Financial Report**

Dr. Gerald Ellsworth Hunter, vice president for finance and administration, and Ms. Karla Amaya Gordon, assistant vice president and university controller, presented the Quarterly Financial Report as of September 30, 2023. ○ Actual revenue totaled \$205,400,000 and Actual expenses totaled \$83,326,000 for a positive Fund balance of \$122.074 Million through September 30, 2023.
○ The FY 2024 year-end Fund Balance is projected to be approximately \$34,145,000.

• **ARMICS Update**

Dr. Hunter and Ms. Amaya Gordon presented the ARMICS Update. The ARMICS annual assessment was 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. NSU certified on October 31, 2023, to the Department of Accounts (DOA) that it 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 required reporting to DOA.

• **Clery Report Update**

Dr. Hunter presented the Clery Report Update and the Annual Security Report (ASR), which serves as evidence of NSU's current existing policies and procedures. Key items covered in the ASR were as follows:
○ Criminal Offences ○ Hate Crimes

- VAWA (Violence Against Women Act) Offenses
- Arrests & Referrals for Weapons, Liquor, and Drug Law Violations
- **Facilities Management Update**
Dr. Hunter and Mr. Anton Kashiri, associate vice president, presented the Facilities Management Update
- **Capital Projects** included a synopsis of the following **new** structures:

1. Construct Living Learning Center and Dining Facility, \$129,332,812
2. Construct Wellness, Health and Physical Education Center, \$146,813,967
3. Construct Lab School Academy, \$37,393,060
4. Construct New Dining Facility/Replace Scott Dozier, \$76,387,058
5. Construct Residential Housing Phase II, \$78,597,510
6. Improve Campus Infrastructure, \$14,064,327 ○ **Maintenance Reserve Project**

Updates

1. McDemmond – COVID Lab.
 2. McDemmond – Quantum Physics Lab
 3. Echols Hall – HVAC Upgrades
 4. Gill Gym Renovations
 5. Babbette Towers – Roof Replacement
 6. Robinson Tech – Roof Replacement
 7. Wilson Hall – Exterior Repairs
 8. Shepherd’s Village (Park Place)
 9. Campuswide – Fence and gate Upgrades
 10. Phyllis Wheatley
- **BOV Policy #22 - Violence Prevention Committee (VPC) and Threat Assessment Team (TAT) Policy**

Dr. Hunter presented the revised BOV Policy #22 Violence Prevention Committee (VPC) and Threat Assessment Team (TAT) Policy to the BOV Strategic Finance Committee.

A motion was made by Bishop Brown and second by Dr. Chase with a 5-0 Roll Call to recommend approval of the revised policy to the entire Board of Visitors at its December 8, 2023, meeting Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

- **Legislative Update**
Mr. Eric Claville, executive advisor to the president for governmental relations, discussed the following Legislative Updates:
 - **Election Results: 2023 General Assembly**
 - Review of 2023 Election Results for the Commonwealth of Virginia General Assembly. ○
 - **2024 Budget: Governor Youngkin Budget Update**

- December 20, 2023: The Governor’s administration is currently developing the next biennial budget for fiscal years 2024-2026. Governor Youngkin will reveal his funding priorities in mid-December and the legislature will once again review the bill to provide their own amendments to his proposed budget.

- **2024 General Assembly and Appropriations Committee Meetings:**

- Tuesday, November 14, 2023: Virginia House of Delegates, Appropriations Meeting
- November 16th & 17th: Senate Finance and Appropriations Committee Retreat in Tysons Corner
- Thursday, December 7, 2023: Pre-General Assembly Meeting of the Hampton Roads Caucus

- **Division of Operations Update**

Dr. Justin Moses, vice president for operations & institutional effectiveness, provided the Division of Operations Updates:

- **Human Resources Update**

- **HRIS Identification and Selection** System would encapsulate the following:

- ✦ Recruitment
- ✦ Hiring
- ✦ Pay Actions
- ✦ Performance Management
- ✦ Separation
- ✦ Training

- **System would replace the current TDX – HR1 Ticketing System**

- **Information Technology and Security Update**

- **Information Technology**

Client Services Model
HRIS selection

- **Information Security**

BOV UISP #10 (2023) Security Assessment and Authorization Policy
BOV UISP #11 (2023) System and Information Integrity Policy

Dr. Moses and Mr. James L. Stevens, Information Security Officer (ISO), presented the new BOV UISP #10 (2023) Security Assessment and Authorization Policy and the new BOV UISP #11 (2023) System and Information Integrity Policy to the BOV Strategic Finance Committee.

A motion was made by Bishop Brown and second by Dr. Watkins, II with a 5-0 Roll Call to recommend approval of the new policies to the Board of Visitors at its December 8, 2023, meeting Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

- **System Acquisition and Implementation**
- **MAXIENT Case Management System (Enterprise System)**
 - Title IX & EEO Case Management
 - Threat Assessment

Assistant/Associate Vice President for Institutional Effectiveness and Planning Search

- Search committee has identified seven semifinalists
Finalists to be invited to campus in early December
Scope of role includes the following:

- ✦ Institutional Research
- ✦ Data Governance
- ✦ Data Centralization and Visualization
- ✦ Business Intelligence
- ✦ Operational Efficiency

- **University Advancement Update**

Mr. Clifford Porter, vice president for university advancement, presented a detailed analysis of the following University Advancement activities:

- Five-year Fundraising Projections
- Fundraising Analysis ○ Five-year Fundraising Projections ○
Capital Campaign Overview
- NSU Foundation – Now is Our Time Campaign
 - Board of Visitors Personal Appeal-100% Participation Goal
 - NSU National Alumni Association Board-100% Participation Goal
 - NSU Athletic Foundation Board-100% Participation Goal
- Gifts by Level
- Donations by Size

Closed Meeting - Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia No closed meeting

Open Meeting

Meeting never closed

Adjournment

There being no further business, the meeting adjourned at approximately 2:30p.m.

Respectfully submitted,

Jay Jamison, Chair
Strategic Finance Committee

Gerald Ellsworth Hunter, PhD
Committee Lead
Vice President for Finance and Administration

Strategic Finance Committee
February 6, 2024

Division of Finance and Administration

Gerald Ellsworth Hunter, PhD
Vice President & Chief Financial Officer



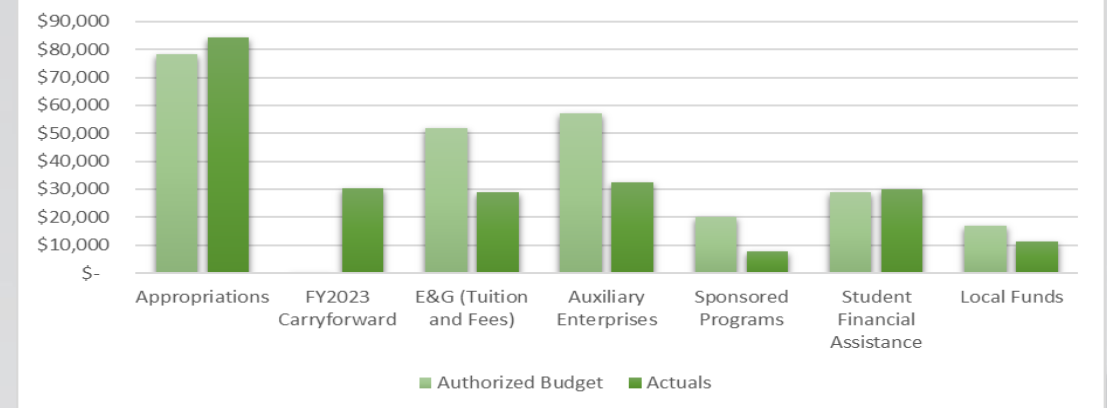
REVENUE AND EXPENSE BUDGET REPORT



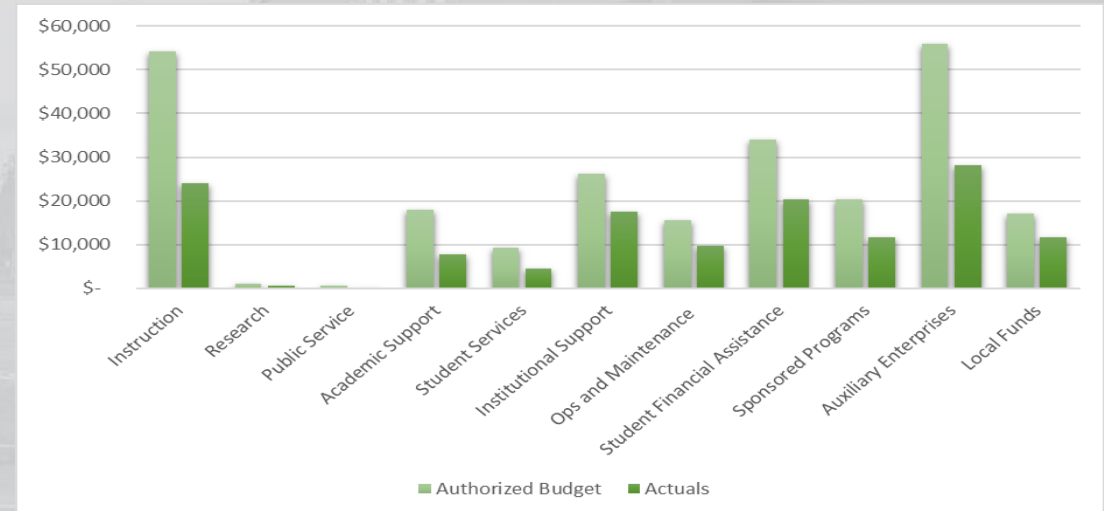
FY 2024 - Condensed Summary of Revenues and Expenses Budget Report - All Funds

(Cash Basis) As of December 31, 2023 (Amounts in Thousands)

<u>Revenues</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>	<u>Year-end Projection</u>
Appropriations	\$ 78,273	\$ 84,274	108%	\$ 84,274
FY2023 Carryforward	-	30,206	0%	30,206
E&G (Tuition and Fees)	51,933	29,035	56%	53,626
Auxiliary Enterprises	57,295	32,359	56%	57,373
Sponsored Programs	20,232	7,888	39%	20,232
Student Financial Assistance	28,826	30,076	104%	30,076
Local Funds	17,000	11,386	67%	21,633
Total Revenues	\$ 253,559	\$ 225,224	89%	\$ 297,420

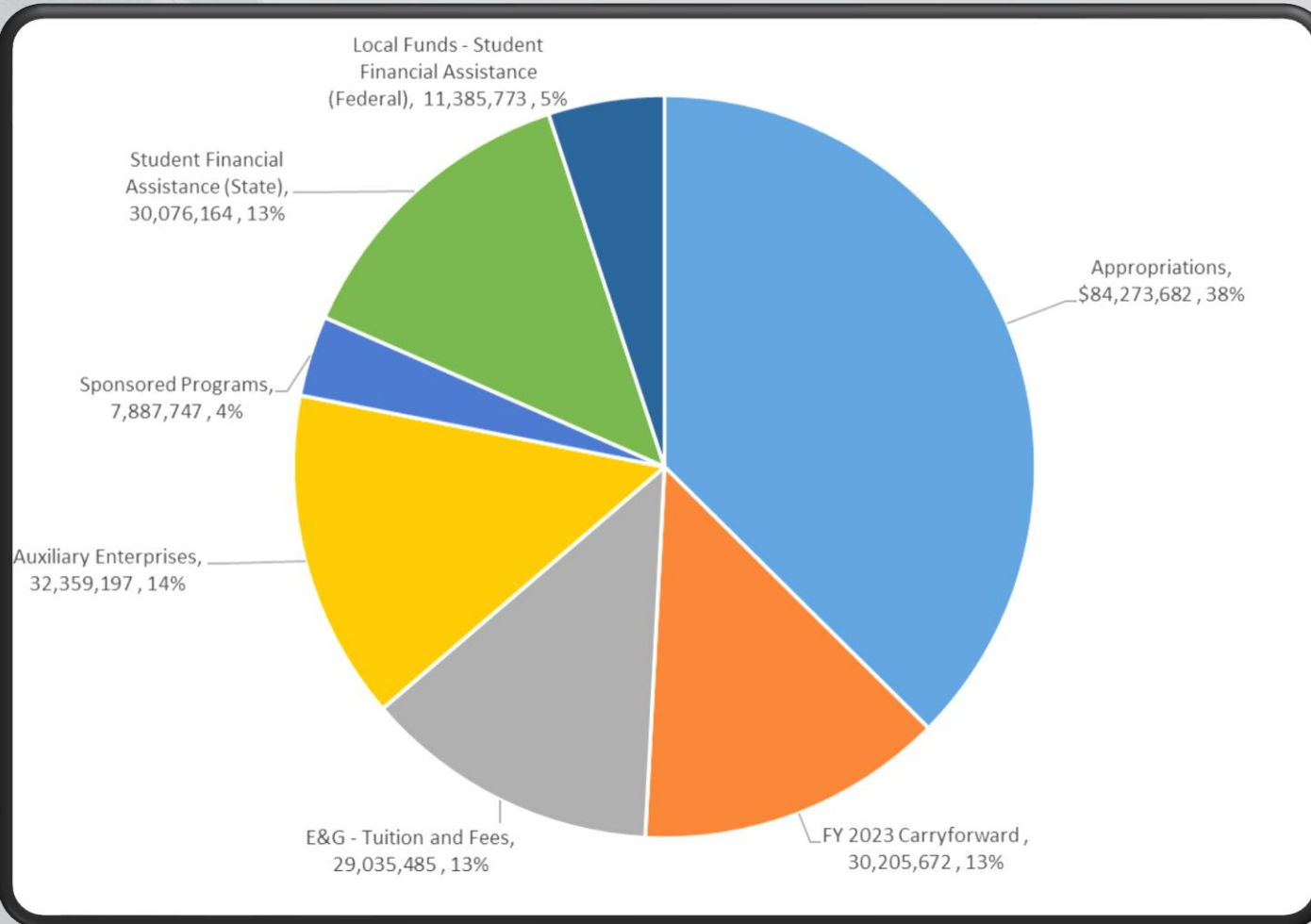


<u>Expenses</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>	<u>Year-end Projection</u>
Instruction	\$ 54,316	\$ 24,102	44%	\$ 61,253
Research	1,003	578	58%	1,023
Public Service	654	228	35%	679
Academic Support	17,974	7,810	43%	21,411
Student Services	9,201	4,554	49%	9,201
Institutional Support	26,274	17,590	67%	32,547
Ops and Maintenance	15,651	9,754	62%	24,772
Student Financial Assistance	33,959	20,238	60%	23,959
Sponsored Programs	20,232	11,697	58%	20,232
Auxiliary Enterprises	55,871	28,089	50%	57,373
Local Funds	17,000	11,568	68%	21,633
Total Expenses	\$ 252,135	\$ 136,208	54%	\$ 274,083
Revenue Over Expenses	\$ 1,424	\$ 89,016		\$ 23,337



SOURCES OF FUNDS

Actuals as of December 31, 2023



Revenues

Appropriations

FY 2023 Carryforward

E&G - Tuition and Fees

Auxiliary Enterprises

Sponsored Programs

Student Financial Assistance (State)

Local Funds - Student Financial Assistance (Federal)

Total Revenues

Actuals

\$ 84,273,682

30,205,672

29,035,485

32,359,197

7,887,747

30,076,164

11,385,773

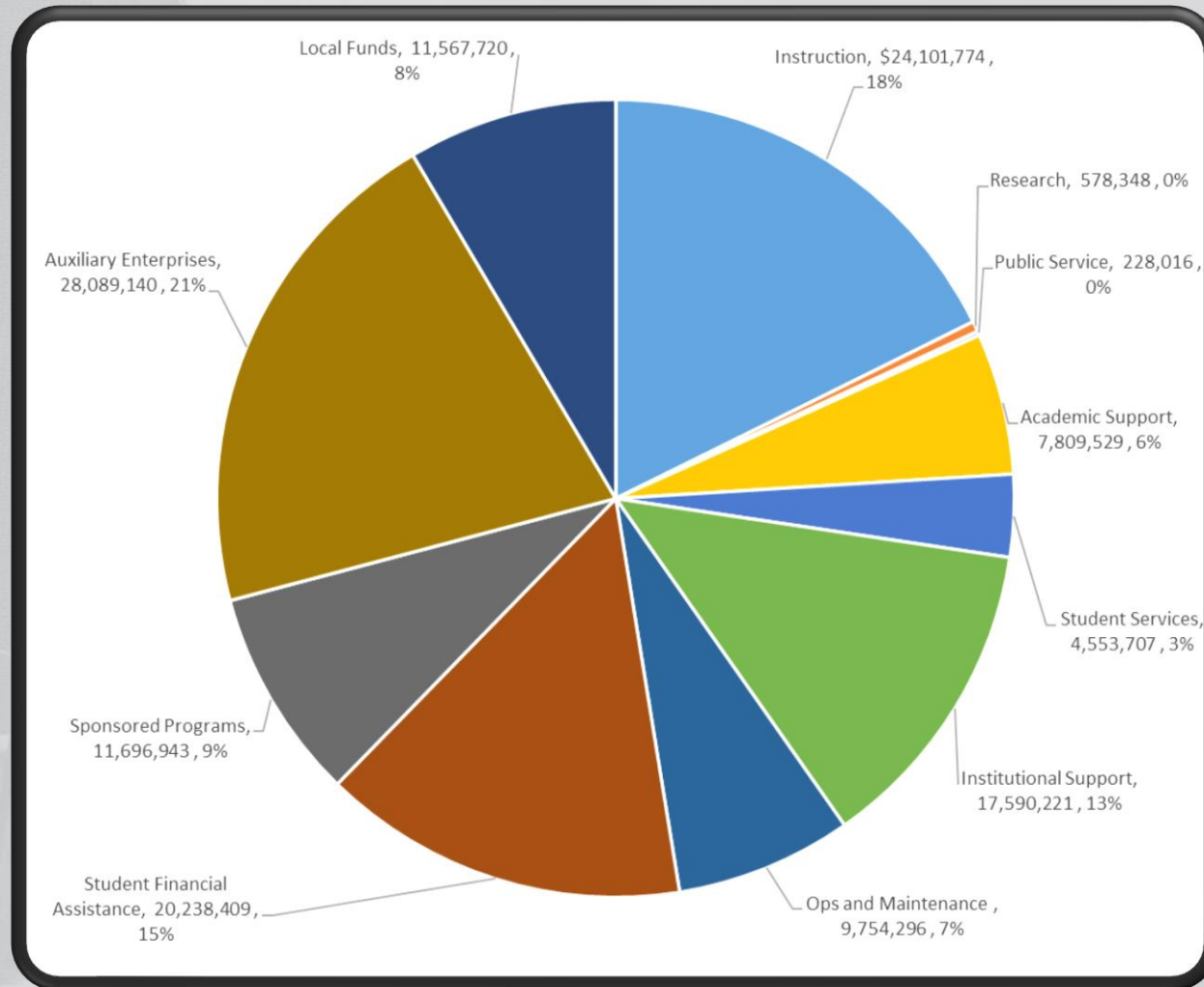
\$ 225,223,720



**NORFOLK STATE
UNIVERSITY**

USES OF FUNDS

Actuals through December 31, 2023



<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 24,101,774
Research	578,348
Public Service	228,016
Academic Support	7,809,529
Student Services	4,553,707
Institutional Support	17,590,221
Ops and Maintenance	9,754,296
Student Financial Assistance	20,238,409
Sponsored Programs	11,696,943
Auxiliary Enterprises	28,089,140
Local Funds	11,567,720
Total Expenses	\$ 136,208,103

SPRING 2024 FINANCIAL REPORT



Norfolk State University
Spring 2024 Enrollment Tracking ¹
Number of Enrolled Students as of: January 24, 2024

	ENROLLMENT						
	Final Spring 2023	Budgeted Spring 2024	Enrolled as of January 23, 2024	Actual # Enrolled TODAY Spring 2024	Daily Change	Enrolled vs. Budgeted	Enrolled vs. Spring 2023
IN-STATE							
Undergraduates							
Full-time	2,914	2,965	3,078	3,083	5	118	169
Part-time	398	406	339	342	3	(64)	(56)
Graduate Students							
Full-time	173	158	215	216	1	58	43
Part-time	87	79	70	69	(1)	(10)	(18)
Online Masters ¹	0	0	55	55	0	55	55
Total In-State	3,572	3,608	3,757	3,765	8	157	193
OUT-OF-STATE							
Undergraduates							
Full-time	1,124	1,192	1,180	1,184	4	(8)	60
Part-time	128	169	57	55	(2)	(114)	(73)
Graduate Students							
Full-time	71	67	78	78	0	11	7
Part-time	30	30	41	43	2	13	13
Online Masters ¹	0	0	38	37	(1)	37	37
Total Out-of-State	1,353	1,458	1,394	1,397	3	(61)	44
ENROLLMENT GRAND TOTAL	4,925	5,066	5,151	5,162	11	96	237

	Final Spring 2023	Budgeted Spring 2024	Enrolled as of January 23, 2024	Actual # Enrolled TODAY Spring 2024	Daily Change	Enrolled vs. Budgeted	Enrolled vs. Spring 2023
PART-TIME HOURS							
IN-STATE							
Undergraduate (hours)	2,937	2,436	2,406	2,428	22	(8)	(509)
Graduate Students (hours)	398	395	309	306	(3)	(89)	(92)
Online Masters ¹	0	0	411	411	0	411	411
Total Part - time In - State (hours)	3,335	2,831	3,126	3,145	19	314	(190)
OUT-OF-STATE							
Undergraduate (hours)	991	1,014	436	415	(21)	(599)	(576)
Graduate Students (hours)	98	120	128	134	6	14	36
Online Masters ¹	0	0	276	270	(6)	270	270
Total Part - time Out of State (hours)	1,089	1,134	840	819	(21)	(315)	(270)
Total Part - time Hours	4,424	3,965	3,966	3,964	(2)	(1)	(460)

Note:

- 92 financially cleared students are enrolled in accelerated online masters degree programs. Students enrolled in on-line programs may be full-time or part-time. The tuition charged to all students in the online masters degree programs is the same regardless of domicile.

Norfolk State University
Spring 2024 E&G Tuition Revenue Projection
As of January 22, 2024

	Actual # Enrolled TODAY Fall 2022	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	3,083	2,963	9,134,929	8,785,295	349,634
Part-time	342				
Graduate Students					
Full-time	216	4,542	981,072	717,636	263,436
Part-time	69				
Online Masters	55				
Total In-State	3,765		10,116,001	9,502,931	613,070
OUT-OF-STATE					
Undergraduates					
Full-time	1,184	8,714	10,317,376	10,387,088	(69,712)
Part-time	55				
Graduate Students					
Full-time	78	10,749	838,422	720,183	118,239
Part-time	43				
Online Masters	37				
Total Out-of-State	1,397		11,155,798	11,107,271	48,527
ENROLLMENT GRAND TOTAL	5,162		21,271,799	20,610,202	661,597
	Actual # Enrolled TODAY Fall 2022	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
PART-TIME HOURS					
IN-STATE					
Undergraduate (hours)	2,428	450	1,092,600	1,096,200	(3,600)
Graduate Students (hours)	306	769	235,314	303,755	(68,441)
Online Masters	411	450	184,950	124,871	60,079
Total Part - time In - State (hours)	3,145		1,512,864	1,524,826	(11,962)
OUT-OF-STATE					
Undergraduate (hours)	415	973	403,795	986,622	(582,827)
Graduate Students (hours)	134	1,499	200,866	179,880	20,986
Online Masters	270	450	121,500	124,870	(3,370)
Total Part - time Out of State (hours)	819		726,161	1,291,372	(565,211)
Total Part - time Hours	3,964		2,239,025	2,816,198	(577,173)
Total Revenue			23,510,824	23,426,400	84,424

Norfolk State University
Spring 2024 Out of State Capital Outlay Revenue Projection
As of January 22, 2024

	Actual # Enrolled TODAY Fall 2022	Out of State Capital Outlay Fee	Calculated Revenue	Budgeted Revenue	Variance
OUT-OF-STATE					
Undergraduates					
Full-time	1,184	380	449,920	208,656	241,264
Graduate Students					
Full-time	78	380	29,640	12,812	16,828
Total Out-of-State	1,262				
ENROLLMENT GRAND TOTAL					
Annual Obligation	420,789		479,560	223,018	258,092

Norfolk State University
Spring 2024 AE Mandatory Fee Revenue Projection
As of January 22, 2024

	Actual # Enrolled TODAY Fall 2022	Mandatory Fee Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	3,083	1,992	6,141,336	5,824,468	316,868
Graduate Students					
Full-time	216	1,992	430,272	410,174	20,098
Total In-State	3,299				
OUT-OF-STATE					
Undergraduates					
Full-time	1,184	1,992	2,358,528	2,236,339	122,189
Graduate Students					
Full-time	78	1,992	155,376	137,319	18,057
Total Out-of-State	1,262				
ENROLLMENT GRAND TOTAL	4,561				
Total Revenue			9,085,512	8,608,300	477,212

FACILITIES UPDATE

CAMPUS MASTER PLAN



CURRENT CAPITAL PROJECTS

AGENCY RANKING	REQUEST TITLE	PROJECTED PROJECT COST
1	Construct Living Learning Center and Dining Facility	\$129,332,812
2	Construct Wellness, Health and Physical Education Center	\$146,813,967
3	Construct Lab School Academy	\$37,393,060
4	Construct New Dining Facility/Replace Scott Dozier	\$76,387,058
5	Construct Residential Housing Phase II	\$78,597,510
6	Improve Campus Infrastructure	\$14,064,327

In Progress Projects

- Construct New Science Building
- Replace the Fine Arts Building
- Construct Physical Plant/Warehouse

CURRENT CAPITAL PROJECTS - CONTINUED

New Science Building

- Design Architect: Work Program Architects + Smith-Group
- Construction Delivery Method: CMAR - SB Ballard Construction
- Construction Cost: \$112 Million
- Four-level 131,231 square foot
- Completion: Fall 2026



CURRENT CAPITAL PROJECTS - CONTINUED

New Fine Arts Building

- Design Architect: Hanbury
- Construction Cost: \$97 million
- Construction Delivery Method:
- Construction Manager At Risk
- Completion: Fall 2027



CURRENT CAPITAL PROJECTS - CONTINUED

Replace Physical Plant Building

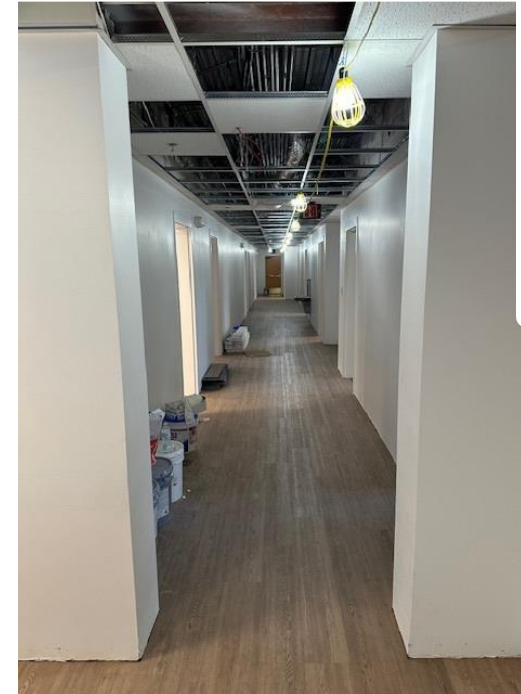
- Design Architect: RRMM Architects
- Project Cost: \$30 million
- Square Feet: 80,000
- Construction Delivery Method:
Design-bid-build



CURRENT CAPITAL PROJECTS - CONTINUED

Park Place at NSU

- Current Construction Renovation Photos



CURRENT CAPITAL PROJECTS - CONTINUED

Student Services Building - Spartan Lanes Equipment Upgrades



CURRENT CAPITAL PROJECTS - CONTINUED

Football / Pool Locker Room Upgrades



CURRENT CAPITAL PROJECTS - CONTINUED

Baseball and Softball Field Upgrades





ENERGY & SUSTAINABILITY

Energy & Sustainability – Organization Chart



Energy & Sustainability

INTRODUCTION

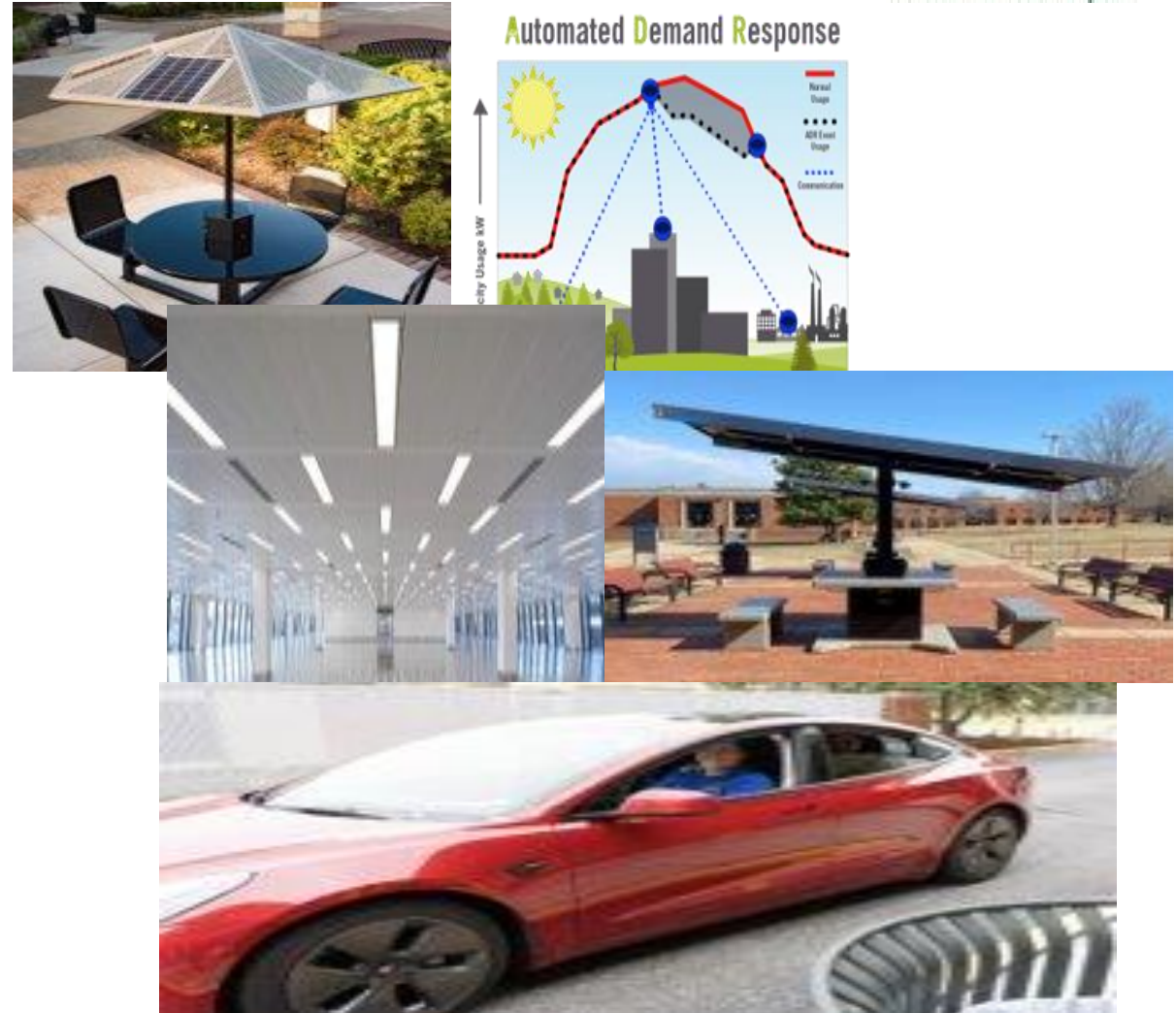
- Energy & Sustainability Accomplishments
- Energy
- Sustainability
- Stay Tuned – More to Come!



Energy & Sustainability

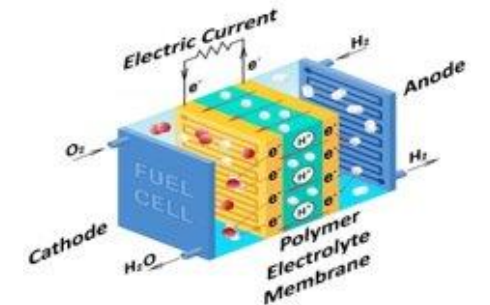
ACCOMPLISHMENTS:

- US Department of Energy – Federal Energy Management Program visit to NSU
- Virginia Department of Energy (VOE) visited NSU
- VOE and C-Power Demand Response Program
- LED Lighting Grant Submission – Second Nature
- Energy & Sustainability Awareness Project-Workstations/Pavilion Carousels
- West Café renovation to start the foundational SMART Technology on an EMIS Platform to develop the “Campus of the Future”
- Earth Day Week Event – Panel Discussion
- Electric Vehicle (EV Demonstration Events – Successful!



Energy & Sustainability

- Energy Accomplishments:
 - Energy and Sustainability Strategic Plan
 - Campus Energy Water Plan (CEWP) – Resilience
 - SMART Building/Campus Technology
 - EV Charging Infrastructure – On Campus



Energy & Sustainability

Sustainability Accomplishments:

- Recycling/Re-use (Glass, Metal, Paper)
- Recycling Event – Earth Week – April 2023
- Re-Usable Take-Out Trays – Pilot Project
- Urban Farming – Community Engagement – USDA-NRC
- Community Solar Powered Rainwater Harvesting – Grant
- Regional Catastrophic Preparedness Grant Program



Energy & Sustainability



MORE TO COME!

- Host the Virginia Universities' Community of Practice
- Conference Energy Service Performance Contract - ESPC
- HVAC PM Program



LEGISLATIVE AFFAIRS UPDATE



UPDATES

- ❑ **HB30/SB30: In-State Tuition for Out-of-State Students:** On page 589, after line 48, insert: “e. The requirements for §4-2.01 b.2.b, as it pertains to nonresident undergraduate students, are waived for new nonresident undergraduate students enrolled at NSU, VSU, UVA-Wise and institutions of higher education with a current proportion of nonresident undergraduate enrollment of less than 20 percent, measured in terms of full-time equivalent.”
- ❑ **HB145: Virginia Teacher Residency Training Corps; established.** Establishes the Virginia Teacher Residency Training Corps for the purposes of attracting and retaining public elementary and secondary school teachers in school divisions in the Commonwealth by awarding scholarships to students seeking to obtain teaching degrees and certifications at participating institutions and requiring such students upon completion of their degree or certificate to fill teaching positions for one year for each year of scholarship receipt at a high-need school, as defined pursuant to federal law. The bill also creates the Virginia Teacher Residency Training Corps Scholarship Fund and Program for the purpose of funding such scholarships at the participating institutions of Longwood University, Norfolk State University, Radford University, and Virginia Commonwealth University. Finally, the bill establishes the 12-member Virginia Teacher Residency Training Corps Commission to administer the Program and directs the Commission to begin meeting on or after September 1, 2024, and to establish the parameters for the Program and award the first scholarships prior to the beginning of the 2025-2026 academic year.
- ❑ **HB566: SCHEV; membership to include representative of a historically black college or university.** State Council of Higher Education for Virginia; membership; representative of a historically black college or university. Requires the membership of the State Council of Higher Education for Virginia to include at least one non-legislative citizen member who has served as a chief executive officer of one of the Commonwealth's historically black colleges or universities.
- ❑ **HJ25: Provide Study; joint committee of the House Committee on Education and the Senate Committee on Education.** Study; joint committee of the House Committee on Education and the Senate Committee on Education and Health; challenges faced by and effective strategies for ensuring the sustainable, long-term success of the five historically black colleges and universities in the Commonwealth; report. Establishes a joint committee consisting of five members of the House Committee on Education and three members of the Senate Committee on Education and Health to study the challenges faced by and effective strategies for ensuring the sustainable, long-term success of the five historically black colleges and universities in the Commonwealth – Hampton University, Norfolk State University, Virginia State University, Virginia Union University, and Virginia University of Lynchburg – by discussing, adopting, and recommending to the Governor and the General Assembly for formal recognition and endorsement a comprehensive statewide HBCU Support Plan.

UPDATES

❑ BUDGET AMENDMENT: HB30/SB30: NSU Work Based On-Campus Experience.

- ❑ This amendment requests funds to support the expansion of the SP3 program to provide additional work-based experiences on campus and in the local community. – **FY24-25 \$1,350,000 // FY25-26 \$1,350,000**

❑ BUDGET AMENDMENT: HB30/SB30: NSU Construct Fine Arts Building.

- ❑ This amendment provides **\$148.5 million** from the general fund in the first year to add a project to the Public Educational Institution Capital Account construction pool to construct a Replacement Fine Arts Building at Norfolk State University. This project was previously authorized for planning.

❑ BUDGET AMENDMENT: HB30/SB30: Detailed Planning – Living Learning and Dining Center

- ❑ This amendment provides **\$2.0 million** from the general fund in the first year to add a project to the planning pool to construct a new Living and Learning Center at Norfolk State University.

❑ BUDGET AMENDMENT: HB30/SB30: Detailed Planning – Plan Health, Wellness, and Physical Education Building

- ❑ This amendment provides **\$2.0 million** from the general fund in the first year to add a project to the Public Educational Institution Capital Account planning pool for a new Health, Wellness, and Physical Education Building at Norfolk State University.

❑ BUDGET AMENDMENT: HB30/SB30- Living Wage

- ❑ This amendment requests funds to support a salary increase to provide employees with a living wage. **FY24-25: \$5,000,000**

❑ BUDGET AMENDMENT: HB30/SB30- Unfunded Scholarships

- ❑ This amendment requests authority to utilize unfunded scholarships to merit students without consideration of need in order to allow the University another tool with which to attract, enroll and retain the most qualified students regardless of their financial condition.

❑ BUDGET AMENDMENT: HB30/SB30- Increase Maintenance Reserves

- ❑ Out of this appropriation, Norfolk State University is authorized to use up to **\$1,200,000 the first year and \$1,200,000 the second year** from the general fund to address extremely critical deferred maintenance deficiencies in its facilities, including residence halls and dining facilities.

❑ BUDGET AMENDMENT: HB30/SB30- Spartan Innovation Academy FY24-25: \$4,000,000 // FY25-26: \$4,000,000

- ❑ This amendment requests funds to support the Spartan Innovation Academy by providing faculty and students with technology and devices and IT support to enhance the learning experience.

QUESTIONS & DISCUSSION

Strategic Finance Committee
February 6, 2024

Division of Operations & Institutional Effectiveness

Dr. Justin L. Moses
Vice President for Operations &
Institutional Effectiveness



HUMAN RESOURCES

- **HRIS Identification and Selection Update**
- **HR Operations and Compensation Manager Searches to begin**

INSTITUTIONAL EFFECTIVENESS

- **Assistant/Associate Vice President for Institutional Effectiveness Update**
- **Data Governance**
- **Data Dictionary Project**
- **Policy and FOIA oversight changes**

INFORMATION TECHNOLOGY AND SECURITY

- **Information Technology**
 - **Client Services Model Update**
 - **HRIS selection**
 - **Doctums**
 - **APA Audit**
- **Personnel Changes**
 - **Chief Information Security Officer will move back under OIT**

Strategic Finance Committee
February 6, 2024

Division of University Advancement

Clifford Porter, Jr., J.D.
Vice President



University Events

2023 Founders Day Celebration

- ✓ Held annual Founders Day Breakfast with keynote speaker Juan Williams, *New York Times* Best-Selling Author, Fox News Political Analyst & Award-Winning Columnist
- ✓ Welcomed the Class of 2027 with more than 1,500 first time freshman



University Events

Homecoming 2023: There's No Place Like Home

- ✓ Hosted Presidential Brunch for approximately 300 donors and prospects
- ✓ Held the annual Homecoming Community Parade with more than 100 units

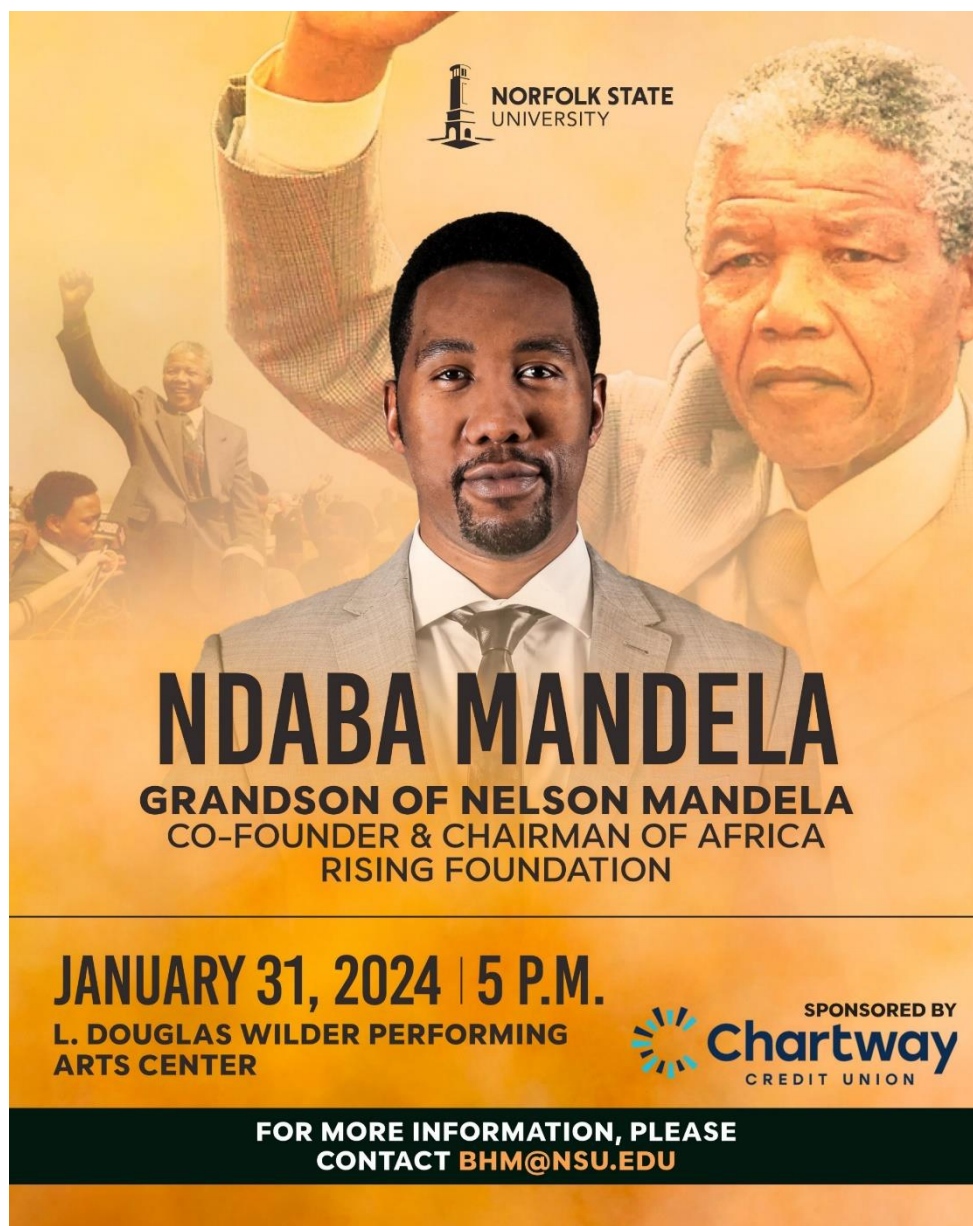


University Events

111th Commencement Ceremony December 9, 2023

- ✓ Keynote speaker: Loni Love, *Award-winning Host, Comedian, Actor, Author, and Philanthropist*
- ✓ Degrees conferred on approximately 400 graduates
- ✓ Senator Lamont Bagby awarded honorary degree





University Events

Ndaba Mandela

Grandson of Nelson Mandela

January 31 at 5 p.m.

L. Douglas Wilder Performing Arts Center

in celebration of Black History Month

Fundraising Analysis

<u>Calendar Year</u>	<u>Total Dollars Raised</u>	<u>Cash</u>	<u>Pledges</u>	<u>Total Donors</u>	<u>Alumni</u>
CY 2017	\$4,428,520	\$3,512,204	\$564,688	4,052	2,277
CY 2018	\$7,003,612	\$3,673,537	\$1,364,770	5,092	3,007
CY 2019	\$4,697,371	\$3,829,699	\$470,737	4,539	2,688
CY 2020	\$45,838,417	\$43,127,142	\$2,711,275	3,846	2,547
CY 2021	\$10,511,509	\$9,660,978	\$759,421	4,132	2,524
CY 2022	\$11,801,656	\$7,599,011	\$4,242,645	5,016	3,113
CY 2023	\$10,875,379	\$7,009,537.43	\$3,865,842	3,921	2,497

WHAT IS A CAMPAIGN?

What is a Capital Campaign?

A capital campaign is a rigorous attempt to raise major gifts for one specific goal or a variety of goals.

If you have multiple goals, your capital campaign is considered a **comprehensive campaign**. Having multiple goals classifies your project as a comprehensive campaign.

These campaign gifts are typically used to build, renovate or acquire buildings. However, they are also used to raise money for **endowments, scholarships, or other institutional needs**. Essentially, we're trying to raise a significant number of funds within a defined period of time as a way to support the larger goals and mission of Norfolk State University.

NSU's NOW IS OUR TIME CAMPAIGN

There are two overarching phases for campaigns: the quiet phase and the public phase.

During the quiet phase, 50%-70% of the funds are raised through major gifts strategies. And during the public phase, the remaining funds are raised by soliciting donations from a larger population of donors.

NSU's NOW IS OUR TIME CAMPAIGN



1. PRE-PLANNING PHASE

Within the pre-planning phase, we completed a readiness audit that assessed NSU's fundraising capabilities and our ability to undertake a campaign. Through the RFP and selection committee process, we hired Alexander Haas to conduct our campaign audit, study and campaign phases.

NSU's NOW IS OUR TIME CAMPAIGN



2. PLANNING

Within the planning phase, we completed a case summary, feasibility study, assembled our strategy team, set our goals, deadlines, and budget, and conducted a prospect screening.

NSU's NOW IS OUR TIME CAMPAIGN

CASE SUMMARY

**NOW
IS OUR TIME**
The Campaign for
Norfolk State
University



NOW IS OUR TIME TO ADVANCE NORFOLK STATE'S IMPACT

We will bring NSU's voice to the table as a leader among Historically Black Colleges & Universities (HBCUs).

With your support, Norfolk State will empower more students to fully develop their talents and abilities, enabling them to lead rewarding lives, enjoy productive careers, and make substantial contributions to their communities and society. This is a high calling, one that we embrace.

By securing investments in our people and key programs, NSU can realize its aspirations to serve better our students, the commonwealth, and the nation. To that end, we have embarked on a historic fundraising campaign to transform lives and enhance our role as a socio-economic driver for our state and the Hampton Roads region. With your partnership, we can fuel and sustain our rising momentum.

Together, we will forge Norfolk State's future.



FEATURED CAMPAIGN OBJECTIVES

With endowment and current use contributions from alumni, friends, and corporate and community partners, we will fully prepare Spartans for success in the 21st Century's global economy.

INVESTING IN PEOPLE

Promote student success by maximizing access for all, increasing retention, minimizing student debt, and making NSU more attractive to academically gifted students. Invest in endowed faculty positions and faculty development funds to support, attract, and retain leading educator

STRENGTHENING ACADEMIC PROGRAMS

Supporting Colleges, Schools, and Honors Programs, growing research opportunities, and broadening community and corporate partnerships

ELEVATING ATHLETICS

Strengthen our competitiveness and support student-athletes by building more co-curricular opportunities and increasing access to scholarship dollars

ADVANCING EXCELLENCE

Ensuring Norfolk State University can deliver year after year by supporting areas of greatest need which equip Spartans to excel

THE ROLE OF ENDOWMENTS

Now is the time for NSU to have the assurance that successful programs and initiatives will continue in the face of a national shortage of undergraduate enrollment and changes in the economy. Increasing our endowment to levels that mirror our peers will support long-term stability and growth for the University and ensure ongoing access to scholarship, personal and professional development, collaborative research, and business and community partnerships.



**NORFOLK STATE
UNIVERSITY**

We see the future in you.

NSU's NOW IS OUR TIME CAMPAIGN

3. QUIET PHASE



In this phase, we are focusing on the top major gift leads. This phase will carry through spring 2024. 83% of our goal has already been raised during this phase from 2020-present.

NSU's NOW IS OUR TIME CAMPAIGN

Where are we?



NSU's NOW IS OUR TIME CAMPAIGN

Where are we?

Goals	# OF GIFTS	CASH/STOCKS	PLEDGE BAL	TOTAL	\$75m GOAL	% TO \$75m GOAL	\$90m Goal	% to \$90m Goal
Investing in People	11,095	\$42,846,420.03	\$4,249,995.21	\$ 47,096,415.24	\$35,000,000.00	135%	\$ 42,000,000.00	112%
Strengthening Academic Programs	14,658	\$22,605,523.84	\$1,229,195.18	\$ 23,834,719.02	\$25,000,000.00	95%	\$ 30,000,000.00	79%
Elevating Athletics	4,276	\$ 2,402,575.84	\$ 204,194.71	\$ 2,606,770.55	\$10,000,000.00	26%	\$ 12,000,000.00	22%
Advancing Excellence Year After Year	9,401	\$ 1,431,494.12	\$ 112,246.14	\$ 1,543,740.26	\$5,000,000.00	31%	\$ 6,000,000.00	26%
				\$ 75,081,645.07	\$75,000,000.00	100%	\$ 90,000,000.00	83%

NSU's NOW IS OUR TIME CAMPAIGN



4. KICK-OFF

The kick-off phase marks the official launch of our Now Is Our Time Campaign. After months of quietly courting and securing major donors, it's time to host a press conference and throw a launch party scheduled for Fall 2024.

NSU's NOW IS OUR TIME CAMPAIGN

5. PUBLIC PHASE



Lastly, during this public phase, we'll extend our reach out to the community and mid-smaller donors. The public phase also encompasses the wrap-up to our campaign efforts.

NSU's NOW IS OUR TIME CAMPAIGN

PUBLIC PHASE COMPONENTS

- Public Phase Components
 - Kickoff- Fall 2024
 - Direct Mail appeal
 - Showcase events
 - Marketing
 - Website
 - Hashtag- #NSU90
 - WNSB Radio commercials
 - Journal and Guide Updates
 - Banner Ads with local media websites



NSU's NOW IS OUR TIME CAMPAIGN

PUBLIC PHASE GIFT PROGRAM

1	Monthly	# Payments	Annual Total	Numeric Goal	Annual Goal	Benefits	Annual NAA	Annual NSUAF	AOGN	Campaign	Campaign Total	Category Goal
2												
3	\$20.83	12	\$250.00	2500	\$625,000.00	NAA/NSUAFFan	\$62,500.00	\$250,000.00	\$312,500.00	3	\$750.00	\$1,875,000.00
4	\$41.66	12	\$500.00	2000	\$1,000,000.00	NAA/NSUAFFan	\$50,000.00	\$200,000.00	\$750,000.00	3	\$1,500.00	\$3,000,000.00
5	\$62.50	12	\$750.00	1500	\$1,125,000.00	NAA/NSUAFFan	\$37,500.00	\$150,000.00	\$937,500.00	3	\$2,250.00	\$3,375,000.00
6	\$83.33	12	\$1,000.00	1000	\$1,000,000.00	NAAL/NSUAFFan	\$250,000.00	\$100,000.00	\$650,000.00	3	\$3,000.00	\$3,000,000.00
7	\$100.00	12	\$1,200.00	750	\$900,000.00	NAAL/NSUAFFriends	\$187,500.00	\$225,000.00	\$487,500.00	3	\$3,600.00	\$2,700,000.00
8	\$208.33	12	\$2,500.00	500	\$1,250,000.00	NAAL/NSUAFGreen	\$125,000.00	\$287,500.00	\$837,500.00	3	\$7,500.00	\$3,750,000.00
9	\$416.66	12	\$5,000.00	250	\$1,250,000.00	NAALF/NSUAFSpartan	\$187,500.00	\$275,000.00	\$787,500.00	3	\$15,000.00	\$3,750,000.00
10	\$500.00	12	\$6,000.00	150	\$900,000.00	NAALF/NSUAFSpartan	\$112,500.00	\$165,000.00	\$622,500.00	3	\$18,000.00	\$2,700,000.00
11				8650	\$8,050,000.00		\$1,012,500.00	\$1,652,500.00	\$5,385,000.00			\$24,150,000.00
12												
13												

NSU's NOW IS OUR TIME CAMPAIGN

CAMPAIGN FINALE

September 2025- Founders Week

- Theatrical production with music composed by Pharrell and Quincy Jones
- LBB induction gala and announcement of campaign results
- Special gifts and update to all campaign contributors

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

VI. Open Meeting
– Closed Meeting Certification

VII. Adjournment



NORFOLK STATE UNIVERSITY

700 Park Avenue, Norfolk, VA 23504

www.nsu.edu

P: 757-823-8323

THANK YOU!!



Governance Committee

AGENDA
BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING

Tuesday, February 6th, 2024

Heidi Abbott, Chair

Time: 1:30 PM – 2:30PM

Campus Location:

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
Student Center Board Room, 3rd Floor

Zoom Webinar Participation: https://nsu-edu.zoom.us/webinar/register/WN_KRW95oV-SMO49GcalMukHA

- I.** Call to Order/Establish Quorum
- II.** Recommend Approval of Electronic Participation
- III.** Recommend Approval of the November 16, 2023, Governance Committee Minutes
- IV.** Board of Visitors Policies and Procedures Update
- V.** Discussion Items
- VI.** **Closed Meeting – Pursuant to 2.2-3711A.1, 7 and 8, Code of Virginia**
- VII.** Adjournment

Governance Committee

Heidi Abbott, Chair

BK Fulton

Delbert Parks

Dr. Katrina Chase

Mike Andrews

Gilbert Bland

*Staff: Eric Claville, Executive Advisor
to the President for Governmental Relations*

The President participates in all Committee meetings.

**BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING**

November 16, 2023

MINUTES

DRAFT

1. Call to Order

The Governance Committee Meeting was called to order at approximately 2:30 p.m. A quorum was not established, there was a 2-0 Roll Call Vote.

Committee Members Present

Dr. Katrina Chase

Mr. Mike Andrews

Committee Members Virtual

Ms. Heidi Abbott, Chair

Mr. BK Fulton

Other Board Members Present

Mr. Dwayne Blake

Committee Members Absent

Mr. Devon M. Henry, Rector

Mr. Gilbert Bland

Mr. Delbert Parks

NSU Administrators and Staff Present

Dr. Javaune Adams-Gaston, President

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

Mr. Eric Claville, Executive Advisor to the President for Government Relations

Dr. Tanya White, Chief of Staff

Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration
Mr. Clifford Porter, Vice President, University Advancement

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

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

Ms. Sher're Dozier, Clerk to the University President for the Board of Visitors

Mr. Rasool Shabazz, Office of Information Technology

BOARD OF VISITORS

Governance Committee Meeting

November 16, 2023

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DRAFT

2. Recommend Approval of Electronic Participation

Mrs. Heidi Abbott, Chair and Mr. BK Fulton provided their reasons of Electronic Participation Mr. Andrews motioned, seconded by Dr. Chase, and with a 2-0 Roll Call vote, the Committee unanimously approved the virtual participation of Board Chair Heidi Abbott and Board Member Mr. BK Fulton.

3. Recommend Approval of September 12, 2023, Governance Committee Minutes

The Committee will vote on September 12, 2023, Minutes; at the Full Board Meeting due to there not being a quorum. There were no comments or corrections recommended.

4. BOV Member Responsibilities: Review 2023 Board of Visitors Orientation

Mrs. Heidi Abbott, Chair discussed the State Council of Higher Education for Virginia Orientation, held in Richmond on November 14-15, 2023. Mrs. Abbott also highlighted Board Member Mr. Bland's participation at the orientation as a panelist. Mr. Andrews shared his experience as a participant and the networking opportunity provided.

5. Update: Skills Matrix for Board of Visitors and Review of Board Policies and Procedures

Mrs. Abbott informed that there is a current Chart, which informs of the expiration of Board Members terms. The election is also scheduled for the month of June. With upcoming meetings prior to the month of June which will be held for discussion.

6. Discussion of other Items

-No discussion items

DRAFT

8. Adjournment

There being no further business, Ms. Heidi Abbott adjourned the meeting. With a motion by Mr. Andrews and a second by Dr. Chase to close.

Respectfully submitted,

Sher're S. Dozier, Clerk to the University President for the Board of Visitors

Heidi Abbot, Chair Governance Committee

BOARD OF VISITORS

Governance Committee Meeting

November 16, 2023

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**NSU BOV GOVERNANCE COMMITTEE
ROLL CALL VOTE NOVEMBER 16, 2023****DRAFT**

Item	Mrs. Heidi Abbot (Virtual)	Mr. BK Fulton (Virtual)	Mr. Delbert Parks	Dr. Katrina Chase	Mr. Mike Andrews	Mr. Gilbert Bland	Totals
Quorum	Present	Present	Absent	Present	Present	Absent	2-0
Recommend Approval of Electronic Participation	-	-	--	Yes	Yes	--	2-0
Approval of September 12, 2023, Minutes (No Quorum Unable to Vote)	-	-	--	-	-	--	0-0

NSU B.O.V. GOVERNANCE COMMITTEE

February 6, 2024

AGENDA

- ☐ Opening by Chair
- ☐ Recommend Approval of Electronic Participation
- ☐ Recommend Approval of the November 16, 2023, Governance Committee Minutes
- ☐ Board of Visitors Policies and Procedures Update
- ☐ Discussion Items
- ☐ Closed Meeting-Pursuant to 2.2-3711A.1, 7 and 8, Code of Virginia
- ☐ Adjournment

QUESTIONS & DISCUSSION