

Meeting Book - Board of Visitors Full Board Meeting- May 3, 2024

# Board of Visitors Full Board Meeting

Student Center Board Room, Suite 301

700 Park Avenue

Norfolk, VA, 23504

**May 3, 2024**



## **Board of Visitors Meeting Book May 3, 2024**

	<b>Page</b>
<b>AGENDA</b>	<b>3</b>
<b>MINUTES March 8, 2024</b>	<b>5</b>
<b>AUDITOR OF PUBLIC ACCOUNTS</b>	<b>10</b>
<b>ACADEMIC AND STUDENT AFFAIRS</b>	<b>20</b>
<b>AUDIT, RISK, AND COMPLIANCE UPDATE</b>	<b>44</b>
<b>STRATEGIC FINANCE</b>	<b>56</b>
<b>GOVERNANCE COMMITTEE</b>	<b>122</b>
<b>PRESIDENT’S UPDATE</b>	<b>128</b>

**AGENDA  
BOARD OF VISITORS MEETING  
May 3, 2024**

*Devon M. Henry, Rector*

*Staff: Sher're Dozier, Clerk to the University President for the Board of Visitors*

Campus Location: Zoom Webinar Participation  
Norfolk State University [https://nsu-edu.zoom.us/webinar/register/WN\\_O4n-9MRsRaeUOd9nFVia6Q](https://nsu-edu.zoom.us/webinar/register/WN_O4n-9MRsRaeUOd9nFVia6Q)  
700 Park Avenue, Norfolk, VA 23504

Student Center, Board Room, 3<sup>rd</sup> Fl., Suite 301

**Breakfast served at 7:30 a.m.**

- 8:30 a.m. **Call to Order/Establish Quorum** ..... Mr. Devon M. Henry, Rector
- 8:35 a.m. **Approve Virtual Participation**..... Mr. Devon M. Henry, Rector
- 8:40 a.m. **Opening Remarks** ..... Mr. Devon M. Henry, Rector  
Dr. Javaune Adams-Gaston, President
- 8:55 a.m. **Consent Agenda** – Recommend Approval of the following minutes:  
– March 8, 2024, Board Meeting Minutes
- 9:10 a.m. **Auditor of Public Accounts**..... Ms. LaToya D. Jordan, Deputy Auditor for Human  
Capital and Operations
- 9:30 a.m. **Academic and Student Affairs Committee Update** ..... Mr. Delbert Parks, Chair
- 9:50 a.m. **Audit, Risk and Compliance Committee Update** ..... Dr. Harold Watkins, Chair
- 10:10 a.m. **Strategic Finance Committee Update** ..... Mr. Jay Jamison, Chair
- 10:30 a.m. **BREAK**
- 10:50 a.m. **Student Representative Update**..... Mr. Zaykori Jones
- 11:05 a.m. **Faculty Representative Update**..... Dr. Robert K. Perkins
- 11:20 a.m. **Governance Committee Update**.....Ms. Heidi Abbott, Chair

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



11:40 a.m. **President’s Update**.....Dr. Javaune Adams-Gaston, President

12:10 p.m. **LUNCH**

1:10 p.m. **Action Items**

1:30 p.m. **MOTION – CLOSED MEETING – Pursuant to §2.2-3711A. 1, 4, 7, and 8, Code of VA**

3:30 p.m. **OPEN MEETING**  
– Closed Meeting Certification  
– Other Actions/Motions

3:50 p.m. **OLD BUSINESS**

4:00 p.m. **NEW BUSINESS**

4:10 p.m. **PUBLIC COMMENT**

4:20 p.m. **ADJOURNMENT**

The Norfolk State University Board of Visitors will meet May 3, 2024 in person. The meeting will be accessible via the Zoom Webinar app. The open session of the meeting can be accessed through the app using the following link to register:

[https://nsu-edu.zoom.us/webinar/register/WN\\_O4n-9MRsRaeUOd9nFVia6Q](https://nsu-edu.zoom.us/webinar/register/WN_O4n-9MRsRaeUOd9nFVia6Q)

May 3, 2024 at 8:30 a.m.

Registering will allow participants to attend virtually or by phone. Information on public comment is provided on the registration form. Public comment should address only the items listed on the agenda.

If there is any interruption in the broadcast of the meeting, please contact 757-823-8676.

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

**BOARD OF VISITORS**  
**FULL BOARD MEETING**  
March 8, 2024  
**MINUTES**

**1. Call to Order/Establish Quorum**

Mr. Devon Henry, Rector, called the Norfolk State University Board of Visitors meeting to order at approximately 9:07 a.m.

A quorum was established with a 11-0 Roll Call vote. A list of individuals who joined the meeting is provided below.

**Present – Board Members**

Mr. Devon M. Henry, Rector  
Bishop Kim W. Brown, Vice Rector  
Mr. Dwayne B. Blake, Secretary  
Mrs. Heidi Abbott  
Dr. Katrina Chase  
Mr. Conrad Hall  
Mr. James Jamison  
Dr. Harold Watkins, II  
Mr. Gilbert Bland  
Mr. T. Michael Andrews  
The Honorable James W. Dyke, Jr.

**Members Absent**

Mr. Delbert Parks  
Mr. BK Fulton

**Student Representative to the Board**

Mr. Zay’Kori Jones, SGA

**Faculty Representative to the Board**

Dr. Robert K. Perkins, Faculty Representative

**Participant – Counsel**

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

**Participants – NSU Administrators and Staff**

Dr. Javaune Adams-Gaston, President

Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness  
Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs  
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration  
Dr. Leonard E. Brown, Vice President, Student Affairs  
Mr. Eric W. Claville, J.D., M.L.I.S., Executive Advisor to the President, Governmental Relations  
Mr. Clifford Porter, Vice President, University Advancement  
Dr. Tanya S. White, Chief of Staff  
Dr. Dawn Hess, Chief Compliance Officer  
Mrs. Derika Burgess, Chief Audit Executive  
Chief Brian K. Covington, Norfolk State University Police Department  
Ms. Melody Webb, Athletics Director  
Ms. Karla Amaya Gordon, Assistant VP of Finance and Administration/ University Controller  
Mr. Christopher Gregory, OIT  
Mr. Terry Woodhouse, Facilities, Interim Associate Vice President  
Dr. Andrew Carrington, Assistant Vice President Finance and Administration  
Dr. Cynthia Nicholson, Secondary Education and School Leadership  
Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist  
Ms. Sher're Dozier, Clerk to the President for the Board of Visitors

## **2. Opening Remarks**

Rector Henry spoke about the Board of Visitors Retreat which was held on March 7, 2024; and discussed the items that were presented regarding student success, advocacy, and elevating our profile. The topic of Growth and Development Strategies was also presented at the retreat, which provided an understanding of policy and strategy. Attendance of Norfolk State University Basketball game was also highlighted along with the success and upcoming participation in the MEAC Tournament. Ms. Melody Webb, Athletic Director, was also congratulated on this achievement.

## **3. President's Opening Remarks**

Dr. Adams-Gaston expressed gratefulness for the continued success of Norfolk State University, and her gratitude to the Board of Visitors, Executive Board and Executive Leaders. The members of Cabinet and Extended Cabinet were acknowledged for staying on track for the continuity of the students. Student Representative to the Board Mr. Zay'Kori Jones was recognized for his role. Mr. Eric W. Claville, J.D., M.L.I.S., Executive Advisor to the President, Governmental Relations was highlighted and requested to provide further updates on the State Budget. Ms. Sher're Dozier, Clerk to the President for the Board of Visitors was also acknowledged.

#### **4. Consent Agenda - Recommend Approval of December 8, 2023, Board Meeting Minutes**

The Board unanimously approved with a 11-0 Roll Call Vote, the minutes for the December 8, 2023, Committee Meeting, motioned by Mr. Blake and seconded by Mr. Hall.

#### **5. Academic and Student Affairs Committee Update- Mr. Delbert Parks, Chair**

Mr. Dwayne Blake, Secretary; provided the report for Academic and Student Affairs Committee due to Mr. Delbert Parks absence. The updated report covered numerous items from February 6, 2024.

-Mr. Blake provided a summary for each presentation.

- Student Affairs: Dr. Leonard E. Brown, Vice President, Student Affairs; began his with the introduction of three Norfolk State University Students, in reflection of their experience in support of Student Affairs. The Spartan Promise to Persist with Purpose (SP3) program was highlighted as a 7-week program which provides Academic and Career Development Activities, through public speaking and financial literacy. The program is designed to equip students with the skills to gain internships and be successful and earn money while working on campus. There has been an increase in student and employer participation. Funding has also been obtained for transportation and ensuring internships are obtained.
- Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs, informed of the current posting for 50 searches and 20 national venues, in total 305 applications have been submitted, with an anticipated date to have many interviews completed. There are three searches for Leadership positions, being recruited in Academic Affairs. Each position is being recruited by National Search Firms. Mental Health was also discussed through a presentation by Dr. Cynthia Nicholson, Secondary Education and School Leadership; focused on Mental Health Inside and Outside of the Classroom. The following additional topics were also presented, The Landscape of Education Around Students Mental Health, Mental Health First Aide, and I Am My Spartans Keeper. Statistical information was also provided noting the prevalence of mental health in the United States particularly in youth. Dr. Nicholson explained the importance of continued support and funding for Norfolk State University Mental Health Initiatives.
- Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness, updated that Norfolk State University Enrollment is up by 4% last year of this time. A breakdown for enrollment for each of the colleges, was provided for the Spring 2024 Semester. Overall, Norfolk State University graduated 343 students at the conclusion of Fall 2023 semester. Applications are trending upward for Admissions. Admitted Student Day will occur on April 6, 2024.
- Ms. Melody Webb, Athletics Director provided emphasis on key athletic initiatives to include Academic and Athletic Excellence, Financial Stability, Brand Management, and External Engagement. Noting that we continue to focus on student athletic holistic experiences and compete for championships.

Norfolk State University athletics transformation process is focused on three areas for student athletes:

- Evaluating their Mental, Physical, and Academic Wellbeing
- Enhancing their Performance and Competitive Experience
- Building a Sustainable External Strategic Model

Ms. Webb also acknowledged that Norfolk State University participated in the NIL Summit. Norfolk State will also be competing for the Track and Field Championship. With the MEAC Championship in March and highlighted that both teams are in first place.

## **6. Audit, Risk and Compliance Committee Update- Dr. Harold Watkins, Chair**

Dr. Watkins expressed his gratitude to Mr. Conrad Hall for reporting on the last meeting. Mrs. Derika Burgess, Chief Audit Executive, provided an overview of the Internal Audit.

The update focus:

- Student Payments
- HR 1s and Stipend forms
- Corrective Actions with a completion of 50%
- Internal Audit and University Compliance

Dr. Dawn Hess, Chief Compliance Officer, provided a summary of the 2023 Highlights with Compliance Focus. Policies and Procedures have been developed; the compliance gap closures have also been closed. Data was provided to show 2023 NSU Compliance Capability Maturity highlighting 3 years. The year 2024 University Compliance Focus was also reviewed.

## **7. Strategic Finance Committee Update- Mr. Jay Jamison, Chair**

Mr. Jay Jamison reviewed the Financial Report for Spring 2024.

-Mr. Jamison provided a summary for each presentation:

- Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration reviewed the Revenue and Expense Budget. The Financial Report for Spring 2024 was also discussed.
- Mr. Terry Woodhouse, Facilities, Interim Associate Vice President, provided the Facilities Management Update, Dr. Hunter and Mr. Woodhouse reviewed the capital projects, and those that are currently in progress.

Capital Projects Currently in Progress:

- Construction of the Science building

- Replacement of the Fine Arts building
- New Physical Plant Warehouse
- Completion of the Park Place renovation
- Upgrade to Spartan Lanes Equipment
- Upgrade to the Football Locker Room
- Upgrade to the Pool Locker Room
- Upgrade to the Baseball and Softball Field
- Dr. Justin Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness, updated on a few areas.
  - HRIS Identification Selection Update
  - HR Operations and Compensation Manager Search that's ongoing
  - Search for an Assistant Associate Vice President for Institutional Effectiveness
  - IT and Security update
  - Personnel changes
- Mr. Clifford Porter, Vice President, University Advancement, discussed the Founders Day Celebration, and the 111<sup>th</sup> Commencement on December 9, 2023. There were about 400 graduates, also an Honorary Doctorate Degree was presented to Senator Lamont Bagby.
- Mr. Eric Claville, J.D., M.L.I.S., Executive Advisor to the President, Governmental Relations provided the Legislative Update, and informed that the budget was approved yesterday. The University's funding was also reviewed. Mr. Claville informed of the internship program funding for student participation on Capitol Hill. Student Representative to the Board, Mr. Zay'Kori Jones, also informed of his experience on Capitol Hill. The Honorable Mr. James W. Dyke, Jr. also highlighted the importance of advocating for the University.

#### **8. Governance Committee Update- Mrs. Heidi Abbott, Chair**

Mrs. Heidi Abbott provided a summary of the prior meeting. The Governance Committee Policy and Procedures were discussed. The University Free Speech Policy was also highlighted. Mrs. Abbott informed of the term ending for two members of the Board of Visitors and notified that any members of the Board may provide recommendations, which will be voted on at the annual meeting, in May. A review of the Bylaws was also provided.

#### **9. Student Representative Update- Mr. Zay'Kori Jones, SGA President**

Mr. Zay'Kori Jones informed that he is concluding his term as the Student Government Association President to focus on internships. Mr. Jones informed that he will be willing to assist as a mentor for the next SGA President.

There were three items of focus:

- Connecting a bond with Faculty and Staff
- Create student engagement at events
- Ratifying the Constitution of SGA

Mr. Jones also discussed the upcoming event and theme for Spartan Fest. The elections will be approaching soon for the Student Government Association and are currently creating new positions.

#### **10. Faculty Representative Update- Dr. Robert K. Perkins**

Dr. Robert K. Perkins reviewed the members of the Faculty Senate Elected Officers, 2023-2024 Faculty Senate Executive Committee, and 2023-2024 Faculty Senators.

The 2023 Academic Year Focus was reviewed:

- Create and institute a Faculty Senate Strategic Plan
- Rebuild a long-lasting Faculty Senate infrastructure
- Reinvigorate/strengthen relationships and collaborations with entities across the University
- Transparency and Accountability

Dr. Perkins also expressed his gratitude towards Ms. Melody Webb for recognizing and celebrating the faculty at the basketball game. A list of critical and outstanding concerns was discussed, along with the collaborating wins.

The Completed Projects for Spring 2024 was also presented:

- Finalizing a proposed Faculty Senate 2024 academic year operating budget
- Finalizing and providing recommendations for the handbook, which has been completed
- The Faculty Senate bylaws updated, which has been completed
- Finalizing the Strategic Plan
- Conducting elections for the 2024-2026 academic year for two years with the adoption of different bylaws

Dr. Roderic A. Taylor was acknowledged in the Faculty Highlights. Dr. Taylor received a unanimous vote by the Faculty Senate to be the Mace Bearer for the commencement ceremony in May.

#### **11. State of the University- Dr. Javaune Adams-Gaston, President**

Dr. Adams-Gaston expressed her gratitude to the Board of Visitors, and discussed The Board of Visitors Retreat. The retreat gave a view of what is happening at the university and the students. Dr. Adams-Gaston acknowledged staff members as they prepared for yesterday's retreat and the Full Board Meeting. The current year's achievements were also discussed, as a reflection of pre-pandemic. Within the areas of success Norfolk State University still stands strong. The MEAC Tournament was also highlighted. Student success was discussed focusing on record milestones in enrollment and the growth of Norfolk State University. The elevation of success can continue to be achieved through academics, advising, and tutoring. Student internships are critical for success, by developing relationships and receiving mentoring.

The highlights of Student Development were:

- Summer programs

- Resources for mental health
- Development of a sense of belonging
- The success of the Spartan Innovation Academy

Dr. Adams-Gaston also discussed that the university partnership is an investment, as well as the importance of brand recognition. NSU Day On The Hill was also highlighted and was an amazing success. The topic of Research and Innovation was discussed and notated, that we are getting to a place where research is critical. Campus Infrastructure was presented, Dr. Adams-Gaston addressed upcoming projects and needs. Park Place at Norfolk State University which is a new male dorm was also celebrated. Dr. Adams-Gaston informed that we are trying to build a Stronger Spartan Nation.

## 12. Action Items

There was none.

## 13. Motion-Closed Meeting-

Pursuant to §2.2-3711A. 1, 4, 7, and 8, *Code of VA*

### Closed Session:

**Secretary, Mr. Blake read the following motion, seconded by The Honorable Mr. James Dyke, and with a 11-0 Roll Call Vote the Board unanimously approved.**

Mr. Rector, I move that we adjourn and reconvene in Closed Meeting pursuant to: Section 2.23711(A) 1, 4, 7, 8 of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

(1) and (4): To discuss personnel matters, including more specifically, discussion of compensation of a high-level University employee as well as the appointment, performance, promotion, and goals for the high level employee; and (7) and (8): Consultation with legal counsel regarding specific matters requiring the provision of legal advice pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university, including more specifically for legal counsel to give a status update on pending and potential litigation of which the Board should be made aware; along with any necessary consultation with legal counsel regarding matters noted in this motion; And that any member of the NSU Board of Visitors be permitted to attend virtually or by phone to participate in the Closed Meeting.

## 14. Reconvene in Open Meeting- Rector Devon Henry

Rector Henry read: Having reconvened in Open Meeting, we will now take a roll call vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed, or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place.

**15. Old Business**

There was none.

**16. New Business**

There was none.

**17. Public Comment**

Rector Henry reviewed the times for the Men and Women basketball game, in their participation in the MEAC tournament.

**18. Adjournment**

At 1:07 p.m.

Respectfully submitted,

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Mr. Dwayne Blake, Secretary Board  
of Visitor

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

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS ROLL CALL VOTE March 8, 2024**

<b>Item</b>	<b>Rector Henry</b>	<b>Mrs. Abbott</b>	<b>Mr. Blake</b>	<b>Mr. Bland</b>	<b>Mr. Andrews</b>	<b>Bishop Brown</b>	<b>Dr. Chase</b>	<b>Mr. Dyke</b>	<b>Mr. Fulton</b>	<b>Mr. Hall</b>	<b>Mr. Jamison</b>	<b>Mr. Parks</b>	<b>Dr. Watkins</b>	<b>Totals</b>
<b>Quorum established for start of Full Board Meeting</b>									--			--		
<b>Approval of December 8, 2023, Minutes</b>	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	--	Yes	Yes	--	Yes	11-0
<b>Motion to go into Closed Meeting- Pursuant to §2.2-3711A. 1, 4, 7, and 8, Code of VA</b>	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	--	Yes	Yes	--	Yes	11-0
<b>Motion for Open Meeting</b>	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	--	Yes	Yes	--	Yes	11-0

# **Auditor of Public Accounts**

# **Academic and Student Affairs Committee**

# NSU B.O.V. Academic and Student Affairs Subcommittee Meeting

April 3, 2024

Chair: Delbert Parks





# Agenda

- **Student Affairs Update:**  
Career Services & Counseling Services (impact of Timely Care)
- **Enrollment Management Update:**  
Admissions data & RNL partnership
- **Athletics Update:**  
Transfer Portal Outcomes

# DIVISION FOR STUDENT AFFAIRS

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



# CAREER SERVICES



# SCHEV GRANT AWARDS



- Awarded the \$100,000 SCHEV Commonwealth Innovative Internship Fund Program (VTOP) Grant that will help students SOAR.
- Awarded \$100,000 from the SCHEV Commonwealth Innovative Internship Fund Program (VTOP).

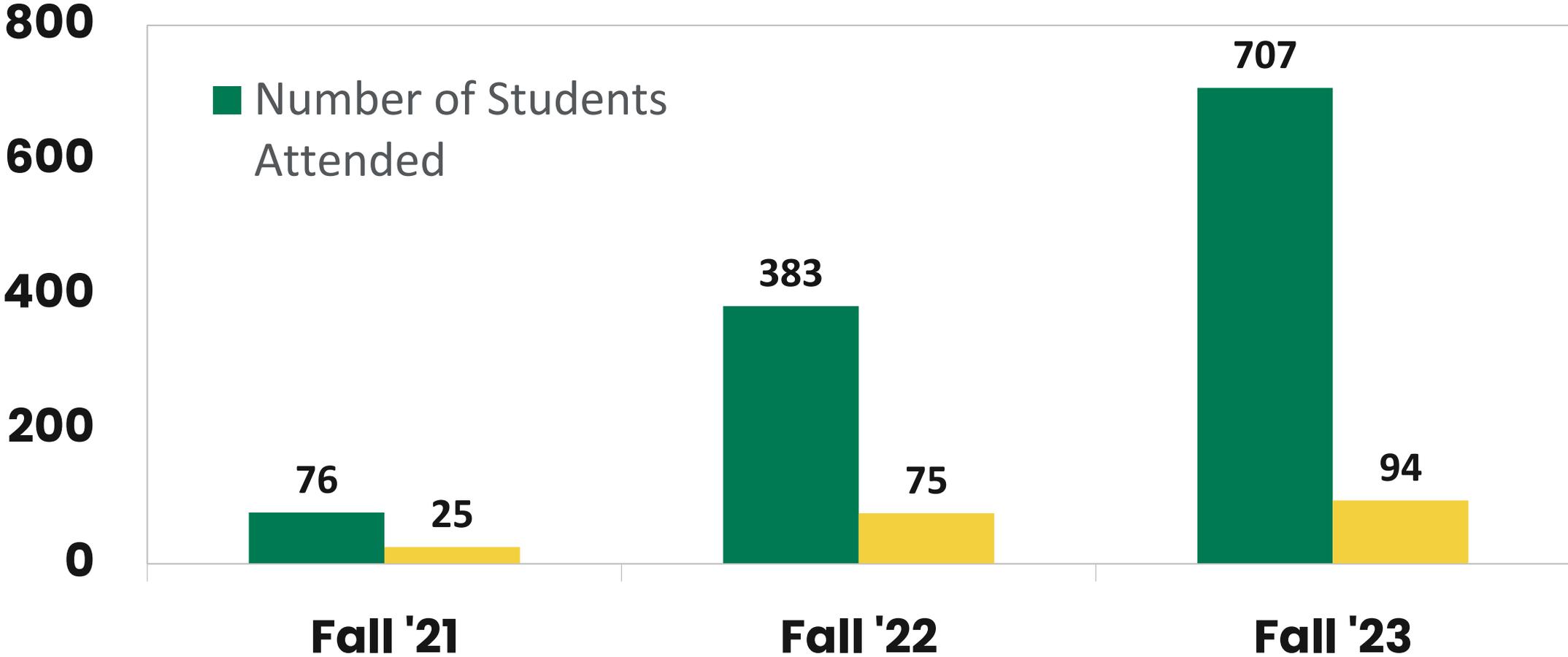


STATE COUNCIL OF HIGHER  
EDUCATION FOR VIRGINIA



NORFOLK STATE  
UNIVERSITY

# CAREER EXPO DATA

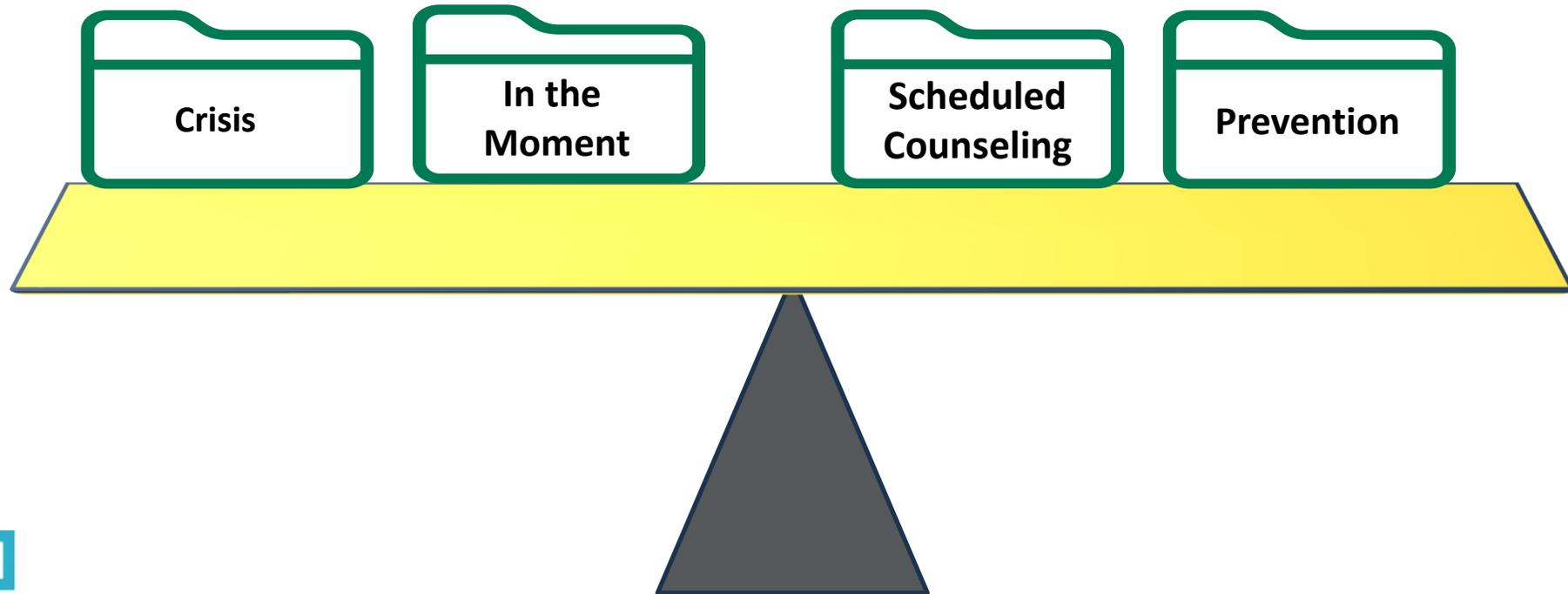


# COUNSELING SERVICES

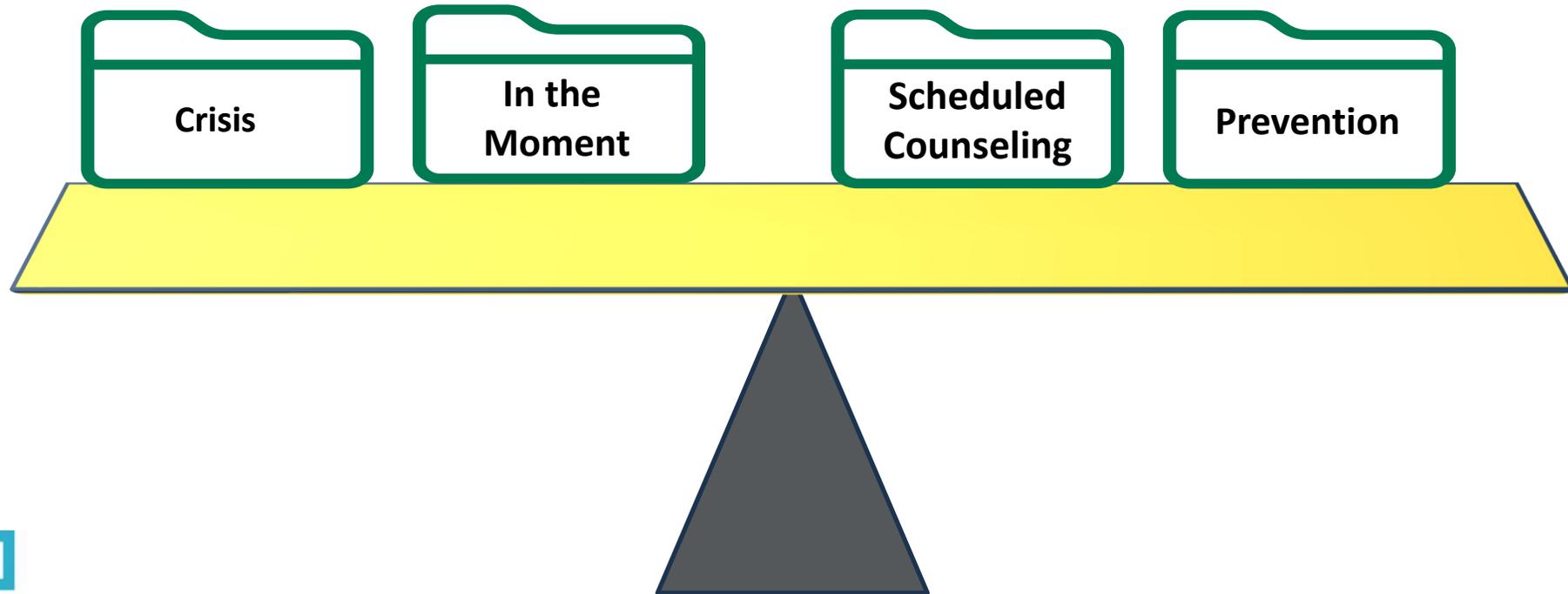


**NORFOLK STATE**  
UNIVERSITY

# COUNSELING SERVICES IMPACT OF TIMELY CARE

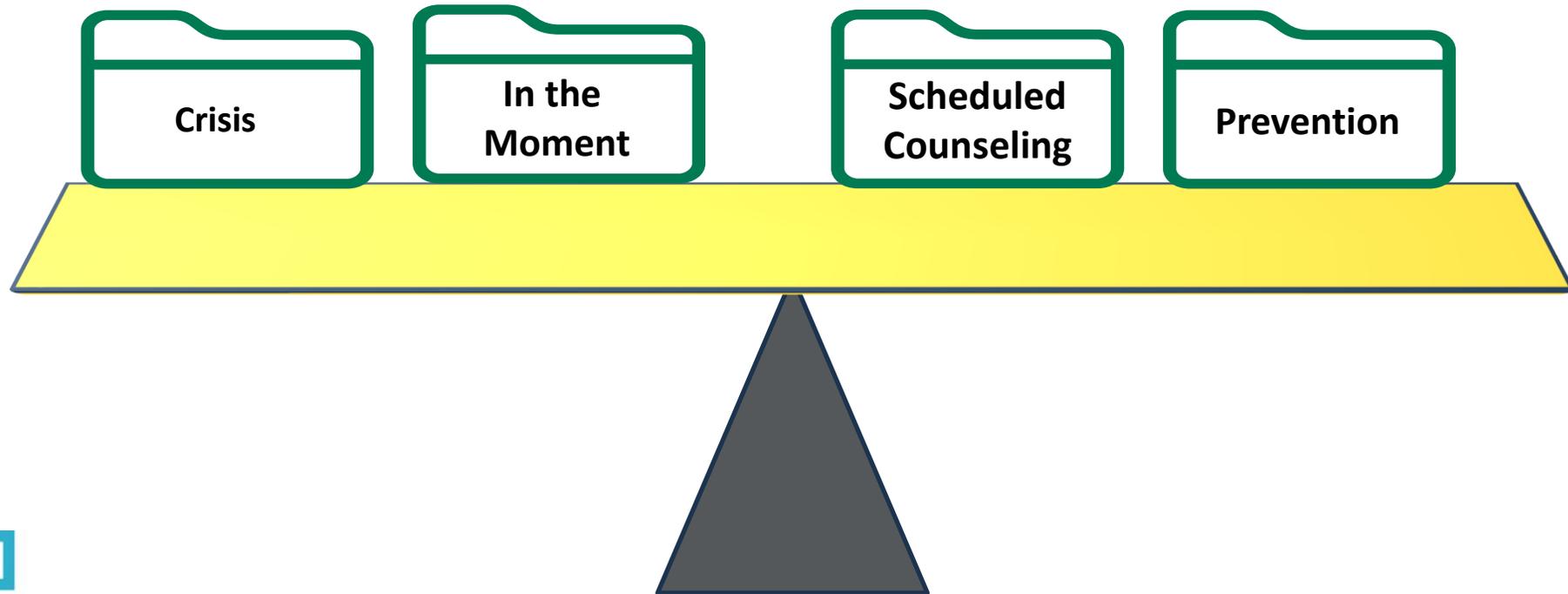


# COUNSELING SERVICES IMPACT OF TIMELY CARE



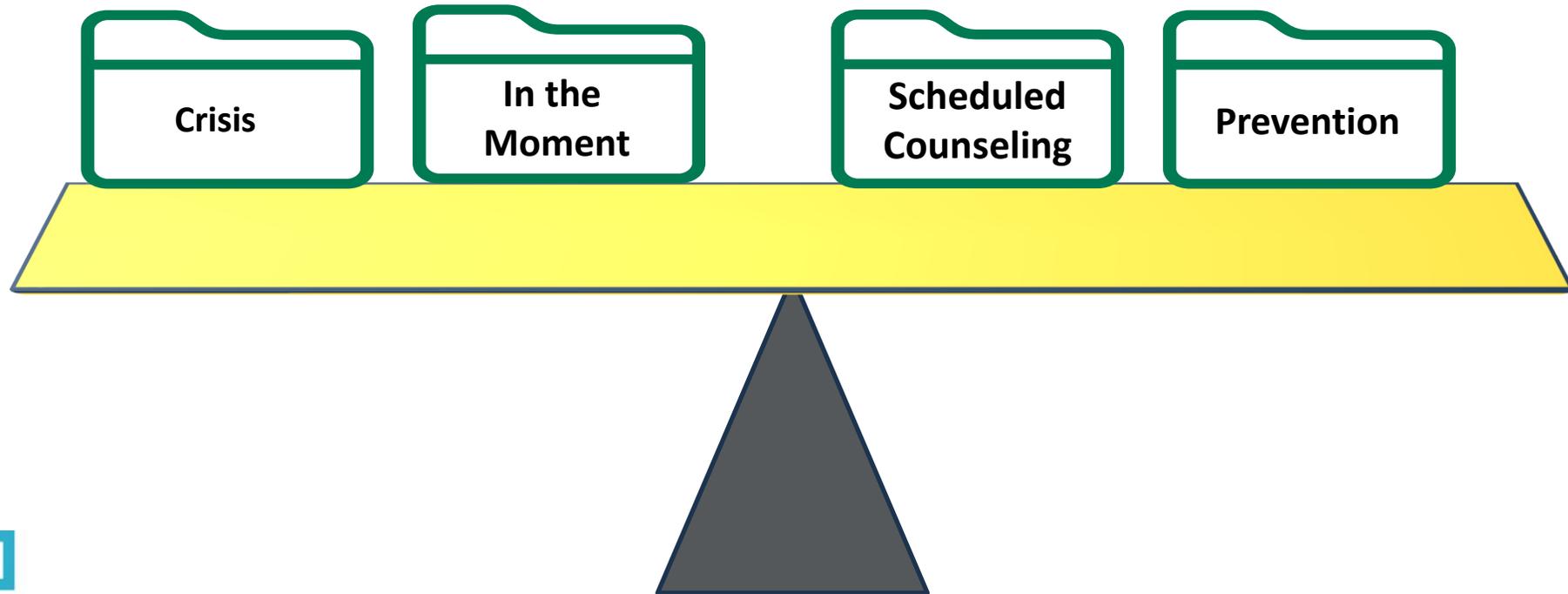
# COUNSELING SERVICES

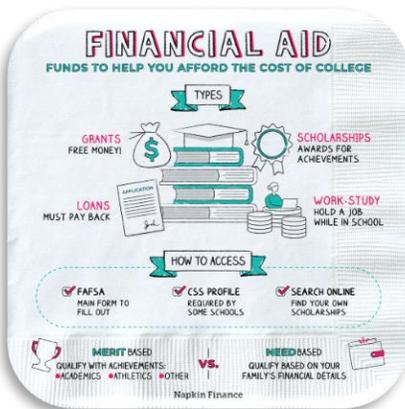
## IMPACT OF TIMELY CARE



# COUNSELING SERVICES

## IMPACT OF TIMELY CARE





# Enrollment Management Updates

- Partnership with Ruffalo-Noel Levitz
  - 6 consultation sessions have occurred to date.
  - End goal is to establish and implement a strategic retention plan
  - This collaborative effort has included partners from Operations and Enrollment management, Academic Affairs, Student Affairs
- Admitted student to be held on April 6. As of March 22, 2024, **404** admitted students are registered to attend.
- Financial Aid merit notifications were sent on February 15, 2024.

# Admissions Update

Metric →	Applications			Admitted			Deposits****		
	2024	2023	% 1 Yr Diff	2024	2023	% 1 Yr Diff	2024	2023	% 1 Yr Diff
First Time Freshman	13690	12380	+10.58%	8323	7789	+6.86%	158	238	-34%
NSU Second Degree*	4	33	-87.88%	1	8	-87.50%	-	-	-
Readmit Student**	3	5	-40.00%	0	3	-100.00%	-	-	-
Transfer***	544	589	-7.64%	66	156	-57.69%	6	25	-76%
Undergraduate No-Degree/Certificate	46	65	-29.23%	0	5	-100.00%	-	-	-
Total	14287	13072	9.29%	8390	7961	5.39%	164	263	-

**NOTES:**

\*Second degree students are individuals seeking a second bachelors degree.

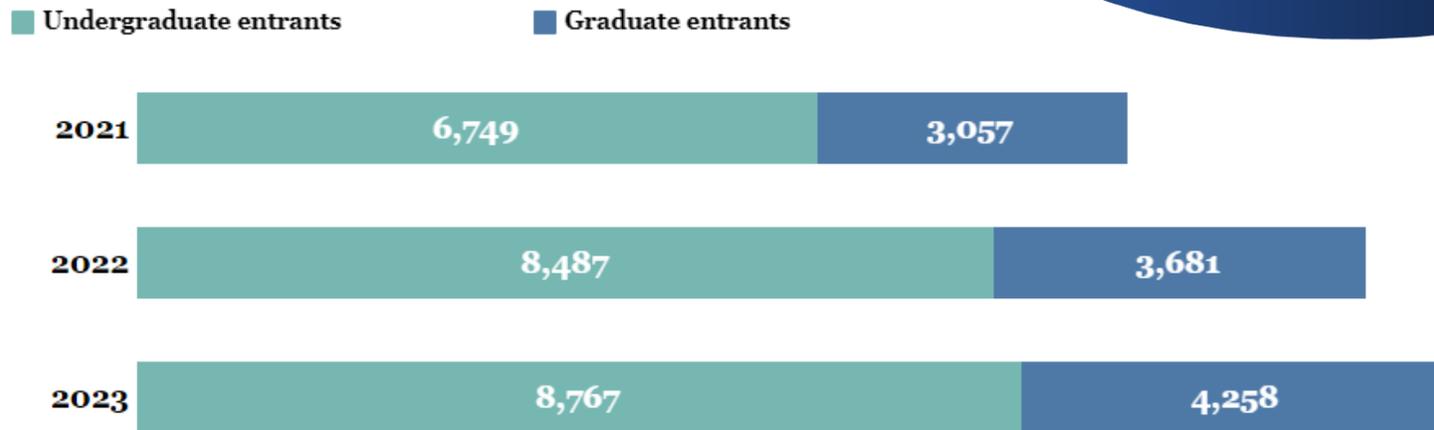
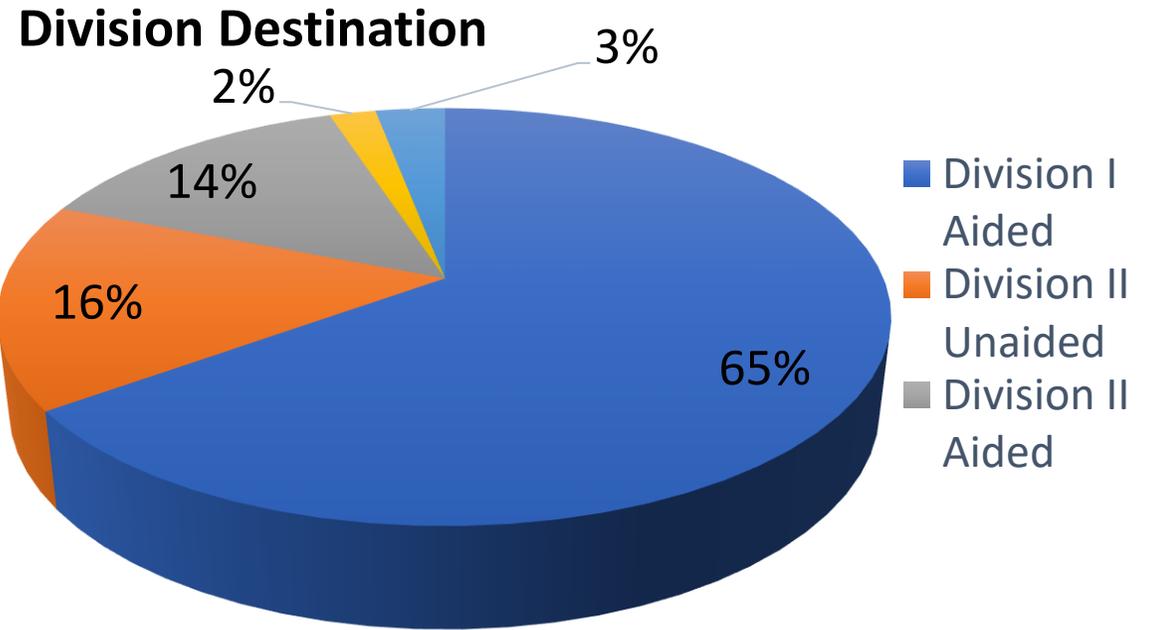
\*\* Readmit students were enrolled students but have not been enrolled for a year or more.

\*\*\*Current staff is processing all applications – this number is expected to change in the upcoming months.

\*\*\*\*Delay in processing 2024-2025 FAFSA and the delay in launching yield campaigns contribute to the decrease in deposits.

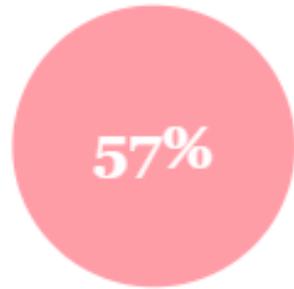
# TRANSFER PORTAL

The NCAA transfer portal is an online database used by college athletes who want to explore the possibility of transferring to another school. It allows athletes to enter their name into the portal, which notifies other coaches and schools of their interest in transferring. This system provides athletes with more control and transparency in the transfer process, as they can easily connect with interested coaches and explore their options.



# TRANSFER PORTAL OUTCOMES

## Transferred



Student-athletes reported to have **enrolled at a new NCAA member school**.

## Withdrawn

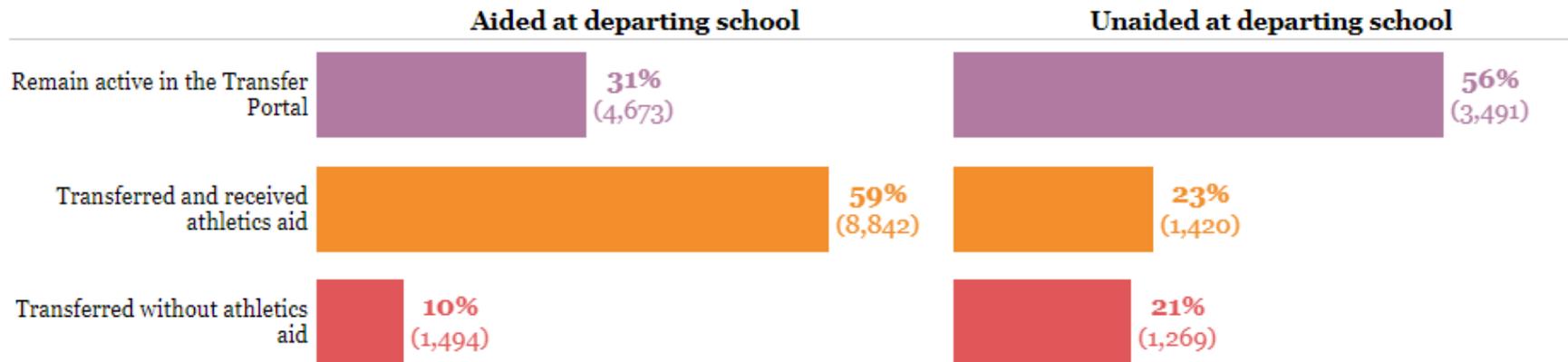


Student-athletes who were **withdrawn from the Transfer Portal**. These student-athletes are assumed to have stayed at their original school.

## Active



Default status for those entered into the Transfer Portal. **Active entrants** may still be exploring transfer options, may have transferred to a non-NCAA school or may have left their sport.



# Thank you!



**NORFOLK STATE  
UNIVERSITY**

# **Audit, Risk, and Compliance Committee**



# NORFOLK STATE UNIVERSITY

Audit, Risk and Compliance Committee Meeting  
April 3, 2024

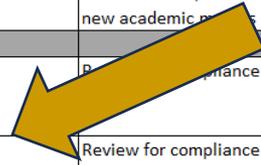
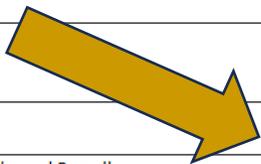
# Agenda

- I. Internal Audit, Ms. Derika Burgess
  - A. Department of Internal Audit's Charter
  - B. Internal Audit Plan Status
  - C. Audits in Process
- II. University Compliance, Dr. Dawn M. Hess
  - A. Artificial Intelligence and Executive Order 30
    - A. Policy and Security Standards, Mr. Ronald King, Chief Information Security Officer
    - B. Education Standards, Dr. Marshall Thompson, Vice Provost for Academic Effectiveness
  - B. ADA Compliance Assessment: Student Focus
  - C. Updates on Prior Gap Closure Plans: Open and Closed
  - D. System Maturity: Policy and Training
- III. Closed Session: Status and Update of Fraud, Waste and Abuse Investigations



# NSU Internal Audit Plan

Audit Timeframe	Proposed Audit Area	Audit Description/ Preliminary Audit Scope	Reason for inclusion
Complete	Sponsored programs - Pre - Award	Follow up review to evaluate the design and operating effectiveness of the internal controls over the process for developing and submitting proposals.	Initiative to grow NSU's research portfolio.
Continous Monitoring	Grants and Contracts:timely spending	Review of research expenditures for compliance with the requirements of the OMB Uniform Guidance.	ongoing concerns with timely spending, equipment and personnel expenditures of research funding
Complete	Office of Sponsored Programs	Review compliance with deemed export control requirements	ITAR and EAR compliance not reviewed in the past
Complete	NSUPD	review tracking system for assigned property and evidence received and/or confiscated	has not been reviewed in the past
Complete	Human Resources	Review of processes used to perform Employee verification checksincluding employment authorizations, certifications and licenses	recent APA interpretaions on standard; has not been audited before
Complete	Sponsored programs - Cash Drawdown process	Review of the drawdown process for compliance with the requirements of the OMB Uniform Guidance.	Impact on the university cash flow and timely recovery of expenses.
Fall 2024-Derika and Pernell	Student Campus Safety and Access	application of school regulations and conduct files/records	deficiencies noted in related investigations and audits
Summer 2024-Derika	Class/Lab Space Utilization	Review of the process for identifying, assessing and scheduling classes, lab work	multiple requests for capitol funding including teaching spaces/classess
Fall 2024-Derika	Student Accounts	credits, payments, refunds, fees and fines	has not been reviewed in 5+ years
TBD	Facilities and Maintenance	Review of Voyager Gas Card and Blue Card activity	not part of procurement, APA or ARMICS reviews
TBD	Threat Assessment Team	review of the process used to identify and mitigate perceived threats to the campus	has not been reviewed in the past
TBD	Finance	Stewardship of resources: Conservation and recycling	has not been reviewed in the past
TBD	Provost	Review of the process for creating, disseminating and maintaining revised and new academic programs and curriculums	initiative to create new and disruptive education models
Complete	IT Baseline Audit: ITGC	Review for compliance with VITA SEC 501.	VITA requirement to audit sensitive systems at minimum, once ever three years.
In Progress	CAD/RMS	Review for compliance with VITA SEC 532.	VITA requirement to audit sensitive systems at minimum, once ever three years.
In Progress	Ellucian	Review for compliance with VITA SEC 532.	VITA requirement to audit sensitive systems at minimum, once ever three years.
In Progress	ATS-Athletic Trainer System	Review for compliance with VITA SEC 532.	VITA requirement to audit sensitive systems at minimum, once ever three years.
<b>Special projects</b>			
Complete	Accounts Payable	Consultation-Formal Memo	
Complete	Sponsored Research	Consultation-Formal Memo	
Complete	Gift Cards	Consultation-Formal Memo and training	
* Assuming 12 allegations per year and average of 20 hours per allegation.	State Fraud, Waste and Abuse Hotline Calls	Budgeted time for investigation of allegations	
Complete	Management Requests and Emerging Risks	late student, faculty and staff Payments; Faculty Senate, Vendors-Leadership and Background Checks; Pay analysis, Campus Dining; Property and Evidence inspections; Mech room secured; Mech room housekeeping; emergency lighting;	
Continous Monitoring	Monitoring the Status of Management Action Plans	Budgeted time for following up on the status of outstanding action items.	





# Residence Hall Visitor Policy Audit

## What and Why

- Effective process for student visitors
- Less effective process for other guests
- Increased need for multi purpose areas

## Outcomes

- Increased satisfaction of the on-campus student experience
- Enhanced comfort and safety



# Lab Space Utilization Audit

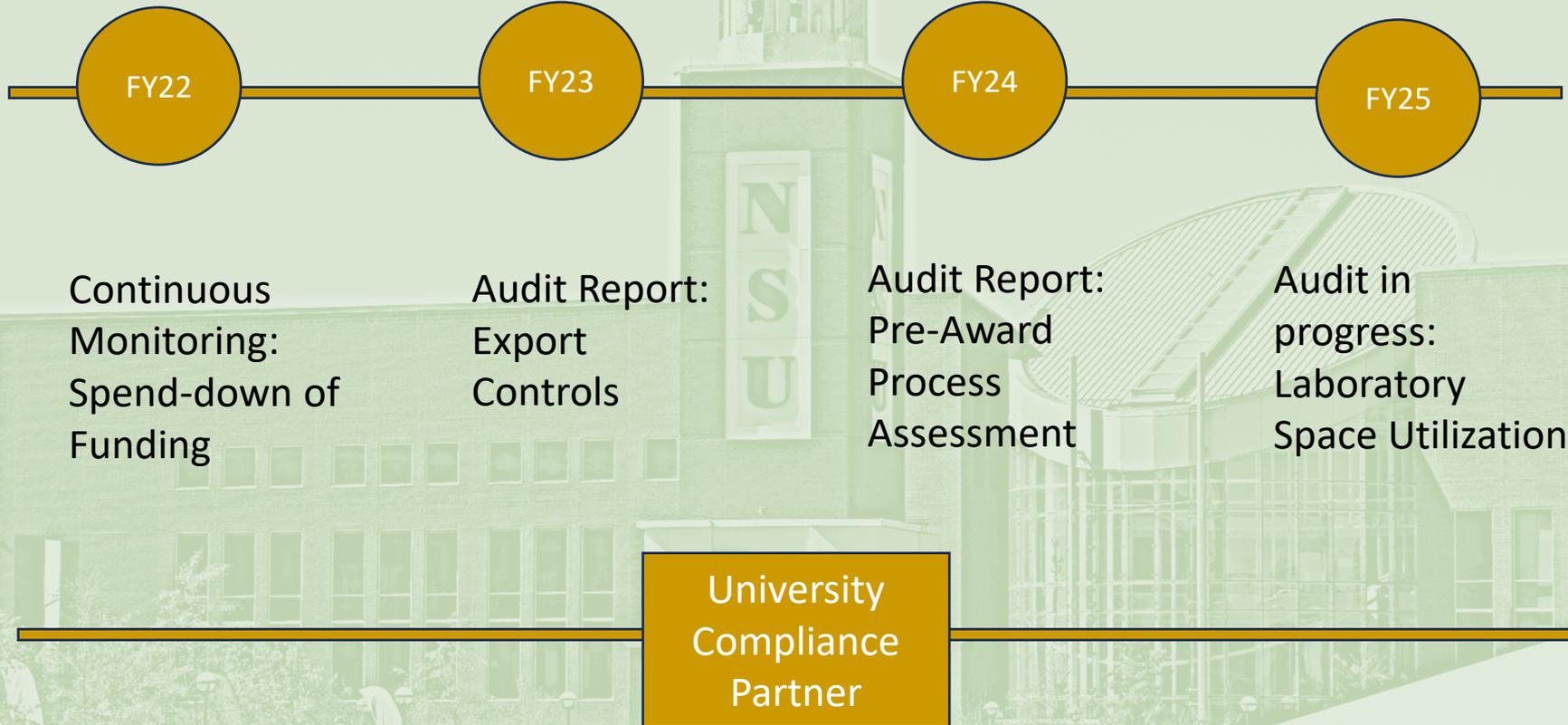
## What and Why

- A critical element of operations
- Space is often at a premium
- Increased demand for multi-purpose areas

## Outcomes

- Flexible facilities
- Enhanced productivity of students, faculty and staff
- More efficient means of operations configured for comfort, safety and efficiency
- Increase overall satisfaction among a campus community

# Research Administration Roadmap



# Artificial Intelligence and Executive Order 30

Governor's Executive Order 30, *Implementation of Standards for the Safe Use of Artificial Intelligence Across the Commonwealth*

- AI Policy Standards
- AI IT Standards
- AI Education Guidelines





# Artificial Intelligence and IT Security

## **Governor's Executive Order 30 – *Policy and Security Standards sections***

Mr. Ron King, CISO

Security Standards for evaluating technology remains much the same

- Cloud Oversight Process (COP)
- Continue Vulnerability Scanning
- Continue Penetration Testing
- NSU *Acceptable Use Policy* to be reviewed

# Governor's Executive Order 30 - *Education Guidelines*

Dr. Marshall Thompson, Vice Provost for Academic Effectiveness

- Proposed University Syllabus Statement
  - *Artificial Intelligence (AI) can be an effective training tool to enhance learning when used appropriately. AI can be used as an effective learning tool but should not replace students original work, critical thinking and creativity. AI platforms may be used as a learning tool with instructor awareness and is permissible within defined circumstances. AI needs to be used in moderation to enhance learning and not replace students' individual contributions. If you use AI tools, be sure to cite the contribution otherwise your actions would be considered academically dishonest and a violation of the NSU Honor Code.*

Potential Concepts to be Addressed in Policy

- Identifying acceptable use of AI
- Preventing and responding to unacceptable use of AI
- Structuring opportunities for exploration and collaboration

## Artificial Intelligence and Education Guidelines





# ADA Compliance Assessment: Student Focus

- Data collection is complete
- Preliminary compliance gaps have been identified:
  - Policy, procedures & processes
    - Student Disability Services
    - Housing
  - Facilities & Parking
- Gap Closure Plan to be developed by May 2024

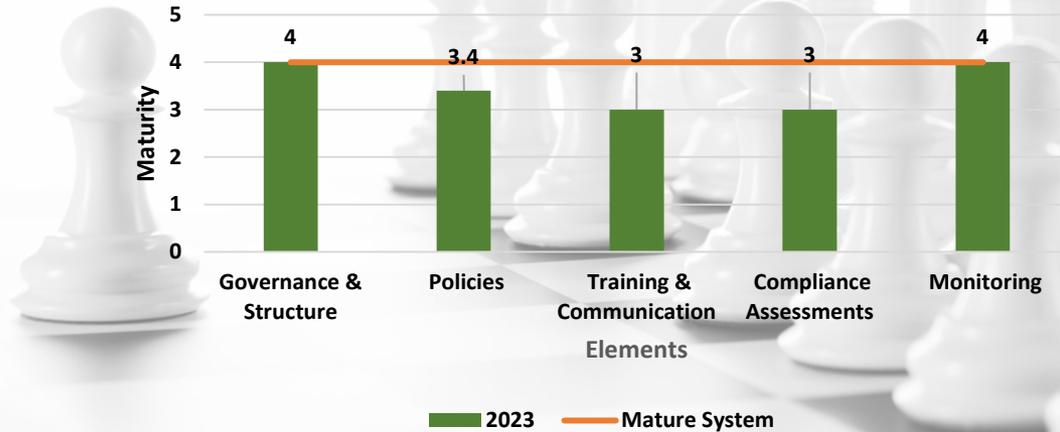
## Updates on Existing Gap Closure Plans

- Environmental, Health and Safety – OPEN ISSUES, ***Consultant Engaged***
  - Spill Prevention Control and Countermeasures
  - Confined Space
  - Campus-wide inventories to be kept current for MSDS/chemical/hazardous material & equipment
- ***Partnering with Research***
- Researcher Laboratory Safety
  - Laser and radiation safety, documentation/training for those using hazardous materials/chemicals/equipment- ***Interim Laser Safety Office position filled***
  - Keep current inventories (with EHS) MSDS/chemical/hazardous material & researcher equipment. ***OPEN – partnering with EHS***

## Noteworthy Projects

- Timely Award Notification, with the Office of Sponsored Programs, documenting process flow from notification of pending award through award start-up meeting
- Clery Activities, with University Police Department Office of Information Technology and Environmental, Health and Safety, continuing to update Clery report, Clery Security Authorities Training and Fire Safety report.

# NSU Capability Maturity Gap Analysis 2023



## Gaps in Elements

	Policies	Training & Communication	Compliance Assessments
<b>Level 4 Mature System</b>	Compliance with policies and the consequences of noncompliance are communicated regularly, at least annually. Policy compliance is monitored and assessed.	An enterprise-wide compliance training program exists and is monitored by management and responsible officers. The organization identifies persons needing training in key compliance areas and monitors their participation. Training metrics are collected and reported to executives and the Board at least annually.	All formal processes for compliance risk management have been implemented throughout the organization and are formally documented through a compliance risk register or other means.
	Policies are reviewed regularly to ensure compliance with regulatory changes. Monitoring of compliance with the policy review process is formal and documented.	The organization has developed a formal compliance communication plan that is documented and updated at least annually.	All compliance risks are assessed at least annually. Mitigation plans are monitored by compliance owners and reviewed by an independent department (e.g. compliance or internal audit). The results of compliance risk assessment/management processes are reported at least annually to executive management and the Board.
<b>Priority</b>	<b>2</b>	<b>145</b>	<b>3</b>

# Thank You



# **Strategic Finance Committee**



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

Mr. Jay Jamison, Chair  
May 3rd, 2024

Campus Location

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

Zoom Webinar Participation

[https://nsu-edu.zoom.us/webinar/register/WN\\_O4n-9MRsRaeUOd9nFVia6Q](https://nsu-edu.zoom.us/webinar/register/WN_O4n-9MRsRaeUOd9nFVia6Q)

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the February 6, 2024, Committee Minutes**
- IV. Discussion Items**
  - A. Quarterly Financial Report (Gerald Hunter)
  - B. Debt Services Ratio (Karla Amaya Gordon)
  - C. Debt Management Compliance (Gerald Hunter)
  - D. FY 2024-25 Operating Budget (Gerald Hunter)
    - 1. Budget Assumptions
    - 2. Tuition & Fees Recommendation/Resolution
    - 3. Operating Budget Recommendation/Resolution
  - E. Facilities Management Update (Terry Woodhouse)
  - F. Legislative Affairs Update (Eric Claville)
  - G. Human Resources Update (Justin Moses)
  - H. Information Technology/Information Security Update (Justin Moses)
  - I. Institutional Effectiveness Update (Justin Moses)
  - J. 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, <i>Chair</i>	Ms. Heidi Abbott
Bishop Kim W. Brown	Dr. Katrina Chase
Mr. Conrad Hall	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*

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*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

May 3rd, 2024

**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 February 6, 2024, Committee Minutes**

**BOARD OF VISITORS  
STRATEGIC FINANCE COMMITTEE MEETING  
TUESDAY, FEBRUARY 6, 2024**

**MINUTES**

**1. Call to Order/Establish Quorum**

Mr. Jamison, Chair, called the Strategic Finance Committee meeting to order at approximately 11:47 a.m.

Participants – Committee Members

Mr. Jay Jamison, Chair  
Ms. Heidi W. Abbott (Electronic)  
Bishop Kim W. Brown  
Dr. Katrina Chase  
Mr. Conrad Hall  
Dr. Harold L. Watkins, II (Electronic)

Participant - Counsel

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

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President  
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. Richard Martin, Director of Energy & Sustainability  
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness  
Mr. Clifford Porter, Vice President, University Advancement  
Ms. Melody Webb, Athletic Director  
Ms. Martha M. Wilson, Executive Assistant, Finance and Administration  
Mr. Terry Woodhouse, Interim Associate Vice President, Facilities Management

Student Government Association Participants

None present

Observers – NSU Administrators and Staff

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

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

Ms. Derika Burgess, Chief Audit Executive • Internal Audit

Dr. Andrew T. Carrington, Assistant Vice President for Finance and Administration

Mr. Brian Covington, Chief of Police, Police and Parking Department

Dr. Ethel M. Edwards, Interim Director, Procurement Services

Dr. DoVeanna Fulton, Provost and Vice President, Academic Affairs

Ms. Misti Goodson, Director, Development Services & Stewardship, University Advancement

Mr. Cornelius Graves, Director, E2F Research and Innovation Foundation

Mr. Christopher Gregory, Media Specialist, Office of Information Technology

Dr. Davida Harrell-Williams, Director, Auxiliary Enterprises and Services

Ms. Michelle Hill, Executive Director, Alumni Relations & Annual Giving, University  
Advancement

Ms. Shana James, Assistant Vice President for Development, University Advancement

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

Mr. Rashool Shabazz, Project Engineer, Office of Information Technology

Ms. Crystal Square-Williams, Executive Director for University Events and the Wilder Center,  
University Events

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

Dr. Aurelia Williams, Sr. Vice Provost, Academic and Faculty Affairs

**2. Recommend Approval of Electronic Participations**

**A motion was made by Dr. Katrina Chase and second by Bishop Brown with a 4-0 Roll Call vote to approve electronic participation due to distance for Ms. Abbott and Dr. Watkins, II- Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**

**3. Recommended Approval of the Committee Minutes**

**A motion was made by Bishop Brown and second by Dr. Chase with a 6-0 Roll Call vote to approve the November 16, 2023, meeting minutes – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**

**4. Discussion Items**

• **Revenue and Expense Budget Report**

Dr. Gerald Ellsworth Hunter, Vice President for Finance and Administration, presented the Revenue and Expense Budget Report as of December 31, 2023.

- Actual revenue totaled \$225,224,000 and Actual expenses totaled \$136,208,000 for a positive Fund balance of \$89,016,000 million through December 31, 2023.

- The FY 2024 year-end Fund Balance is projected to be approximately \$23,337,000.
- **Spring 2024 Financial Report**  
 Dr. Hunter presented the Spring 2024 Tuition & Fee Revenue Projection as of January 24, 2024. Based upon an Actual Student Headcount Enrollment of 5,162 and 3,964 Part-time Hour Enrollment, Budgeted Revenue totaled \$23,426,400 which is \$84,424 ahead of budget. The Spring 2024 Out-of-State Capital Outlay Revenue Projection of \$479,560 is projected to be \$258,092 ahead of budget and the Spring 2024 Auxiliary Enterprise Mandatory Fee Revenue Projection is \$8,608,300 which is projected to be \$477,212 ahead of budget. In summary, Total Spring Tuition & Fee Revenue is projected to be \$819,728 above budget.
- **Facilities Management Report**  
 Dr. Hunter and Mr. Terry Woodhouse, interim 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
  - **Capital Projects in Progress**
    1. Construct New Science Building, \$112 Million
    2. Replace the Fine Arts Building, \$97 Million
    3. Construct Physical Plant/Warehouse, \$30 Million
    4. Park Place at NSU Renovation
    5. Spartan Lanes Equipment Upgrades, Student Services Building
    6. Football Locker Room Upgrades
    7. Pool Locker Room Upgrades
    8. Baseball and Softball Field Upgrades
  - **Energy & Sustainability Update**  
 Mr. Woodhouse and Mr. Richard Martin, director of energy & sustainability, presented the Energy & Sustainability Update:
    1. Introduction
      - ✓ Energy & Sustainability Accomplishments
      - ✓ Energy
      - ✓ Sustainability
      - ✓ Stay Tuned – More to Come!
- **Legislative Update**  
 Mr. Eric Claville, executive advisor to the president for governmental relations, discussed the following Legislative Updates:
  - HB30/SB30: In-State Tuition for Out-of-State Students
  - HB145: Virginia Teacher Residency Training Corps; Established
  - HB566: SCHEV; Membership to Include Representative of a Historically Black College or University

- HJ25: Provide Study; Joint Committee of the House Committee on Education and the Senate Committee on Education
- HB30/SB30 BUDGET AMENDMENTS:
  - NSU Work Based On-Campus Experience
  - NSU Construct Fine Arts Building
  - Detailed Planning – Living Learning and Dining Center
  - Detailed Planning – Plan Health, Wellness, and Physical Education Building
  - Living Wage
  - Unfunded Scholarships
  - Increase Maintenance Reserves
  - Spartan Innovation Academy FY24-25: \$4,000,000 // FY25-26: \$4,000,000
- **Division of Operations Update**

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

  - **Human Resources**
    - HRIS Identification and Selection Update
    - HR Operations and Compensation Manager Searches
  - **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
      - ✓ HRIS Selection
      - ✓ Doctums
      - ✓ APA Audit
    - Personnel Changes
      - ✓ Chief Information Security Officer Moves Back Under OIT
- **University Advancement Update**

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

  - **University Events**
    - **2023 Founders Day Celebration**
      - ✓ Founders Day Breakfast – Mr. Juan Williams, New York Times
      - ✓ Welcomed Class of 2027 – Over 1500 First Time Freshman
    - **111<sup>th</sup> Commencement, December 9, 2023**
      - ✓ Mr. Loni Love, Keynote Speaker
      - ✓ Approximately 400 Graduates
      - ✓ Senator Lamont Bagby Awarded Honorary Degree
    - **Mr. Ndaba Mandela, Keynote Speaker, January 31, 2024**

- **Fundraising Analysis**
  - What is a Campaign?
  - NSU's Now is Our Time Campaign
    1. Pre-Planning Phase
    2. Planning Phase
    3. Quiet Phase
    4. Kick-off Phase
    5. Public Phase
    6. Campaign Finale Phase

### **Closed Meeting Session**

Mr. Jamison, Chair requested that the Strategic Finance Committee Meeting go into Closed Session at 1:45pm.

**A motion was made by Mr. Hall and second by Dr. Chase with a 6-0 Roll Call vote to go into Closed Meeting Session – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia.**

### **Open Meeting Session**

Mr. Jamison, Chair reconvened the open session and thanked everyone for their attendance and participation.

**Having reconvened in open session, we will now take a roll call vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place. The motion was anonymously approved with a 6-0 roll call vote.**

Adjournment

There being no further business, the meeting adjourned at approximately 2:51 p.m.

Respectfully submitted,

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Jay Jamison, Chair  
Strategic Finance Committee

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

Strategic Finance Committee

May 3rd, 2024

# Division of Finance and Administration

Gerald Ellsworth Hunter, PhD

Vice President & Chief Financial Officer



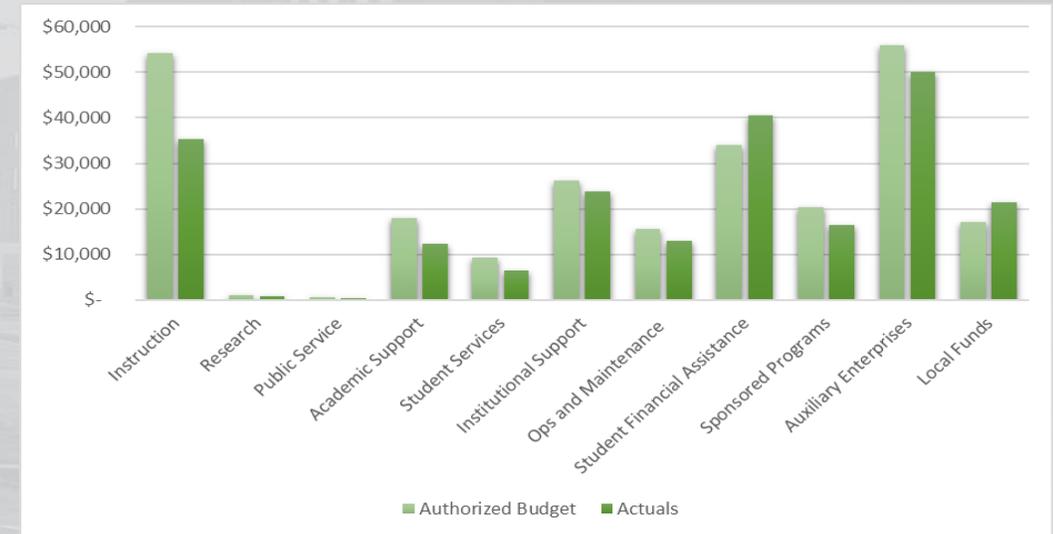
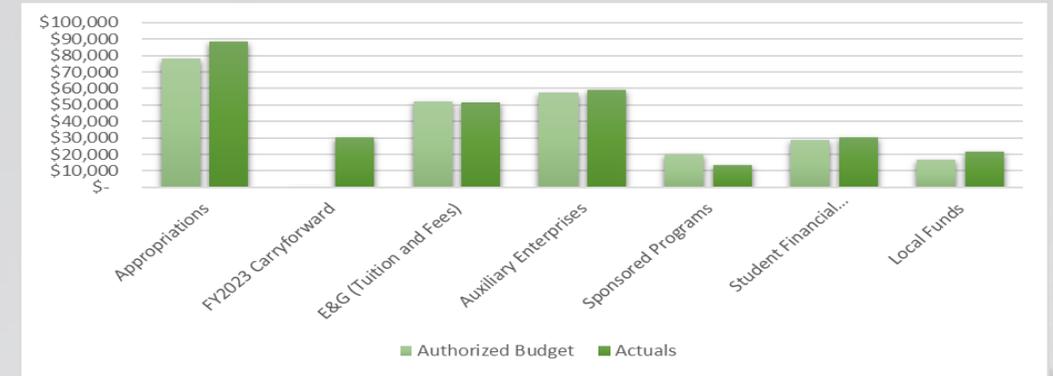
# REVENUE AND EXPENSE BUDGET REPORT



# FY 2024 - Condensed Summary of Revenues and Expenses Budget Report - All Funds (Cash Basis) As of March 31, 2024 (Amounts in Thousands)

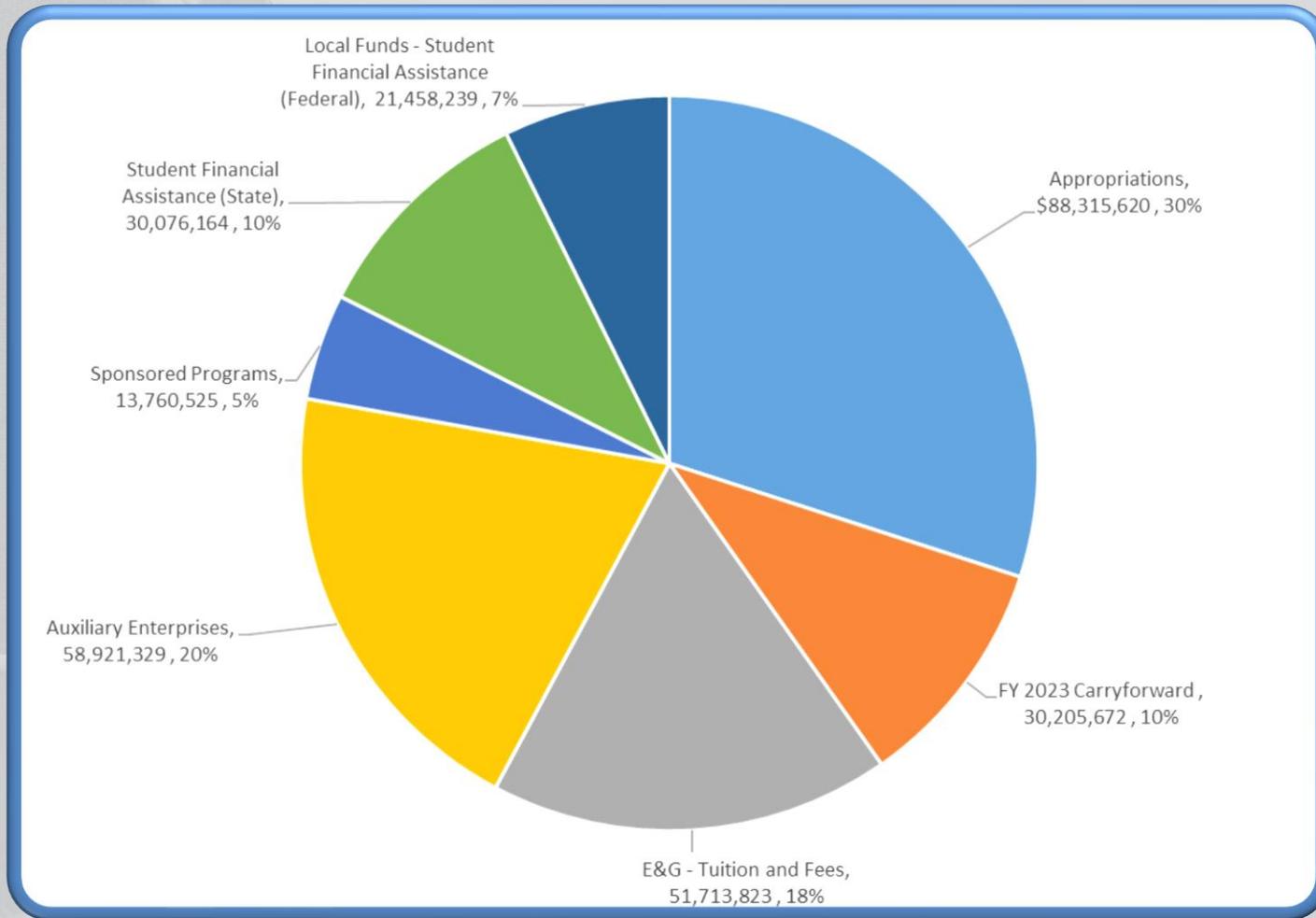
Revenues	Authorized		% of Budget	Year-end
	Budget	Actuals	Collected	Projection
Appropriations	\$ 78,273	\$ 88,316	113%	\$ 88,316
FY2023 Carryforward	-	30,206	0%	30,206
E&G (Tuition and Fees)	51,933	51,714	100%	53,626
Auxiliary Enterprises	57,295	58,921	103%	60,106
Sponsored Programs	20,232	13,761	68%	20,232
Student Financial Assistance	28,826	30,076	104%	30,076
Local Funds	17,000	21,458	126%	21,633
<b>Total Revenues</b>	<b>\$ 253,559</b>	<b>\$ 294,452</b>	<b>116%</b>	<b>\$ 304,195</b>

Expenses	Authorized		% of Budget	Year-end
	Budget	Actuals	Spent	Projection
Instruction	\$ 54,316	\$ 35,275	65%	\$ 57,753
Research	1,003	734	73%	1,023
Public Service	654	384	59%	679
Academic Support	17,974	12,321	69%	19,693
Student Services	9,201	6,339	69%	9,201
Institutional Support	26,274	23,732	90%	27,909
Ops and Maintenance	15,651	12,892	82%	24,772
Student Financial Assistance	33,959	40,523	119%	40,623
Sponsored Programs	20,232	16,478	81%	20,232
Auxiliary Enterprises	55,871	50,036	90%	57,373
Local Funds	17,000	21,423	126%	21,633
<b>Total Expenses</b>	<b>\$ 252,135</b>	<b>\$ 220,137</b>	<b>87%</b>	<b>\$ 280,891</b>
<b>Revenue Over Expenses</b>	<b>\$ 1,424</b>	<b>\$ 74,315</b>		<b>\$ 23,304</b>



# SOURCES OF FUNDS

Actuals as of March 31, 2024



## 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

\$ 88,315,620

30,205,672

51,713,823

58,921,329

13,760,525

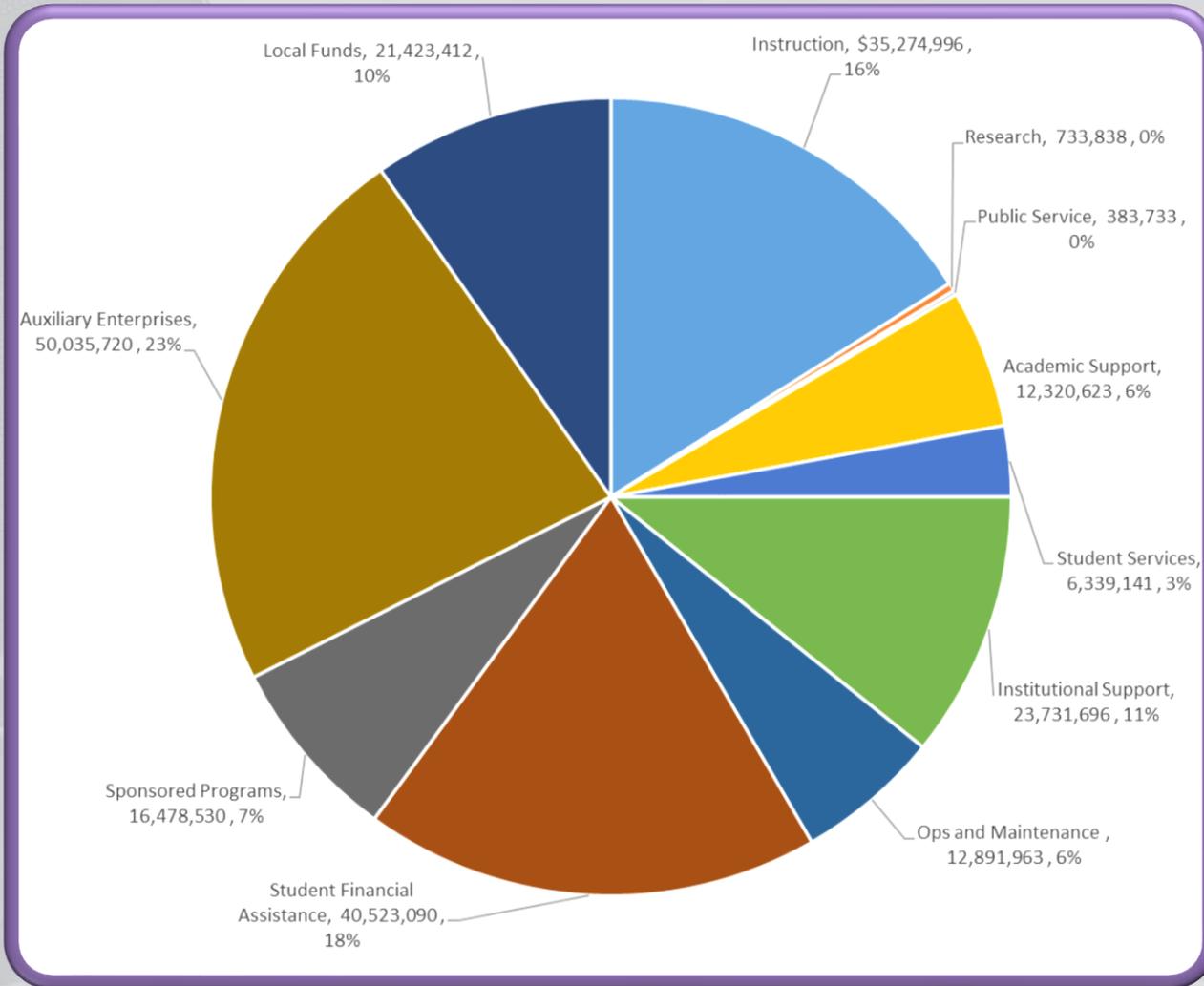
30,076,164

21,458,239

**\$ 294,451,372**

# USES OF FUNDS

Actuals through March 31, 2024



<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 35,274,996
Research	733,838
Public Service	383,733
Academic Support	12,320,623
Student Services	6,339,141
Institutional Support	23,731,696
Ops and Maintenance	12,891,963
Student Financial Assistance	40,523,090
Sponsored Programs	16,478,530
Auxiliary Enterprises	50,035,720
Local Funds	21,423,412
<b>Total Expenses</b>	<b>\$ 220,136,742</b>

# DEBT MANAGEMENT COMPLIANCE

The University's Board of Visitors (BOV or Board) approved "Debt Management Policy Number 11" that established annual debt service as a percentage of total operating expenses shall not exceed seven percent. The University's 2023 ratio was 2.99 percent and the 2022 ratio, 1.52 percent. This ratio is intended to maintain the University's long-term operating flexibility to finance existing requirements and new initiatives. The Board also established within the Debt Management Policy the debt service coverage ratio of greater than two-times revenues, which is intended to ensure operating revenues are sufficient to meet debt service requirements and that debt service does not consume too large a portion of income. The University's 2023 debt service coverage ratio was 7.78 and 9.36 percent for 2022. The current ratios are based on the FY 2023 Unaudited Financial Statements. The University complies with established debt policy thresholds.

# DEBT MANAGEMENT COMPLIANCE - RATIOS

FY 2022	<i>Principal</i>	518,771	
Debt Burden	<i>Interest</i>	2,690,460	
	<u>Annual debt Service</u>	<u>3,209,231</u>	1.52%
	Total Operating Expenses	210,869,093	

Debt Service Coverage Ratio			
<u>Operating loss + Non operating Revenue + Depreciation</u>	<u>30,065,196</u>	9.37	
Annual Debt Service	3,209,231		

Target - less than or equal 7 %

Target - greater than 2 times the annual debt service

Note: Non operating revenues includes non-operating revenues and net other revenues from the financial statements

Source - FY 2022 Audited Financial Statements

FY 2023	<i>Principal</i>	3,980,130	
Debt Burden	<i>Interest</i>	2,755,751	
	<u>Annual debt Service</u>	<u>6,735,881</u>	2.99%
	Total Operating Expenses	225,199,146	

Debt Service Coverage Ratio			
<u>Operating loss + Non operating Revenue + Depreciation</u>	<u>52,252,292</u>	7.76	
Annual Debt Service	6,735,881		

Target - less than or equal 7 %

Target - greater than 2 times the annual debt service

Projection for operating expenses includes a 3% increase from the previous year

Note: Non operating revenues includes non-operating revenues and net other revenues from the financial statements

# DEBT MANAGEMENT COMPLIANCE – RATIOS PROJECTION FY 2024

FY 2024 Estimate with increase annual debt service

Debt Burden	<i>Principal</i>	5,808,300	
	<i>Interest</i>	3,016,336	
	<u>Annual debt Service</u>	<u>8,824,636</u>	3.80%
	Total Operating Expenses	231,955,120	

Target - less than or equal 7 %

Projection for operating expenses includes a 3% increase from the previous year

Debt Service Coverage Ratio

<u>Operating loss + Non operating Revenue + Depreciation</u>	<u>52,252,292</u>	5.92
Annual Debt Service	8,824,636	

Target - greater than 2 times the annual debt service

Note: Non operating revenues includes non-operating revenues and net other revenues from the financial statements

# FY 2024-25 OPERATING BUDGET



# 1. BUDGET ASSUMPTIONS



Norfolk State University  
Schedule of Six Year Plan General Fund Requests  
Prepared April 2, 2024

Rank	Title	Description	2024-2025		2025-2026	
			Total Amount	GF Support	Total Amount	GF Support
1	Compensation (Living Wage)	Campus-wide effort to bring the lowest paid employees up to a wage that provides a competitive salary offered by business entities throughout the Hampton Roads region. This initiative is critical to the Success of NSU!	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
2	IT Infrastructure and Innovation	NSU is working to both improve it computing infrastucture and to be in a position that allows for better connectivity with the wider world. The University's expanding online education presence has added extra pressures to the campus' technology and as efforts in the online arena increase, there are upgrades needed to the campus' IT capability.	\$4,500,000	\$4,500,000	\$11,000,000	\$11,000,000
3	Develop comprehensive preparation programs for first generation and Pell eligible students. Streamline work-based learning with experiential learning opportunities	Expand work based experiences on campus and in the local community for all students so that they are developing skills in jobs that have the flexibility to allow them to succeed in the classroom. Expand the successful SP3 program and develop a follow-up program for students that completed the 1st year SP3 program.	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000
4	Math Center	NSU is developing a math facility that will help to address students arriving to campus with deficiencies in math and those needing assistance in specific courses. These student will be assisted with professional math tutors and pedalogy innovations to improve their preparedness for the courses in which they are enrolled.	\$1,000,000	\$500,000	\$1,000,000	\$500,000
5	Computer Science Curriculum Development	The development and implementation of computer science curriculums that will lead to well paid careers for NSU students.	\$200,000	\$100,000	\$1,200,000	\$900,000
6	Research and Innovation Infrastructure	Establishing the appropriate research and innovation structure will aid the University in securing additional research awards and the development of technologies with private sector partners.	\$100,000	\$0	\$1,000,000	\$561,910
7	Unfunded Scholarship- <i>Language Only</i>	NSU realizes that merit scholars are an asset to the University's student body. These are highly sought after students, who are generally provided scholarships based on their merit. NSU has limited resources to provide merit scholarships but is seeking permission to use unfunded scholarships for merit students.	\$2,000,000	\$0	\$2,000,000	\$0
8	Continue to invest in the mental health, wellness, medical, and other supporting resources	Students attending NSU need a full compliment of mental health and wellness services available to them.	\$354,000	\$354,000	\$354,000	\$354,000
9	Spartan Innovation Academy	Infrastructure to provide appropriate management and oversight of the SIA is necessary for both operational and programmatic success. Additionally, staff is needed to promote full integration of devices in the classroom setting, as appropriate, for students, and faculty.	\$625,000	\$625,000	\$625,000	\$625,000
10	Compensation (Market/Competitive)	A major infusion is needed to bring the NSU employee compensation to the statewide averages. Increased compensation will make NSU a more attactive employer in the Hampton Roads region and will improve cost efficiency by reducing employee turnover. This request includes \$1 million towards Campus Safety Initiatives.	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000
<b>Total</b>			\$21,129,000	\$18,429,000	\$29,529,000	\$26,290,910

Norfolk State University  
2024 Session General Assembly Session - Items Affecting  
Prepared April 2, 2024

Description	Conference Budget				Conference Budget			
	2025				2026			
	GF	NGF	Debt	Total	GF	NGF	Debt	Total
<b>Conference Budget</b>								
<b>Operating</b>								
Repurposed - Proposed New Security Initiative	(388,650)			(388,650)				0
FY25 & FY26 - 3% salary increase for state employees 1	1,327,322	2,016,762		3,344,084	2,694,464	3,383,904		6,078,368
Affordable Access Funding	1,598,000			1,598,000	1,598,000			1,598,000
Additional Operating Support	10,000,000			10,000,000	10,000,000			10,000,000
Senator Yvonne B. Miller Internship Program	50,000			50,000	50,000			50,000
Transfer Financial Aid from SCHEV	1,250,000			1,250,000	1,250,000			1,250,000
Graduate Financial Aid	15,000			15,000	25,000			25,000
Undergraduate Financial Aid	928,340			928,340	982,240			982,240
Approval of unfunded scholarships for merit students - Language				0				0
<b>Operating Amendments</b>	<b>15,168,662</b>	<b>2,016,762</b>	<b>0</b>	<b>17,185,424</b>	<b>16,599,704</b>	<b>3,383,904</b>	<b>0</b>	<b>19,983,608</b>
<b>Capital Outlay</b>								
Campus Infrastructure	14,064,327		(14,064,327)	0				0
Planning Living Learning Center	2,000,000			2,000,000				0
Maintenance Reserve	2,994,736			2,994,736	3,893,157			3,893,157
Replace Fine Arts Building 2			148,545,000	148,545,000				0
<b>Capital Outlay Amendments</b>	<b>19,059,063</b>	<b>0</b>	<b>134,480,673</b>	<b>19,059,063</b>	<b>3,893,157</b>	<b>0</b>	<b>0</b>	<b>3,893,157</b>

Notes:

1. The amounts noted are calculations from University staff. The Department of Planning and Budget will produce the actual calculation for distribution after final passage of the budget.

2. The Fine Arts Replacement Project is a part of the debt pool used for debt financed capital outlay projects supported by the Commonwealth. The amount noted is the last estimated amount provided to DPB.



Description	\$150 U/ \$224 G Increase
Auxiliary Enterprise Fees	3%
Projected Auxiliary Enterprise Revenue	\$61,827,067
Governor's Budget GF Changes E&G Campus safety and security initiatives	\$388,650
Governor's Budget GF Central Appropriations	\$7,846,228
Governor's Budget NGF Central Appropriations	\$5,468,618

## 2. TUITION & FEES RECOMMENDATION



Norfolk State University  
 FY25 Public 4-Institution Cost Changes (Unofficial)  
 Prepared April 21, 2024

School Name	<b>E&amp;G</b>	<b>Auxiliary Enterprises</b>		
	Tuition	Mandatory Fees	Room	Board
Christopher Newport University	2.90%	3.00%	0.80%	0.80%
College of William & Mary	3.00%	3.50%	6.00%	9.90%
George Mason University	3.00%	3.00%	4.20%	4.20%
James Madison University	3.00%	2.70%	4.60%	4.60%
Longwood University	1.00-2.00%	5.00-7.00%	4.00%	4.00%
Norfolk State University	0.00%	0.00%	0.00%	0.00%
Old Dominion University	0.00%	0.00%	0.00%	0.00%
Radford University	1.50%	3.50%	4.30%	4.30%
University of Mary Washington	2.00%	3.00%	5.00%	7.00%
University of Virginia	3.00%	4.40%	5.50%	6.90%
University of Virginia - Wise	3.00%	4.40%	5.50%	6.90%
Virginia Commonwealth University	0.00-4.00%	4.00%	7.00%	8.00%
Virginia Military Institute	3.00%	3.00%	3.00%	3.00%
Virginia State University	2.90%	3.00%	3.00%	3.00%
Virginia Tech	2.90%	3.80%	5.20%	5.20%

<b>Resident</b>							
		Mandatory	Subtotal - Tuition			Subtotal Room	
<b>Undergraduates</b>	Tuition	Fees	and Mandatory Fees	Room	Board	and Board	Total Cost
\$0 Increase	\$5,926	\$4,104	\$10,030	\$7,646	\$3,860	\$11,506	\$21,536
\$60 Increase	\$5,986	\$4,104	\$10,090	\$7,646	\$3,860	\$11,506	\$21,596
\$150 Increase	\$6,076	\$4,104	\$10,180	\$7,646	\$3,860	\$11,506	\$21,686

<b>Resident</b>							
		Mandatory	Subtotal - Tuition			Subtotal Room	
<b>Graduates</b>	Tuition	Fees	and Mandatory Fees	Room	Board	and Board	Total Cost
\$0 Increase	\$9,084	\$4,104	\$13,188	\$7,646	\$3,860	\$11,506	\$24,694
\$90 Increase	\$9,174	\$4,104	\$13,278	\$7,646	\$3,860	\$11,506	\$24,784
\$224 Increase	\$9,308	\$4,104	\$13,412	\$7,646	\$3,860	\$11,506	\$24,918

**Nonresident**

<b>Undergraduates</b>	Tuition	State Capital Outlay Fee	Subtotal Tuition and Capital Outlay Fee	Mandatory Fees	Subtotal Tuition and Mandatory Fees	Room	Board	Subtotal Room and Board	Total Cost
\$0 Increase	\$17,428	\$760	\$18,188	\$4,104	\$22,292	\$7,646	\$3,860	\$11,506	\$33,798
\$60 Increase	\$17,488	\$760	\$18,248	\$4,104	\$22,352	\$7,646	\$3,860	\$11,506	\$33,858
\$150 Increase	\$17,578	\$760	\$18,338	\$4,104	\$22,442	\$7,646	\$3,860	\$11,506	\$33,948

<b>Graduates</b>	Tuition	State Capital Outlay Fee	Subtotal Tuition and Capital Outlay Fee	Mandatory Fees	Subtotal Tuition and Mandatory Fees	Room	Board	Subtotal Room and Board	Total Cost
\$0 Increase	\$21,498	\$760	\$22,258	\$4,104	\$26,362	\$7,646	\$3,860	\$11,506	\$37,868
\$90 Increase	\$21,588	\$760	\$22,348	\$4,104	\$26,452	\$7,646	\$3,860	\$11,506	\$37,958
\$224 Increase	\$21,722	\$760	\$22,482	\$4,104	\$26,586	\$7,646	\$3,860	\$11,506	\$38,092

Norfolk State University  
Schedule Projected Tuition Revenue at Various Rates (In-State - Out of State Same Dollar Amount)  
Prepared April 11, 2024

	Fall 2023	Current Tuition	0% ISU Increase		1% ISU Increase		2.5% ISU Increase	
			Tuition Incr	Tuition Rev	Tuition Incr	Tuition Rev	Tuition Incr	Tuition Rev
Full - Time Undergraduates								
In - State	3,521	5,926	-	19,822,470	60	20,023,170	150	20,324,220
Out of State	1,372	17,428	-	22,717,398	60	22,795,608	150	22,912,923
Full - Time Graduates								
In - State	228	9,084	-	1,966,686	90	1,986,171	224	2,015,182
Out of State	96	21,498	-	1,956,318	90	1,964,508	224	1,976,702
<b>F-T Tot</b>	<b>5,217</b>							
Part - Time Undergraduates								
In - State	463							
Out of State	133							
Part - Time Graduates								
In - State	73							
Out of State	40							
AP On-Line Courses	100							
<b>Total Head Count</b>	<b>6,026</b>							
Part-time Hours								
Part - Time Undergraduates Hours								
In - State	2,778	450	-	2,555,375	9	2,606,482	13	2,629,196
Out of State	798	973	-	1,581,631	8	1,594,635	13	1,602,763
Part - Time Graduates Hours								
In - State	365	769	-	480,679	12	488,180	20	493,180
Out of State	160	1,499	-	391,539	12	394,673	20	396,763
Total P-T Hours	4,101							
Projected Tuition Revenue				<b>51,472,096</b>		<b>51,853,427</b>		<b>52,350,929</b>
Other E&G Funding								
Summer School Revenue				1,826,928		1,826,928		1,826,928
AP On-Line Courses				750,000		750,000		750,000
Out of State Capital Outlay Fees				420,789		420,789		420,789
Federal Indirect Cost 30%				217,318		217,318		217,318
Other E&G Revenue				826,788		826,788		826,788
Tuition Funded Student Financial Aid				(5,132,867)		(5,132,867)		(5,132,867)
Projected Tuition Available for E&G Operations				50,381,052		50,762,383		51,259,885
				Increase Over Previous Column		381,331		497,502
				Increase Over No Tuition Change		381,331		878,833
Total Tuition Revenue				54,049,024		54,430,355		54,927,857

# 3. TUITION & FEES RESOLUTION



## FY 2024 – 2025 BOARD RESOLUTION

### NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE TUITION AND FEES FOR FISCAL YEAR 2024 – 2025

**WHEREAS**, the Commonwealth of Virginia funding policies and economic forecasts for the foreseeable future as contained in the 2024 - 2025 Biennium Appropriation Act (Act), play a central role in establishing tuition and fee policy for higher education institutions; and

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

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

**WHEREAS**, the 2023 Virginia Acts of Assembly Chapter 697 contains that the Norfolk State University Board of Visitors and the Virginia State University Board of Visitors may charge reduced rate tuition to any non-Virginia student who has completed at least 30-credit hours of course work and who is enrolled in a program at the relevant institution that leads to employment in a high-demand field, as determined by the board of visitors of the relevant institution based on data compiled and provided by the Virginia Office of Education Economics; and

**WHEREAS**, the Board of Visitors has considered the proposed tuition, room, board, mandatory and miscellaneous fees as presented by the administration and identified in the attached Schedules:

- Schedule A: Proposed Full-year Tuition and Fees for Full-time Students (Residents).
- Schedule B: Proposed Full-year Tuition and Fees for Full-time Students (Nonresidents).
- Schedule C: Proposed Tuition for Part-time Students.
- Schedule D: Other Miscellaneous Fees.

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

**WHEREAS**, the Board of Visitors of Norfolk State University approves the tuition, room, board, mandatory and miscellaneous fees found in the above referenced and attached Schedules A, B, C, and D for 2024-2025 academic year; and

**WHEREAS**, the President shall monitor any subsequent actions of the General Assembly between now and the beginning of Fiscal Year 2024-2025 for legislative impact on the tuition and fee policy and related funding, and shall implement timely changes required by such legislation, and shall report such action to the Board of Visitors at its next regularly scheduled meeting; and

**WHEREAS**, in response to emerging needs and changing circumstances, the President is authorized to establish or amend miscellaneous fees appearing in Schedule D.

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and the University Counsel for legal sufficiency, and upon the recommendation of the Board's Finance and Administration Committee, the Norfolk State University Board of Visitors approves this resolution for the tuition and fees for academic year 2024-2025 as presented this \_\_\_\_ day of \_\_\_\_ 2024.

\_\_\_\_\_  
**Signature**

**Devon M. Henry, Rector**  
**Norfolk State University Board of Visitors**

**Date** \_\_\_\_\_

**Norfolk State University**  
**Proposed Full Year Tuition and Fees for Full-Time Students (Residents)**  
**For Year 2024 - 2025**

**Schedule A**

	<u>Actual 2023-2024</u>	<u>Proposed 2024-2025</u>	<u>Inc/Dec Amount</u>
<b>Resident Undergraduates</b>			
Tuition	\$5,926	\$6,076	\$150
Mandatory Fees	\$3,984	\$4,104	\$120
Subtotal - Tuition and Mandatory Fees	<u>\$9,910</u>	<u>\$10,180</u>	<u>\$270</u>
Room	\$7,422	\$7,646	\$224
Board	\$3,748	\$3,860	\$112
Subtotal Room and Board	<u>\$11,170</u>	<u>\$11,506</u>	<u>\$336</u>
Total Cost	<u>\$21,080</u>	<u>\$21,686</u>	<u>\$606</u>
<b>Resident Graduates</b>			
Tuition	\$9,084	\$9,308	\$224
Mandatory Fees	\$3,984	\$4,104	\$120
Subtotal - Tuition and Mandatory Fees	<u>\$13,068</u>	<u>\$13,412</u>	<u>\$344</u>
Room	\$7,422	\$7,646	\$224
Board	\$3,748	\$3,860	\$112
Subtotal Room and Board	<u>\$11,170</u>	<u>\$11,506</u>	<u>\$336</u>
Total Cost	<u>\$24,238</u>	<u>\$24,918</u>	<u>\$680</u>

**Annual Room Charges**

<b>Residence Hall/Room Type</b>	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$7,646	\$8,702	\$7,646
Alexander/Scott	\$7,754	\$8,832	\$7,754
Charles & Lee Smith	\$7,794	\$8,872	\$7,794
<b>Residence Hall/Room Type</b>			
	Double Suites	Triple Suite	Resident Assistant Room
Midrise	\$9,358	\$8,958	\$9,358
Overflow - Hotel	\$9,358		\$9,358
<b>New Residence Hall</b>			
<b>Room Type</b>	Double Suites	Single	Resident Assistant Room
Non - ADA Compliant	\$10,022	\$11,026	\$10,022
Non - ADA Compliant - Triple Suite	\$10,424	\$10,624	\$10,022
ADA Compliant - Triple Suite Config 1	\$10,522	\$10,724	\$10,022
ADA Compliant - Triple Suite Config 2	\$10,424	\$10,624	\$10,022
<b>Residence Hall/Room Type</b>			
	Double Suites	Single	Resident Assistant Room
Village at Park Place	\$10,022	\$11,026	\$11,026

**Norfolk State University**  
**Proposed Full Year Tuition and Fees for Full-Time Students (NonResidents)**  
**For Year 2024 - 2025**

**Schedule B**

	<b>Actual 2023-2024</b>	<b>Proposed 2024-2025</b>	<b>Inc/Dec Amount</b>
<b>Nonresident Undergraduates</b>			
Tuition	\$17,428	\$17,578	\$150
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	<u>\$18,188</u>	<u>\$18,338</u>	<u>\$150</u>
Mandatory Fees	\$3,984	\$4,104	\$120
Subtotal Tuition and Mandatory Fees	<u>\$22,172</u>	<u>\$22,442</u>	<u>\$270</u>
Room	\$7,422	\$7,646	\$224
Board	\$3,748	\$3,860	\$112
Subtotal Room and Board	<u>\$11,170</u>	<u>\$11,506</u>	<u>\$336</u>
Total Cost	<u><u>\$33,342</u></u>	<u><u>\$33,948</u></u>	<u><u>\$606</u></u>
<b>Nonresident Graduates</b>			
Tuition	\$21,498	\$21,722	\$224
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	<u>\$22,258</u>	<u>\$22,482</u>	<u>\$224</u>
Mandatory Fees	\$3,984	\$4,104	\$120
Subtotal Tuition and Mandatory Fees	<u>\$26,242</u>	<u>\$26,586</u>	<u>\$344</u>
Room	\$7,422	\$7,646	\$224
Board	\$3,748	\$3,860	\$112
Subtotal Room and Board	<u>\$11,170</u>	<u>\$11,506</u>	<u>\$336</u>
Total Cost-Boarding	<u><u>\$37,412</u></u>	<u><u>\$38,092</u></u>	<u><u>\$680</u></u>

**Annual Room Charges**

<b>Residence Hall/Room Type</b>	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$7,646	\$8,702	\$7,646
Alexander/Scott	\$7,754	\$8,832	\$7,754
Charles & Lee Smith	\$7,794	\$8,872	\$7,794
<b>Residence Hall/Room Type</b>	Double Suites	Triple Suite	Resident Assistant Room
Midrise	\$9,358	\$8,958	\$9,358
Overflow - Hotel	\$9,358		\$9,358
<b>New Residence Hall</b>			
<b>Room Type</b>	Double Suites	Single	Resident Assistant Room
Non - ADA Compliant	\$10,022	\$11,026	\$10,022
Non - ADA Compliant - Triple Suite	\$10,424	\$10,624	\$10,022
ADA Compliant - Triple Suite Config 1	\$10,522	\$10,724	\$10,022
ADA Compliant - Triple Suite Config 2	\$10,424	\$10,624	\$10,022
<b>Residence Hall/Room Type</b>	Double Suites	Single	Resident Assistant Room
Village at Park Place	\$10,022	\$11,026	\$11,026

**Norfolk State University**  
**Proposed Tuition for Part-Time Students**  
**For Year 2024 - 2025**

**Schedule C**

	<u>Actual 2023-2024</u>	<u>Proposed 2024-2025</u>	<u>Inc/Dec Amount</u>
<b><u>Resident Undergraduates</u></b>			
Tuition	\$450	\$463	\$13
Tuition (three) semester hours	\$1,350	\$1,389	\$39
<b><u>Resident Graduates</u></b>			
Tuition	\$769	\$789	\$20
Tuition (three) semester hours	\$2,307	\$2,367	\$60
<b><u>Nonresident Undergraduates</u></b>			
Tuition	\$973	\$986	\$13
Tuition (three) semester hours	\$2,919	\$2,958	\$39
<b><u>Nonresident Graduates</u></b>			
Tuition	\$1,499	\$1,519	\$20
Tuition (three) semester hours	\$4,497	\$4,557	\$60

**Norfolk State University**  
**Proposed Miscellaneous Fees**  
**For Year 2024 - 2025**

**Schedule D**

**Other Miscellaneous Fees**

	<b>Proposed 2024-2025</b>
<b>Required Fees For New Students:</b>	
Undergraduate Application Fee	\$25
Graduate School Application Fee	\$50
Orientation Fee	\$100
<b>Required Deposits For New Students:</b>	
Orientation Deposit	\$100
Matriculation Deposit	\$100
Room Deposit <b>(All Students)</b>	\$300
<b>Total Deposits For New Students</b>	<b>\$500</b>
Graduation Application Fee (Mandatory)	\$30
Commencement Fee (Mandatory)	\$130
Continuing Registration Fee	<sup>a</sup> \$769
Connected Campus Break Fix Charge	\$25
Duplicate ID Fee (Faculty, Staff and Students)	\$25
Education TK20 Fee	\$100
Fine Arts Fee	\$360
Spartan All Inclusive Learning - SAIL (Digital Course Materials)/PCH	\$25
Undergraduate Readmission Fee	\$25
Graduate School Readmission Fee	\$50
Accelerate Online Programs	\$450 - 500
Late Registration Fee	\$100
Laundry Fee	\$120
Laundry Fee - Summer Weekly Rate	\$4
Medical Technology Didactic Courses	\$40
Music Applied Individual Fee	\$250
Reclamation Program Administrative Fee (Grade forgiveness only)	\$96
Replacement Key Fee	\$75
Lock Core Replacement Fee	\$75
Return Check Fee	\$50
Science - Laboratory Fee (Lower Division)	\$25
Science - Laboratory Fee (Upper Division)	\$40
Special Health Services	\$10
Special Nursing	\$170
Special Physical Education Fee	\$10 - \$70
University Withdrawal Fee	\$50
Transcript	\$3
 <b>Single Room Rate (per semester)</b>	 <sup>a</sup> \$5,238
 <b>Meal Plan Type</b>	
19 Meal Plan w/\$150	<sup>a</sup> Per Semester \$1,930
160 -Block w\$275	<sup>a</sup> \$1,930
130 -Block w\$325	<sup>a</sup> \$1,858

**Other Miscellaneous Fees**

		<b>Proposed 2024-2025</b>
7 Meal Plan w/ \$400	a	\$1,636
10 Meal Plan w/\$325	a	\$1,858
14 Meal Plan w/\$275	a	\$1,930

**Commuter Meal Plan Type**

100-Block w/\$100	a	\$835
75-Block w/\$100	a	\$661
50-Block w/\$100	a	\$478
25-Block w/\$100	a	\$286

**Summer Housing Rates**

		<u>Session</u>	<u>Room Rate</u>	<u>Board Rate</u>	<u>Total</u>
A (6-weeks)	a		\$1,508	\$752	\$2,260
B (4-weeks)	a		\$1,003	\$502	\$1,505
A&B (10-weeks)			\$2,511	\$1,254	\$3,765

**Residence Hall Fines**

Use of Fire Exit Door (non-emergency)		\$300
Graffiti Cleaning Cost		\$100 plus Cost of Cleaning
Theft/Use of Fire Safety Equipment (including Fire Alarms)		\$300
Repair of Walls		\$50 plus Cost of Repair
Unsanitary Living/Dirty Room (first offense)		\$25 to \$100
Unsanitary Living/Dirty Room (second offense)		\$50 plus Mandatory Class
Unsanitary Living/Dirty Room (third offense or end of semester charge)		\$100 plus Disciplinary Action
Co-ed Visitation Violation		\$200
Repair Hole in Drywall		\$50 plus Cost of Repair
Throwing objects out of Window		\$100 plus Disciplinary Action
Replace Door Knob		\$75
Replace Mini Blinds		\$50
Replace Window Screens		\$50
Use of Window as Entrance or Exit to Room		\$100
Smoking in Prohibited Areas	a	\$50 plus Disciplinary Action
Noise (second offense)		\$25
Lock-out Key Charge (first offense)		\$10
Lock-out Key Charge (second offense)		\$25
Replacement Key Fee		\$75
Lock Core Replacement Fee		\$75
Storage Fee		\$75
Port Damage		\$100
Cooking Appliances/Apparatus		\$50
Unauthorized Microwave		\$50
Extension Cords		\$50
Candles/Incense		\$50
Items Blocking Sprinkler(s) (first offense)		\$25
Items Blocking Sprinkler(s) (second offense)		\$50
Dirty Room Charge during Check Out		\$100
Improper Check-Out		\$125
Failure to return room key		\$75

**Parking Decal Type**

	<u>Sept. 1</u>	<u>Jan. 1</u>	<u>June 1</u>
Reserved	\$500	\$265	N/A
Faculty/Staff	Varies <sup>1</sup>	Varies <sup>1</sup>	Varies <sup>1</sup>
Commuter Student	\$135	\$70	\$55
Resident Student	\$135	\$70	\$55
Part-time (Faculty/Staff)	\$75	\$45	\$40
Part-time (Student)	\$75	\$45	N/A

**Other Miscellaneous Fees**

		<b>Proposed 2024-2025</b>	
Temporary/Contract Employees	\$25 Per month	\$160	\$85
Replacement	\$50	\$50	\$50

**Parking Fines**

Parking or operating an unregistered or unauthorized vehicle(s) on University Property	\$50	(\$35 if paid in 5 business days)
Improper display of decal	\$25	
Parking in Reserved lot or space (subject to wheel-lock or tow)	\$75	
Blocking another vehicle	\$50	
Parking anytime on grassy area, or specific areas	\$50	
Parking in space reserved for handicapped (subject to wheel-lock or tow)	\$100	
Parking in No-Parking Zone (yellow curb or line)	\$75	
Parking Overtime	\$25	
Obstructing Traffic	\$75	
Parking in a lot other than for which vehicle is registered	\$50	
Parking within fifteen (15) feet of fire hydrant	\$100	
Improper parking	\$25	
Unlawful removal of a wheel-lock	\$100	
Wheel-lock fee (additional fee of \$5.00 will be charged each day after vehicle is wheel-locked)	\$25	
Parking against right flow of traffic	\$25	
Altered parking permit	\$125	
Leaving unattended motor vehicle with engine running	\$50	

Note:

1. The charges for faculty/staff parking stickers will vary based on the salary earned by the employee. The salary earned and the proposed charge are indicated.	<u><b>Faculty/Staff</b></u>	Fall	Spring	Summer
	<\$25,000	\$175	\$95	\$70
	\$25,001-50,000	\$215	\$115	\$75
	\$50,001-75,000	\$240	\$130	\$85
	\$75,001-\$100,000	\$265	\$140	\$90
	>\$100,000	\$320	\$170	\$115

Footnotes:

- a - Adjusted fee.
- n - New or not previously presented fee.
- r - reciprocal (fee/deposit)
- w - Wording Change

# 5. OPERATING BUDGET RESOLUTION



**FY 2024 – 2025 BOARD RESOLUTION**

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS  
RESOLUTION TO APPROVE  
OPERATING BUDGET FOR FISCAL YEAR 2024 – 2025**

**WHEREAS**, the Norfolk State University Board of Visitors (“Board of Visitors”) at its \_\_\_\_\_, 2024<sup>th</sup> meeting approved tuition and fee rates for Fiscal Year 2024 - 2025 within the limits set by the Commonwealth of Virginia as introduced by the [NO BUDGET AS OF TODAY] (the Act) ; and

**WHEREAS**, the tuition and fee rates approved for Fiscal Year 2024 - 2025 as presented by the Administration are deemed reasonable and consistent with and

**WHEREAS**, the appropriations to the University, which authorize the state funding and spending authority for the University, but not including local University or NSU Foundation funding, are limited to the amounts and conditions in the Act; and

**WHEREAS**, the University has forecasted revenue collections from all sources for Fiscal Year 2023 – 2024, based upon conservatively anticipated enrollment levels; and

**WHEREAS**, the Board of Visitors approves the proposed University Operating Budget for 2024 - 2025 as presented and attached to this Resolution; and

**WHEREAS**, the Board of Visitors approves the Educational and General (E&G) Budget for 2024 - 2025 appearing on the attached E&G Schedule; and

**WHEREAS**, the Board of Visitors approves the budgeted amounts for the Auxiliary Enterprise programs for 2024 - 2025 appearing on the attached Auxiliary Enterprise Schedule; and

**WHEREAS**, the Board of Visitors approves the State Student Financial Assistance budget for 2024 - 2025, which equals the University's appropriation and noted E&G revenue transfers as described in the University Operating Budget; and

**WHEREAS**, the Board of Visitors approves expenditures in support of Sponsored Programs that have been properly awarded to the University and up to the amounts for which cash will be made available during the course of Fiscal Year 2024 - 2025; and

**WHEREAS**, the Board of Visitors approves the projected budget for local University and NSU Foundation funding, as presented in the University Operating Budget.

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the Vice President of Finance and Administration, the University President, and by University Counsel for legal sufficiency, and upon the recommendation of the Norfolk State University Board of Visitors’ Finance and Administration Committee, the Norfolk State University Board of Visitors approves the 2024 - 2025 University Operating Budget in total as presented this \_\_\_\_ day of \_\_\_\_ 2024; and

**BE IT FURTHER RESOLVED**, that the Norfolk State University Board of Visitors authorizes the University President to allocate and cause to be expended tuition, room, board, mandatory and other fees collected beyond base projections, up to the amount appropriated and adjustments required and allowed by language in the Act, any additional General Fund Appropriation which may be incorporated in the Appropriation Act; and

**BE IT FURTHER RESOLVED**, that the Norfolk State University Board of Visitors authorizes the University President to reallocate and expend all unexpended Fiscal Year –2023 - 2024 Educational and General and Auxiliary Enterprise funding that may be reappropriated for use in Fiscal Year 2024 - 2025 and to expend local funds available to the University should the need arise.

\_\_\_\_\_  
**Signature**

**Devon M. Henry, Rector**  
**Norfolk State University Board of Visitors**

**Date** \_\_\_\_\_

Norfolk State University  
Proposed FY25 Budget - DRAFT  
April 21, 2024

University Operating Budget

	FY24 Budget	Proposed FY25 Budget	Change
<b>Revenue</b>			
Educational and General			
General Fund			
General Fund Appropriations	\$78,273,131	\$82,502,359	\$4,229,228
In-State Tuition Affordability			\$0
GF July 1, 2021 Carry Forward			\$0
Non General Fund			
Higher Education Operating			
Tuition	\$50,467,577	\$54,927,857	\$4,460,280
Out of State Capital Outlay Fees	\$420,789	\$420,789 <sup>2</sup>	\$0
Miscellaneous Revenue	\$1,044,106	\$1,044,106	\$0
	<u>\$130,205,603</u>	<u>\$138,895,111</u>	<u>\$8,689,508</u>
Auxiliary Enterprises	\$57,295,407	\$64,932,308	\$7,636,901
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$28,826,164	\$32,443,164	\$3,617,000
Local Funds	<u>\$17,000,000</u>	<u>\$20,000,000</u>	<u>\$3,000,000</u>
<b>Total Revenues</b>	<b>\$253,559,117</b>	<b>\$276,502,526</b>	<b>\$22,943,409</b>
<b>Expenses</b>			
Educational and General			
Instruction	\$54,316,015	\$55,710,798	\$1,394,783
Research	\$1,002,823	\$1,715,185	\$712,362
Public Service	\$653,790	\$857,635	\$203,845
Academic Support	\$17,973,544	\$18,813,315	\$839,771
Student Services	\$9,201,161	\$9,904,885	\$703,724
Institutional Support	\$21,247,813	\$24,945,146	\$3,697,333
Operations and Maintenance of Plant	\$15,651,239	\$15,871,170	\$219,931
Funding to Be Budgeted Later	\$5,026,351	\$5,944,110	\$917,759
	<u>\$125,072,736</u>	<u>\$133,762,244</u>	<u>\$8,689,508</u>
Auxiliary Enterprises	\$55,871,164	\$64,932,308	\$9,061,144
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$33,959,031 <sup>1</sup>	\$37,576,031 <sup>1</sup>	\$3,617,000
Local Funds	<u>\$17,000,000</u>	<u>\$20,000,000</u>	<u>\$3,000,000</u>
<b>Total Expenses</b>	<b>\$252,134,874</b>	<b>\$276,502,526</b>	<b>\$24,367,652</b>
Increase (Decrease) in Fund Balance	<u>\$1,424,243</u>	<u>\$0</u>	<u>(\$1,424,243)</u>

Notes:

1. SCHEV has passed a resolution requiring changes in the use and recording of tuition offsets. All merit-based tuition remissions must be funded through the use of tuition generated funding. To fulfill this requirement NSU will use the tuition charged to all students to fund tuition offsets. The University is awarding approximately \$5.1 million in tuition offsets.

All unfunded scholarships continue to require that the students receiving the awards must demonstrate financial need. In addition to the tuition funded assistance, the University is required to provide waivers to specific classes of individuals; waivers are projected at \$4 million. Additionally, NSU plans to award up to \$2 million in unfunded assistance to students in financial need. These awards will be supported by vacant positions that are currently funded.

2. The Commonwealth reduced the Capital Outlay Fee obligation for the University; the current obligation the University must provide to the Commonwealth is \$420,789. However, the University has not reduced the amount charged to nonresident students; the total collected will exceed the University's obligation to the State. The Capital Outlay Fee is a factor in the amount used by SCHEV for the annual full cost of education calculation. SCHEV's latest calculation shows that NSU is charging nonresident student less than the full cost of education. All revenue in excess of the amount needed for the Capital Outlay Fee obligation remains in E&G and is used to support E&G functions.

Norfolk State University  
Proposed FY25 Budget - DRAFT  
April 21, 2024

Educational and General Schedule

	FY24 Budget	Proposed FY25 Budget	Change
<b>Revenue</b>			
Educational and General			
General Fund			
General Fund Appropriations	\$78,273,131	\$82,502,359	\$4,229,228
In-State Tuition Affordability			\$0
GF July 1, 2021 Unallotted Appropriations			\$0
Non General Fund			
Higher Education Operating			
Tuition	\$50,467,577	\$54,927,857	\$4,460,280
Out of State Capital Outlay Fees	\$420,789	\$420,789	\$0
Miscellaneous Revenue	<u>\$1,044,106</u>	<u>\$1,044,106</u>	<u>\$0</u>
<b>Total Educational and General</b>	<b>\$130,205,603</b>	<b>\$138,895,111</b>	<b>\$8,689,508</b>
<b>Expenses</b>			
Instruction	\$54,316,015	\$55,710,798	\$1,394,783
Research	\$1,002,823	\$1,715,185	\$712,362
Public Service	\$653,790	\$857,635	\$203,845
Academic Support	\$17,973,544	\$18,813,315	\$839,771
Student Services	\$9,201,161	\$9,904,885	\$703,724
Institutional Support	\$21,247,813	\$24,945,146	\$3,697,333
Operations and Maintenance of Plant	\$15,651,239	\$15,871,170	\$219,931
Funding to Be Budgeted Later	<u>\$5,026,351</u>	<u>\$5,944,110</u>	<u>\$917,759</u>
<b>Total Expenses</b>	<b><u>\$125,072,736</u></b>	<b><u>\$133,762,244</u></b>	<b><u>\$8,689,508</u></b>
<b>Increase (Decrease) in Fund Balance</b>	<b><u>\$5,132,867</u></b>	<b><u>\$5,132,867</u></b>	<b><u>\$0</u></b>
Student Financial Assistance	<u>(\$5,132,867)<sup>1</sup></u>	<u>(\$5,132,867)<sup>1</sup></u>	
<b>Total E&amp;G Overage/(Shortfall)</b>	<b>\$0</b>	<b>\$0</b>	

Notes:

1. The University utilizes approximately \$5.1 million in funding for tuition offsets. The use of these funds is reflected in student financial assistance.

Norfolk State University  
Proposed FY25 Budget - DRAFT  
April 21, 2024

Auxiliary Enterprise Schedule

	FY24 Budget	Proposed FY25 Budget	Change
Revenues			
User Fees	\$35,461,544	\$38,927,674	\$3,466,130
Mandatory Fees	\$18,257,921	\$20,340,046	\$2,082,125
Revenues and Commissions	\$3,575,942	\$4,000,109	\$424,167
Other Sources	<u>\$0</u>	<u>\$1,664,479</u>	<u>\$1,664,479</u>
Total Revenue	\$57,295,407	\$64,932,308	\$7,636,901
Expenses			
Personal Services - Budget	\$11,931,503	\$13,250,996	\$1,319,493
Non Personal Services - Budget	\$35,336,122	\$42,856,676	\$7,520,554
Debt Service	<u>\$8,603,539</u>	<u>\$8,824,636</u>	<u>\$221,097</u>
Total Expenses	<u>\$55,871,164</u>	<u>\$64,932,308</u>	<u>\$9,061,144</u>
Increase (Decrease) in Fund Balance	<u>\$1,424,243</u> <sup>1</sup>	<u>(\$0)</u>	<u>(\$1,424,243)</u>

Note:

1. Unspent AE funding will be used to support the required reserve as well as prepare for housing and food service maintenance.

# FACILITIES MANAGEMENT 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





# WILSON HALL– 5<sup>th</sup> FLOOR

## President's Suite

- Current Construction Renovation Photos



# ROBINSON TECH

## Classrooms



# ROBINSON TECH

## Roof



# BABBETTE 11<sup>th</sup> FLOOR (North & South)

## Roof



# McDEMMOND ROOM NO. 311

3<sup>rd</sup> Floor Quantum Lab



# LEGISLATIVE AFFAIRS UPDATES

Eric W. Claville, JD, MLIS

May 3, 2024

# UPDATES

- ❑ **HB1505 (Austin) Intercollegiate athletics; student-athletes; compensation for name, image, or likeness.** On Makes several changes to existing provisions of law relating to compensation of a student-athlete at a public or private institution of higher education in the Commonwealth (institution) for the use of the name, image, or likeness of such student-athlete, including (i) prohibiting any athletic association, athletic conference, or other organization with authority over intercollegiate athletics from preventing an institution, its supporting foundations, or an entity acting on its behalf from identifying, creating, negotiating, facilitating, supporting, engaging with, assisting with, or otherwise enabling a name, image, or likeness opportunity for a student-athlete; (ii) requiring each institution to develop and submit to the institution's governing board or similar governing body for approval policies or procedures that govern the compensation of a student-athlete for the use of his name, image, or likeness; and (iii) permitting an institution to provide assets, resources, or benefits as an incentive to individuals, companies, or other entities to provide money, benefits, opportunities, or services to an outside entity that supports name, image, or likeness opportunities for the institution's student-athletes. **Status: 03/09/24 House: VOTE: Adoption (97-Y 0-N) (Passed)**
- ❑ **HB48 (Helmer) Public institutions of higher education; admissions applications; legacy admissions and admissions based on donor status prohibited.** Prohibits any public institution of higher education from providing any manner of preferential treatment in the admissions decision to any student applicant on the basis of such student's legacy status, defined in the bill, or such student's familial relationship to any donor to such institution. This bill is identical to SB 46. **Status: 03/08/24 Governor: Approved by Governor-Chapter 15 (effective 7/1/24) (Passed)**
- ❑ **HB566 (Askew): 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. **Status: 03/11/24 Governor: Governor's Action Deadline 11:59 p.m., April 8, 2024 (Passed)**
- ❑ **SB506 (Surovell): Public institutions of higher education; governing boards; powers and duties; legal counsel; scope of employment.** Provides that the governing board of each public institution of higher education shall have authority over the employment of all legal counsel for the institution, including decision-making authority in the commencement or termination of any legal counsel, the employment of outside legal counsel, the oversight and management of any legal counsel, and the appointment of a general counsel to serve as the chief legal officer of the institution. The bill provides that the chief legal officer and the vice president or similarly situated executive officer of such institution shall, under the direction of the governing board of such institution, conduct the legal affairs of and provide legal advice and representation for such institution on any matter that the governing board determines to be in the interest of the institution.  
**Status: 03/07/24 Senate: Signed by President (Passed)**

# UPDATES

## ❑ BUDGET AMENDMENT: HB30/SB30: SCHEV - Transfer Financial Aid to HBCUs.

- ❑ This amendment transfers previously authorized financial aid funding directly to Norfolk State University and Virginia State University consistent with legislative intent.

## ❑ 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: NSU - Restore Chapter 1 Affordable Access

- ❑ This amendment is a companion amendment to Item 240 to restore affordable access funding provided in Chapter 1 of the 2023 Special Session I.

## ❑ BUDGET AMENDMENT: HB30/SB30- NSU - HAC Affordable Access, Retention and Degree Production

- ❑ This amendment provides additional operating support of **\$20 million per biennial** to minimize in-state undergraduate tuition increases, improve retention and graduation and increase degree production in high demand programs. In addition, language permits the institution to collaborate with Virginia State University, Virginia Union University and Hampton University in bringing various programs to localities throughout the Commonwealth.

## ❑ 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- Improve Campus Infrastructure

- ❑ This amendment provides \$14.1 million in general fund the first year in place of \$14.1 million in bond proceeds for campus infrastructure improvements at Norfolk State University.

## ❑ BUDGET AMENDMENT: HB30/SB30- Senator Yvonne B. Miller Internship Program

- ❑ This amendment provides funding to establish the Senator Yvonne B. Miller Internship Program.

# QUESTIONS & DISCUSSION

Strategic Finance Committee

May 3rd, 2024

# Division of Operations & Institutional Effectiveness

Dr. Justin L. Moses

Vice President for Operations &  
Institutional Effectiveness



# HUMAN RESOURCES UPDATE

- **Leadership Personnel Change**
- **Doctums Process Mapping Exercise: March – April 2024**
  - Recruitment
  - Onboarding/Offboarding
  - Promotion/Demotion
  - Salary Adjustment
  - Leave Approval

# INFORMATION TECHNOLOGY /INFORMATION SECURITY UPDATE

- **HRIS System – Process Mapping**
- **Virtual Desktop Infrastructure Project**
- **Cybersecurity Insurance**

# INSTITUTIONAL EFFECTIVENESS UPDATE

- **Assistant/Associate Vice President for Institutional Effectiveness Update**
- **NSU Factbook Project**

Strategic Finance Committee

May 3rd, 2024

# Division of University Advancement

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





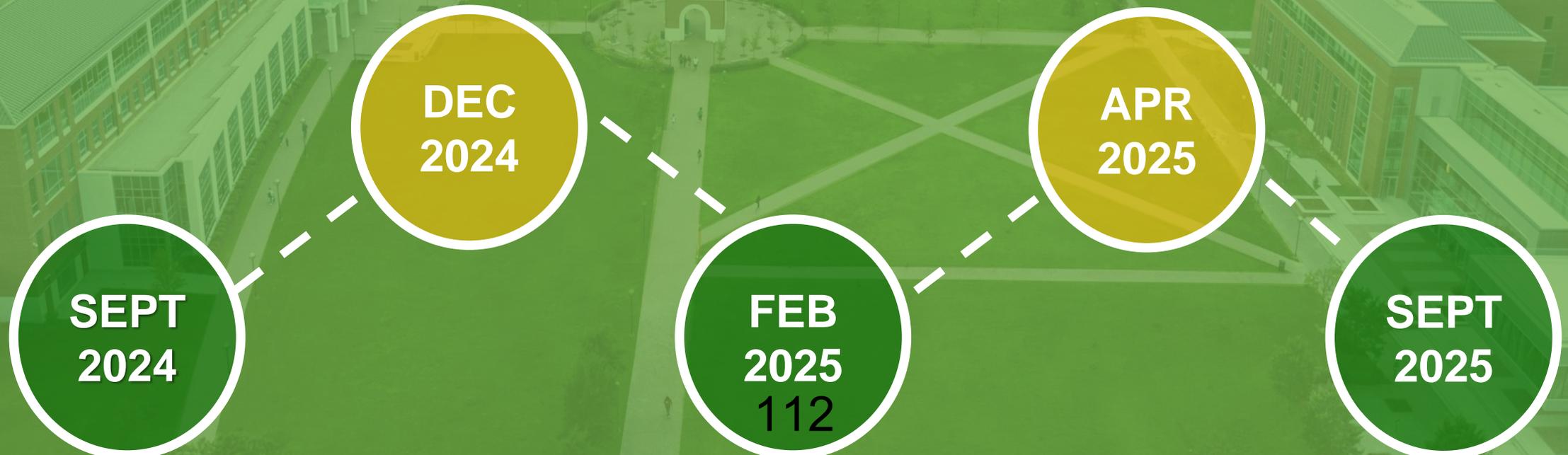
# NOW IS OUR TIME

The Campaign for Norfolk State University

# NOW IS OUR TIME

The Campaign for Norfolk State University

## PUBLIC PHASE TIMELINE



# NOW IS OUR TIME

The Campaign for Norfolk State University

## PUBLIC PHASE TIMELINE

SEPT  
2024

DEC  
2024  
113

FEB  
2025

APR  
2025

SEPT  
2025



**NOW IS OUR TIME TO  
LAUNCH**

# NOW IS OUR TIME

THE CAMPAIGN FOR  
NORFOLK STATE UNIVERSITY

## BATTLE OF THE BAY



VS.



September 14, 2024

115





# Pre-Launch Kick-Off RECEPTION

Battle of the Bay Football Game

September 14, 2024

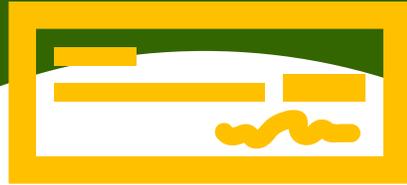
12:00 PM

Student Center Room 149



**NOW** IS OUR  
TIME

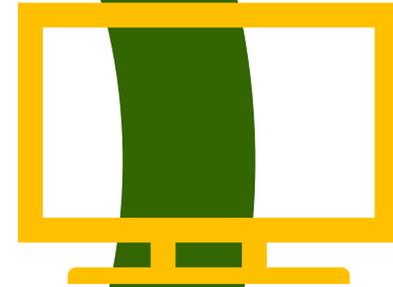
THE CAMPAIGN FOR  
NORFOLK STATE UNIVERSITY



# BATTLE OF THE BAY



VS.



September 14, 2024



117





## #NSU90 Tent

- ✓ Located in tailgating area
- ✓ Giveaways (t-shirts for new donors who make a recurring gift or a single gift of a certain level)
- ✓ Mini footballs with #NSU90
- ✓ Campaign information
- ✓ Campaign mailer distributed



## Campaign Commercial

- ✓ Air campaign commercial during halftime of game
- ✓ Announce the campaign goal from the field



## #NSU90 Halftime Show

- ✓ Spartan Legion forms #NSU90 on the field at the end of the halftime performance



**NOW** IS OUR  
TIME

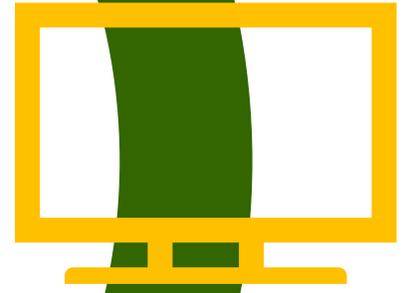
THE CAMPAIGN FOR  
NORFOLK STATE UNIVERSITY



# BATTLE OF THE BAY



**VS.**



**September 14, 2024**



121



# NOW IS OUR TIME

The Campaign for Norfolk State University

## PUBLIC PHASE TIMELINE

DEC  
2024

SEPT  
2024

122

FEB  
2025

APR  
2025

SEPT  
2025

**NOW IS OUR TIME TO**

**GIVE**

# NOW IS OUR TIME

| THE CAMPAIGN FOR  
NORFOLK STATE UNIVERSITY



**Emerald Society Induction  
Friday, December 13, 2024**

**NOW Is Our Time *Holiday Mailer***

**End of Year Appeal**

# NOW IS OUR TIME

The Campaign for Norfolk State University

## PUBLIC PHASE TIMELINE

FEB  
2025

SEPT  
2024

DEC  
2024

125

APR  
2025

SEPT  
2025

**NOW IS OUR TIME TO**

**DANCE**



## **NOW IS OUR TIME: ELEVATING ATHLETICS**

NSU Athletics achieved an average cumulative GPA of 3.15 among student-athletes. Still, our graduation rate falls below the national average for Division I sports due in part to the need for fifth-year scholarship funds. With additional scholarship and program funding, our athletic department leadership will be better able to attract additional high-achieving students and retain student-athletes.

## **MEAC Championships**

Football (0): 2011 \*\*

Men's Basketball (3): 2012, 2021, 2022

Women's Basketball (2): 2002, 2023

Baseball (1): 2021

Men's Indoor Track & Field (12): 1998, 2001, 2006-13, 2022, 2023

Men's Outdoor Track & Field (11): 1998, 2001, 2006-12, 2022, 2023

Men's Cross Country (15): 2000-2006, 2008-11, 2017, 2019, 2021, 2022

Women's Indoor Track & Field (2): 2000, 2010

Women's Outdoor Track & Field (1): 2001, 2011 \*\*

Women's Cross Country (2): 2009 \*\*, 2019, 2021

Bowling (1): 2012



**SPORTS OFFERED (15)**

Men: Baseball, Basketball, Cross Country, Football, Tennis, Indoor Track & Field, Outdoor Track & Field

Women: Basketball, Bowling, Cross Country, Softball, Tennis, Indoor Track & Field, Outdoor Track & Field, Volleyball



Norfolk State University  
Department of Athletics

presents

# CASINO NIGHT

sponsored by



February xx, 2025  
Location: Rivers Casino  
3630 Victory Boulevard  
Portsmouth, VA

# NOW IS OUR TIME

The Campaign for Norfolk State University

## PUBLIC PHASE TIMELINE

APR  
2025

SEPT  
2024

DEC  
2024

FEB  
2025

SEPT  
2025

An aerial photograph of a university campus. The image shows several large, multi-story brick buildings with many windows. A prominent feature is a tall, brick tower with a white, cylindrical top section and a glass-enclosed upper part. The tower has the letters 'NSU' written vertically on its side. The campus is surrounded by green lawns, paved walkways, and parking lots filled with cars. In the background, there are more campus buildings and some residential areas. The overall scene is bright and clear, suggesting a sunny day.

**NOW IS OUR TIME TO**

**SHOWCASE**



**NOW IS OUR TIME:  
STRENGTHENING ACADEMIC PROGRAMS**

200C  
STUDY  
**SACSCOC Accredited**

Established 1935

# THE ACADEMIC ENTERPRISE

## April 2025

Each college/school will premiere short vignettes that highlight academic success.



### Graduate Studies

Advocates for the continued improvement of graduate education, the Office of Graduate Studies administers nineteen (19) graduate programs and is for the development and maintenance of high-quality graduate programs.



### College of Liberal Arts

The largest of the five academic units, COLA is committed to assisting students in developing the essential attributes of a liberal education which are the ability to: develop questions, evaluate evidence, think critically, represent ideas fairly, weigh competing claims, reach sound judgments, construct arguments, and express ideas clearly and effectively.



### College of Science, Engineering & Technology

CSET has over 2,000 students and presently comprises over 30% of the University's total student enrollment. Undergraduate students can select from a wide array of courses in eight academic departments: biology, chemistry, computer science, engineering, mathematics, nursing and allied health, physics, and technology. Effective and innovative support programs enhance the educational experience for students.



### School of Business

The School of Business enrolls over 700 baccalaureate students in three degree programs: Accountancy, Business and Tourism and Hospitality Management. Within the Business major there are seven areas of concentration Business Intelligence and Data Analytics, Entrepreneurship, Finance, Financial Services, Management, Management Information Systems and Marketing.



### School of Education

The School of Education develops exceptional practitioners through its high-quality signature programs. The School of Education has state approved and nationally accredited teacher education, counseling, and leadership programs that ensure graduate are well prepared to address the needs of a diverse, global community, promote positive change, and create inclusive environments.



### School of Social Work

The School of Social Work develops social workers who are advocates, practitioners and change agents. Through our history, and even today, the mission continues to be rooted in ethics, empowerment, social justice, social responsibility, human rights, diversity, equity, and inclusion of ALL people living in the state of Virginia and globally.



### Honors College

The RCN Honors College is designed to provide an enriched and challenging program of study for students who manifest exceptional academic potential; to improve the University's ability to attract such scholars; and to enrich the academic community.

# THE ACADEMIC ENTERPRISE



## Graduate Studies

Sunday, April xx, 2025

- Video Message from Dean
- Highlight stellar program
- Graduate student testimonials



## College of Liberal Arts

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## School of Education

The School of Education develops exceptional practitioners through its high-quality signature programs. The School of Education has state approved and nationally accredited teacher education, counseling, and leadership programs that ensure graduate are well prepared to address the needs of a diverse, global community, promote positive change, and create inclusive environments.



## School of Social Work

The School of Social Work develops social workers who are advocates, practitioners and change agents. Through our history, and even today, the mission continues to be rooted in ethics, empowerment, social justice, social responsibility, human rights, diversity, equity, and inclusion of ALL people living in the state of Virginia and globally.



## Honors College

The RCN Honors College is designed to provide an enriched and challenging program of study for students who manifest exceptional academic potential; to improve the University's ability to attract such scholars; and to enrich the academic community.

# THE ACADEMIC ENTERPRISE



## Graduate Studies

Advocates for the continued improvement of graduate education, the Office of Graduate Studies administers nineteen (19) graduate programs and is for the development and maintenance of high-quality graduate programs.



## College of Liberal Arts

Monday, April xx, 2025

- Video Message from Dean
- Highlight stellar program
- Student testimonials
- Showcase celebrity alumnus/alumna



## College of Science, Engineering & Technology

CSET has over 2,000 students and presently comprises over 30% of the University's total student enrollment. Undergraduate students can select from a wide array of courses in eight academic departments: biology, chemistry, computer science, engineering, mathematics, nursing and allied health, physics, and technology. Effective and innovative support programs enhance the educational experience for students.



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The largest of the five academic units, COLA is committed to assisting students in developing the essential attributes of a liberal education which are the ability to: develop questions, evaluate evidence, think critically, represent ideas fairly, weigh competing claims, reach sound judgments, construct arguments, and express ideas clearly and effectively.



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Tuesday, April xx, 2025

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138



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## Honors College

Saturday, April xx, 2025

- Video Message from Dean
- Student testimonials
- Testimonials from students.

# NOW IS OUR TIME

The Campaign for Norfolk State University

## PUBLIC PHASE TIMELINE

SEPT  
2025

SEPT  
2024

DEC  
2024

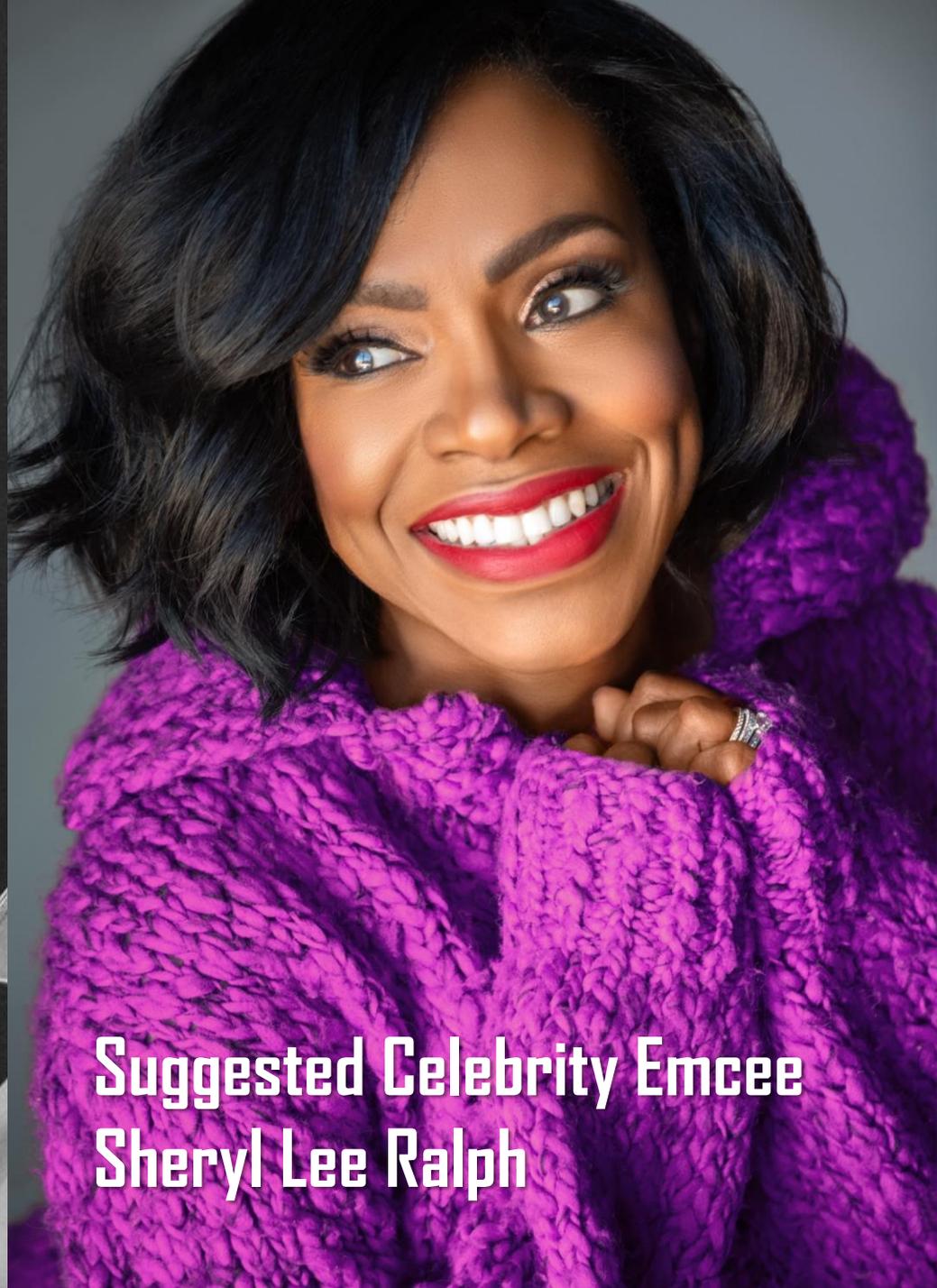
FEB  
2025

APR  
2025

142

**NOW IS OUR TIME TO**

**CELEBRATE**



**Suggested Celebrity Emcee**  
**Sheryl Lee Ralph**



**Priority Guests:**  
**James Brown & Quincy Jones**





NORFOLK STATE  
UNIVERSITY

# NOW IS OUR TIME



| THE CAMPAIGN FOR  
| NORFOLK STATE UNIVERSITY

# Comprehensive Campaign Progress Report

Goals	# OF GIFTS	CASH/STOCKS	PLEDGE BALANCE	TOTAL	\$75m GOAL	% TO \$75m GOAL	\$90m Goal	% to \$90m Goal
Investing in People	11,435	\$ 44,711,869.06	\$ 4,018,057.43	\$ 48,729,926.49	\$35,000,000.00	139%	\$ 42,000,000.00	116%
Strengthening Academic Programs	13,808	\$ 22,677,085.64	\$ 1,262,738.50	\$ 23,939,824.14	\$25,000,000.00	96%	\$ 30,000,000.00	80%
Elevating Athletics	4,659	\$ 2,639,717.59	\$ 209,814.01	\$ 2,849,531.60	\$10,000,000.00	28%	\$ 12,000,000.00	24%
Advancing Excellence Year After Year	9,755	\$ 1,458,283.30	\$ 124,187.69	\$ 1,582,470.99	\$5,000,000.00	32%	\$ 6,000,000.00	26%
				\$ 77,101,753.22	\$ 75,000,000.00	103%	\$ 90,000,000.00	86%

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

**VI. Open Meeting**  
– Closed Meeting Certification

**VII. Adjournment**

# THANK YOU!!



**NORFOLK STATE  
UNIVERSITY**

# **Governance Committee**

# NSU B.O.V. GOVERNANCE COMMITTEE

April 3, 2024

# AGENDA

- Opening by Chair
- Call to Order and Establish Quorum
- Recommend Approval of Electronic Participation
- Recommend Approval of March 8<sup>th</sup>, 2024, Committee Minutes
- Discussion Items
- Old Business
- New Business
- Board Policies and Procedures
  - Review of Process
  - Update of Board of Visitors Board Policies and Procedures
- Discussion of Other Items
- Adjournment

# QUESTIONS & DISCUSSION

# President's Update



**NORFOLK STATE UNIVERSITY**

**THE GREEN &  
GOLD  
STANDARD**

**JAVAUNE ADAMS-GASTON, PH.D.**  
NORFOLK STATE UNIVERSITY PRESIDENT

MAY 3, 2024



# STUDENT SUCCESS

## STUDENT SCHOLARS

- **WHITE HOUSE INITIATIVE ON HBCU SCHOLARS**
- **THURGOOD MARSHALL COLLEGE FUND LEADERSHIP INSTITUTE**
- **HONDA CAMPUS ALL-STAR CHALLENGE**

## STUDENT ATHLETES

- **MEN AND WOMEN BASKETBALL**
- **MEN AND WOMEN TRACK AND FIELD**
- **SPARTAN SPORT SPOTLIGHT**



# FACULTY SUCCESS

## SPARTAN FACULTY SCHOLARS

- **PUBLISHED IN DISTINGUISHED JOURNALS**
- **INNOVATIVE RESEARCH FUNDED**
- **LEADERS IN THEIR FIELD OF STUDY**
- **HOSTING NOTABLE SYMPOSIUMS AND ROUNDTABLES**
- **MENTORING STUDENT SCHOLARS**



# UNIVERSITY SUCCESS

## THE SPARTAN VALUE & BRAND

- **CAMPUS VISITS BY DISTINGUISHED GUESTS**
- **APPLE DISTINGUISHED CAMPUS**
- **WOMEN WHO LEAD PROGRAM in PARTNERSHIP WITH BLACK BRAND**
- **ENVIRONMENTAL AND COMMUNITY RECOGNITION**
- **RECORD FUNDRAISING AND PARTNERSHIPS**



# LEGISLATIVE SUCCESS

## 2024 VIRGINIA GENERAL ASSEMBLY

- **DISTINGUISHED SPARTAN VIRGINIA GENERAL ASSEMBLY REPRESENTATION**
- **HISTORIC APPROPRIATIONS FOR OPERATIONS AND PROGRAMS**
- **NEW FUNDING FOR CAPITAL AND INFRASTRUCTURE**
- **IMPACTFUL LEGISLATION**
- **NSU DAY ON THE HILL**



# NSU AND THE FUTURE

## GREEN AND GOLD STANDARD

- **ENROLLMENT EXCELLENCE**
  - **EXEMPLARY TEACHING**
  - **ENGAGED LEARNING**
- **EXPOSURE OF SPARTAN BRAND**
- **EFFECTIVE ADVANCEMENT AND FUNDRAISING**
- **EXTERNAL LEGISLATIVE AND COMMUNITY STRATEGY**





**NORFOLK STATE**  
UNIVERSITY

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(757) 823-8600

