

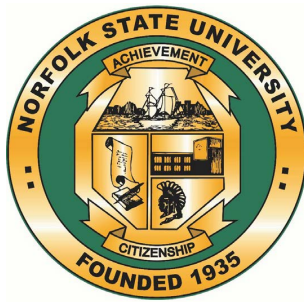
# Board of Visitors Committee Meetings

Student Center Board Room, Suite 301

700 Park Avenue

Norfolk, VA, 23504

## October 1, 2024



## **Meeting Book - Board of Visitors Committee Meetings- October 1, 2024**

### **ACADEMIC AND STUDENT AFFAIRS COMMITTEE UPDATE**

Academic and Student Affairs Notification. pdf	3
Academic and Student Affairs Agenda October 1, 2024	4
Academic and Student Affairs Meeting Minutes April 3, 2024	5
Academic and Student Affairs Committee Presentation. pdf	11

### **AUDIT, RISK, AND COMPLIANCE UPDATE**

Audit, Risk and Compliance Notification. pdf	33
Audit, Risk and Compliance Agenda October 1, 2024	34
Audit, Risk and Compliance Meeting Minutes April 3, 2024	35
Audit, Risk and Compliance Committee Presentation. pdf	44

### **STRATEGIC FINANCE UPDATE**

Strategic Finance Notification. pdf	55
Strategic Finance Agenda October 1, 2024	56
Strategic Finance Meeting Minutes April 3, 2024	58
Strategic Finance Committee Presentation. pdf	65

### **GOVERNANCE COMMITTEE UPDATE**

Governance Notification. pdf	101
Governance Meeting Agenda October 1, 2024	102
Governance Meeting Minutes April 3, 2024	103
Governance Committee Presentation. pdf	107

# **Academic and Student Affairs Committee**



**AGENDA**  
**BOARD OF VISITORS**

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING**

*Tuesday, October 1, 2024*

*Delbert Parks, Chair*

*9:00 a.m. – 10:30 a.m.*

*Zoom Webinar Participation:*

<https://nsu-edu.zoom.us/j/92637088600?pwd=I7ypkAVtqCkb2N6ggT8VO96lg0vLSH.1>

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

**II. Recommend Approval of Electronic Participation**

**III. Recommend Approval of the April 2, 2024, Committee Minutes**

**IV. Discussion Items**

- a. Academic Affairs Update ..... Dr. DoVeanna Fulton
- b. Student Affairs Update ..... Dr. Leonard Brown
  - i. Review of BOV Policies
    - i. Statement of Code of Conduct (**BOV Policy #6**)
    - ii. Military Deployment (**BOV Policy #7**)
    - iii. Assisting Emotionally Distressed Students (**BOV Policy #19**)
    - iv. Communicable Disease Policy (**BOV Policy #21**)
- c. Enrollment Management Update..... Dr. Justin Moses
- d. Athletics Update ..... Dr. Melody Webb

**V. Public Comment**

**VI. Adjournment**

**Academic and Student Affairs Committee**

- Delbert Parks, Chair
- Mike Andrews
- Dwayne Blake
- The Honorable James W. Dyke, Jr.
- Jay Jamison
- Lionell Spruill

**Staff:**

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

\*The President participates in all Committee meeting

**All times are approximate and the Board reserves the right to adjust its schedule as necessary.**



**NORFOLK STATE UNIVERSITY  
BOARD OF VISITORS (BOV)  
Academic and Student Affairs Committee Meeting  
Wednesday, April 3, 2024  
MINUTES**

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

Mr. Delbert Parks, Chair, called the Academic and Student Affairs Committee meeting to order at 8:44 a.m. A quorum was established with a 4-0 roll call vote.

**Committee Members Present**

Mr. Delbert Parks, Chair  
Mr. T. Michael Andrews

Bishop Kim Brown  
Dr. Katrina Chase

**Committee Members Virtual**

The Honorable James W. Dyke, Jr.

**Other Board Members Present**

Mr. Gilbert T. Bland  
Mr. Conrad Mercer Hall

Dr. Harold L. Watkins, II

**Counsel Present**

Pamela Boston, University Counsel and Senior Assistant Attorney General

**NSU Administrators and Staff Present**

Dr. Javaune Adams-Gaston, President  
Dr. Juan M. Alexander, Associate Vice President  
for Enrollment Management  
Dr. Leonard Brown, Jr., Vice President for  
Student Affairs  
Dr. Jocelyn Dean, Interim Dean of Students  
Ms. Sher're Dozier, Clerk to the President and  
BOV  
Mrs. Kimberly Early, Executive Administrative  
Assistant, Student Affairs  
Dr. DoVeanna Fulton, Provost and Vice President  
for Academic Affairs  
Ms. Tonya Gardner, Licensed Professional  
Counselor  
Mrs. Kimberly Gaymon, Scheduler/Financial  
Specialist  
Ms. Cheniqua Goode, Director Counseling  
Center  
Dr. Dawn Hess, Chief Compliance Officer

Dr. Vanessa Jenkins, Executive Director Health  
and Wellness  
Mr. Kentrell Kearney, Associate Athletic Director  
Student Services  
Dr. Justin Moses, Vice President for Operations  
Mr. Clifford Porter, Vice President, University  
Advancement  
Ms. Shana Simmons, Licensed Clinical Social  
Worker  
Mr. Rasool Shabazz, OIT  
Mrs. Bonisha Townsend Porter, Senior Associate  
Vice President for Student Affairs  
Ms. Tarrye Venable, Assistant to the Vice  
President, Student Affairs  
Ms. Melody Webb, Athletics Director  
Dr. Tanya S. White, Chief of Staff  
Mr. Emmanuel Williams, Counseling Services  
Mrs. Saranette Williams, Director for Career  
Services

## **II. Recommend Approval of Electronic Participation**

The Honorable James W. Dyke, Jr. provided his reason for electronic participation. Mr. Delbert Parks motioned, seconded by Dr. Katrina Chase, and with a 4-0 roll call vote, the Committee unanimously approved electronic participation of The Honorable James W. Dyke, Jr.

## **III. Recommend Approval of the February 6, 2024, Committee Meeting Minutes**

Mr. T. Michael Andrews, motioned, seconded by Dr. Katrina Chase, and with a 4-0 roll call vote, the Committee unanimously approved the February 6, 2024, Academic and Student Affairs Committee Meeting minutes.

## **IV. Discussion Items**

### **a. Student Affairs Update – Dr. Leonard Brown, Jr., Vice President for Student Affairs**

Dr. Brown provided an update on Career Services, highlighting two \$100,000 SCHEV Grants which were recently awarded to Norfolk State University (NSU). The grants were allocated for the Innovation Internship Fund and the VTOP Fund. Furthermore, an application for an additional SCHEV Grant was submitted the week of March 25, 2024. Dr. Brown also shared data regarding the Career Expo, noting a consistent increase in both student and employer involvement over the past three years. Alongside the traditional in-person Career Expo, students have the option to attend a Virtual Career Expo.

Next, Dr. Brown provided insights into the Counseling Services Office and the positive impact of TimelyCare. He noted the multifaceted nature of counseling, as it often represents an umbrella of services. Counselors spend most of their time helping people learn how to cope with a variety of mental health issues. Areas in which counselors in a Higher Education setting assist include crisis response, in the moment care, ongoing counseling, and prevention. The demand for counseling services saw a notable surge prior to the COVID-19 Pandemic due to factors such as the introduction of medications and a reduced stigma surrounding mental health. Throughout the pandemic, non-traditional ways to deliver counseling services, including TimelyCare, were introduced. Since its implementation at NSU in October 2022, TimelyCare has served 241 students, scheduling approximately 1,079 on-demand sessions. Notably, almost 50% of these sessions occurred after-hours, with nearly two hundred conducted across fifteen states outside of Virginia. Dr. Brown highlighted how TimelyCare has significantly reduced wait times for on-campus, in-person counseling sessions at NSU. This improvement has allowed the counseling staff to conduct more sessions and concentrate on preventative initiatives beyond the Counseling Center. Dr. Brown stressed that while TimelyCare offers valuable support, it should not replace crisis response services. Dr. Brown concluded his report by sharing data from the Association for University and Counseling Center Directors' recent survey. The data revealed counseling centers in institutions similar in size to NSU, typically serve a range of their student population from 2.9% to 14.6%, with a mean of 7.5%. Dr. Brown anticipates NSU's Counseling Services Office will align with or slightly exceed this mean in the current year.

### **b. Enrollment Management Update – Dr. Justin Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness**

Dr. Moses began his report by providing an update on enrollment, highlighting a collaboration with Ruffalo-Noel Levitz (RNL), an enrollment consulting firm. For the past 18 months, NSU's Operations and Enrollment Management, Academic Affairs, and Student Affairs departments have been working in conjunction with RNL to develop and execute a strategic retention plan. A preliminary report and the draft of this plan are expected to be released soon.

Dr. Moses proceeded by announcing the scheduled Admitted Students' Day for April 6, 2024, noting 585 admitted students have already registered to attend. He shared that notifications regarding financial aid merit were sent on February 15, 2024, slightly earlier compared to previous years.

Dr. Moses provided updates on admissions figures. Notably, there has been a 10% increase in first-time freshman applications, with a 4% rise in the number of admitted first-time freshman applications. He provided insights into applications and admissions data for NSU's second degree, readmitted, transfer, and undergraduate non-degree or certificate students, attributing the decreased percentages in these categories to numerous factors such as students pursuing second bachelor's degrees, transitioning into employment, or the current processing of applications. Furthermore, Dr. Moses noted decreases in deposits were influenced by delays in processing the 2024-2025 FAFSA and the initiation of yield campaigns. Dr. Moses concluded optimistically by highlighting positive trends in overall admissions numbers, particularly within the first-time freshman cohort.

**c. Athletics Update – Ms. Melody Webb, Athletics Director**

Ms. Webb commenced her presentation by introducing the transfer portal, which serves as a compliance tool utilized for managing the transfer process of student-athletes. This tool enhances transparency in transfer procedures between schools, enabling student-athletes to openly declare their intention to explore alternative programs. The process reverts the status of the student-athlete to that of a prospective student-athlete, granting them the ability to engage in recruitment activities at alternative institutions. It also entails the removal of the student-athlete from their current institution's roster, initiates the cancellation of their athletic aid, and provides for the potential removal of access to student-athlete benefits. Student-athletes who withdraw from the portal, can be returned to their original institution, contingent upon the institution's decision to accept them back.

Ms. Webb proceeded to present statistics pertaining to the transfer portal for the 2022-2023 cohort. She detailed the destinations of the student-athletes who entered the portal: 65% moved to another Division I institution with aid, 16% to another Division I institution without aid, 14% to a Division II institution with aid, 2% to a Division II institution without aid, and 3% to a Division III institution without aid.

Ms. Webb then shared the outcomes for Division I students who entered the transfer portal. Among them, 57% transferred and enrolled at a new institution, 8% withdrew from the portal, and 35% remain in the portal without a new institution or do not have reported outcomes or are still considering their options. She provided a breakdown of outcomes for Division I transfer student-athletes categorized by athletic aid status: 31% remained active in the portal without a new institution, 56% were not on aid but active in the portal, 59% of those receiving aid transferred and continued to receive aid, 23% without aid transferred and received aid, 10% transferred without aid at their new institution, and 21% remained without aid.

Ms. Webb concluded her report by summarizing the advantages of the portal for student-athletes, coaches, and compliance administrators. Nonetheless, she cautioned that the portal comes with both benefits and drawbacks for all parties involved.

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

Bishop Kim Brown read the following motion, seconded by Mr. T. Michael Andrews, and with a 4-0 Roll Call Vote the Board unanimously approved.

Chair, I move that we adjourn and reconvene in Closed Meeting pursuant to: **Section 2.2-3711(A) 1, 7 and 8 of the Code of Virginia**, for the following purposes, pursuant to the noted subsections: **(1)**: To discuss personnel matters, including more specifically, discussion of assignment, appointment, promotion, salaries, performance evaluations, as well as the granting of tenure, and/or promotion to certain university employees; and **(7) and (8)**: in 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; along with any necessary consultation with legal counsel regarding matters noted in this motion; and that any non-committee member of the NSU Board of Visitors be permitted to attend virtually or by phone to listen in the Closed Meeting; but not participate or vote; and further that the following remain for or attend, when called, the Closed Meeting: University President, University Provost, University Legal Counsel, University Athletic Director, and Vice President for Operations and Chief Strategist for Institutional Effectiveness.

#### **Reconvene in Open Meeting**

Mr. Delbert Parks, Chair 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. With a 4-0 Roll Call Vote the Board unanimously approved.

#### **Motion One**

Mr. T. Michael Andrews read the following motion, seconded by Mr. Gilbert T. Bland, and with a 4-0 Roll Call Vote the Board unanimously approved.

Mr. Chair, I move that we recommend to the full Board of Visitors at its next meeting that the individuals discussed for tenure and/or promotion during the closed meeting, be recommended to the full Board of Visitors for appointment in accordance with the discussion in closed meeting.

#### **Motion Two**

Mr. T. Michael Andrews read the following motion, seconded by The Honorable James W. Dyke, Jr., and with a 4-0 Roll Call Vote the Board unanimously approved.

Mr. Chair, I move that we recommend to the full Board of Visitors that its next meeting the changes to the appointment contracts of the two individuals described in the closed-door meeting in accordance with reasons discussed during the closed meeting.

### **VI. Public Comment**

There was no public comment.

### **VII. Adjournment**

There being no further business, Mr. Delbert Parks adjourned the meeting at 10:37 a.m. With a motion by Mr. T. Michael Andrews, and a second by Dr. Katrina Chase.

\_\_\_\_\_  
Mr. Delbert Parks, Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
Kimberly Early, Executive Administrative Assistant

\_\_\_\_\_  
Date

\_\_\_\_\_  
Justin Moses, Vice President for Operations

\_\_\_\_\_  
Date

**NSU BOV ACADEMIC AND STUDENT AFFAIRS COMMITTEE**  
**ROLL CALL VOTE**  
**APRIL 3, 2024, 8:30 AM**

Item	Mr. Delbert Parks (Chair)	Mr. Mike Andrews	Dr. Katrina Chase	Bishop Kim Brown	The Honorable James Dyke	Mr. Jay Jamison	Totals
Quorum	Yes	Yes	Yes	Yes	Virtual	-	4-0
Recommend Approval of Electronic Participation	Yes	Yes	Yes	Yes	Virtual	-	4-0
Approval of the Minutes	Yes	Yes	Yes	Yes	Yes	-	4-0
Closed Session: Closed Session - Pursuant to §2.2-3711A.1, 4, 7, and 8, Code of Virginia	Yes	Yes	Yes	Yes	Yes	-	4-0
Open Session	Yes	Yes	Yes	Yes	Yes	-	4-0
<b>Motion 1</b> - Approve recommendation to full Board of Visitors at next meeting that the individuals discussed for tenure and/or promotion during the closed meeting, be recommended to the full Board of Visitors for appointment in accordance with the discussion in closed meeting	Yes	Yes	Yes	Yes	Yes	-	4-0
<b>Motion 2</b> - Approve recommendation to the full Board of Visitors at next meeting the changes to the appointment contracts of the two individuals described in the closed-door meeting in accordance with reasons discussed during the closed meeting.	Yes	Yes	Yes	Yes	Yes	-	4-0





# **Academic and Student Affairs Sub-Committee Meeting NSU - BOV**

**October 1, 2024  
Delbert Parks - Chair**



# Agenda

- **Academic Affairs Update**
- **Student Affairs Policy Discussion**
  - Statement of Code of Conduct (**BOV Policy #6**)
  - Military Deployment (**BOV Policy #7**)
  - Assisting Emotionally Distressed Students (**BOV Policy #19**)
  - Communicable Disease Policy (**BOV Policy #21**)
- **Student Affairs Update**
- **Enrollment Management Update**
- **Athletics Update**





**DIVISION CAMPUS UPDATES**

# **DIVISION OF ACADEMIC AFFAIRS**

**Dr. DoVeanna S. Fulton**

**Provost & Vice President for  
Academic Affairs**



# NEW LEADERSHIP APPOINTMENTS



**Dr. Tyson King-  
Meadows**  
Dean, College of  
Liberal Arts



**Dr. Aixi Zhou**  
Vice Provost,  
Research and  
Innovation

**EXECUTIVE SEARCH FALL 2024**  
Dean of the School of Business

# RESEARCH, SCHOLARSHIP and HONORS

- ☐ BOOKS-1
- ☐ ARTICLES-23
- ☐ BOOK CHAPTERS-2
- ☐ PERFORMANCES/EXHIBITIONS-12
- ☐ PUBLIC SCHOLARSHIP-14
- ☐ CONFERENCE PRESENTATIONS-36
- ☐ CONFERENCE PROCEEDINGS-11
- ☐ INVITED LECTURES-7
- ☐ AWARDS & APPOINTMENTS-24

## GRANTS and CONTRACTS ACQUISITIONS

	Academic Affairs	Non-Academic Affairs	Total
Number of Funded Projects:	120	9	129
Amount of Funding*:	\$36,097,159	\$948,749	\$37,045,908

\* Number of projects exceeding \$1M in funding: 11

**2023 Expenditures \$6,194,000**

# INSTITUTIONAL PERFORMANCE STANDARDS

Standard	Year	Pct	Year	Pct
In-State Undergraduate Headcount Enrollment	21-22	102.4	22-23	104.3
In-State Associate and Bachelor Degree Awards	21-22	95.2	22-23	104.6099
In-State STEM-H (Science, Technology, Engineering, Mathematics, and Health Professions) Associate and Bachelor Degree Awards	21-22	108 (B) 200 (A)	22-23	104 (B) 100 (A)
In-State Junior and Senior Level Program-Placed, Full-time Equivalent Students	21-22	212.3	22-23	201.9
In-State Associate and Bachelor Degrees Awarded to Students from Under-Represented Populations	21-22	532.33 (HC) 2 Yr. Ave	22-23	555 2 Yr. Ave
In-State Two-year Transfers to Four-year Institutions	21-22	184 (HC)	22-23	187 (HC)



# **STUDENT AFFAIRS UPDATES**

**Dr. Leonard Brown**  
**Vice President for Student**  
**Affairs**



# Student Affairs Board of Visitors Policy Updates



## *Policies for Approval*

- **Statement of Code of Conduct (06)**
- **Military Deployment (07)**
- **Assisting Emotionally Distressed Students (19)**
- **Communicable Disease Protocol (21)**



# Career Services



## Post Graduate Outcomes

	Fall 2023	Fall 2022
Employed, Graduate School, Military, Internship, Volunteer	71.08%	69.66%
Seeking Employment	16.88%	21.33%
Plan to Continue Education	11.69%	6.6%

# Counseling Services



## Counseling Center Utilization Statistics

### 2021-2022

- 352 unique clients 1162 attended appointments
- 11 students meeting criteria for a mental health diagnosis (36 % mood disorder and 45% anxiety)

### 2022-2023

- 430 unique clients 1858 attended appointments
- 75 students meeting criteria for a mental health diagnosis (57% mood disorder and 66 % anxiety)

### 2023-2024

- 412 unique clients 1807 attended appointments
- 79 students meeting criteria for mental health diagnosis (43% mood disorder and 57% anxiety)



# October 2022 - September 2024

After Hours Visits				
	After Hours Visits	Total Completed Visits		% of Visit Volume
1	Business Hours Visits	<div></div>	749	50.5%
2	After Hours Visits	<div></div>	734	49.5%



# Housing



# ENROLLMENT MANAGEMENT UPDATE

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





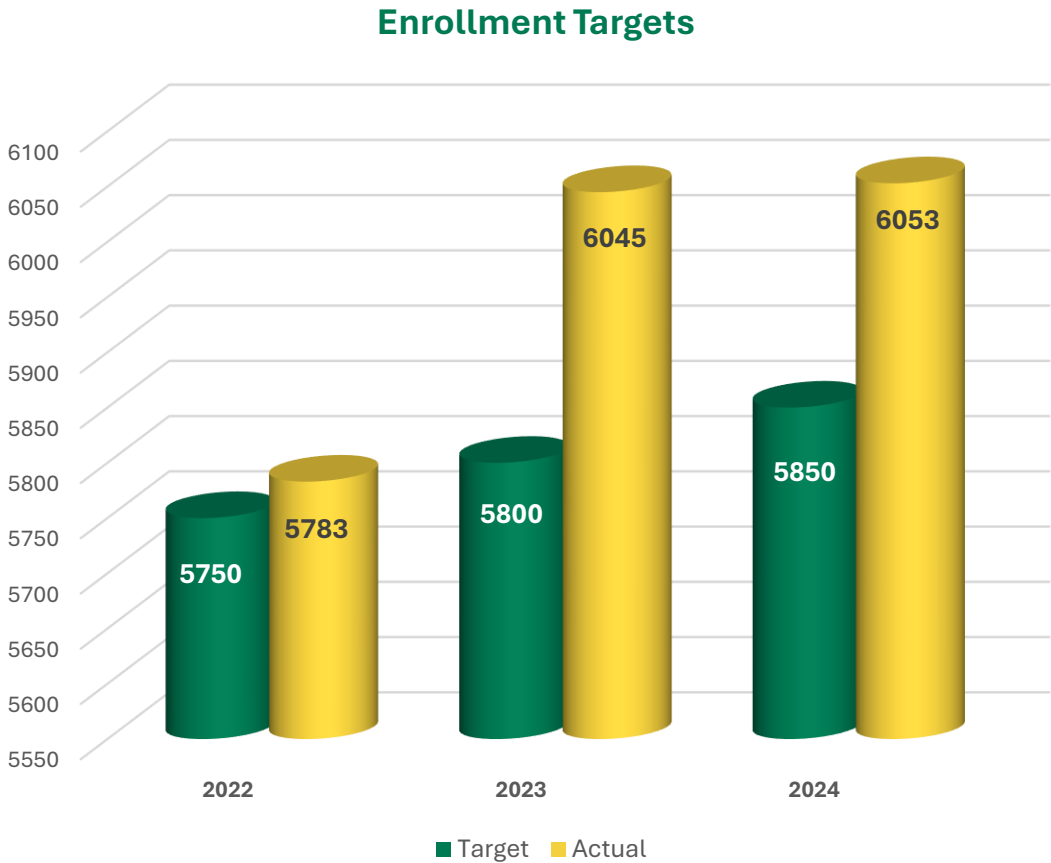
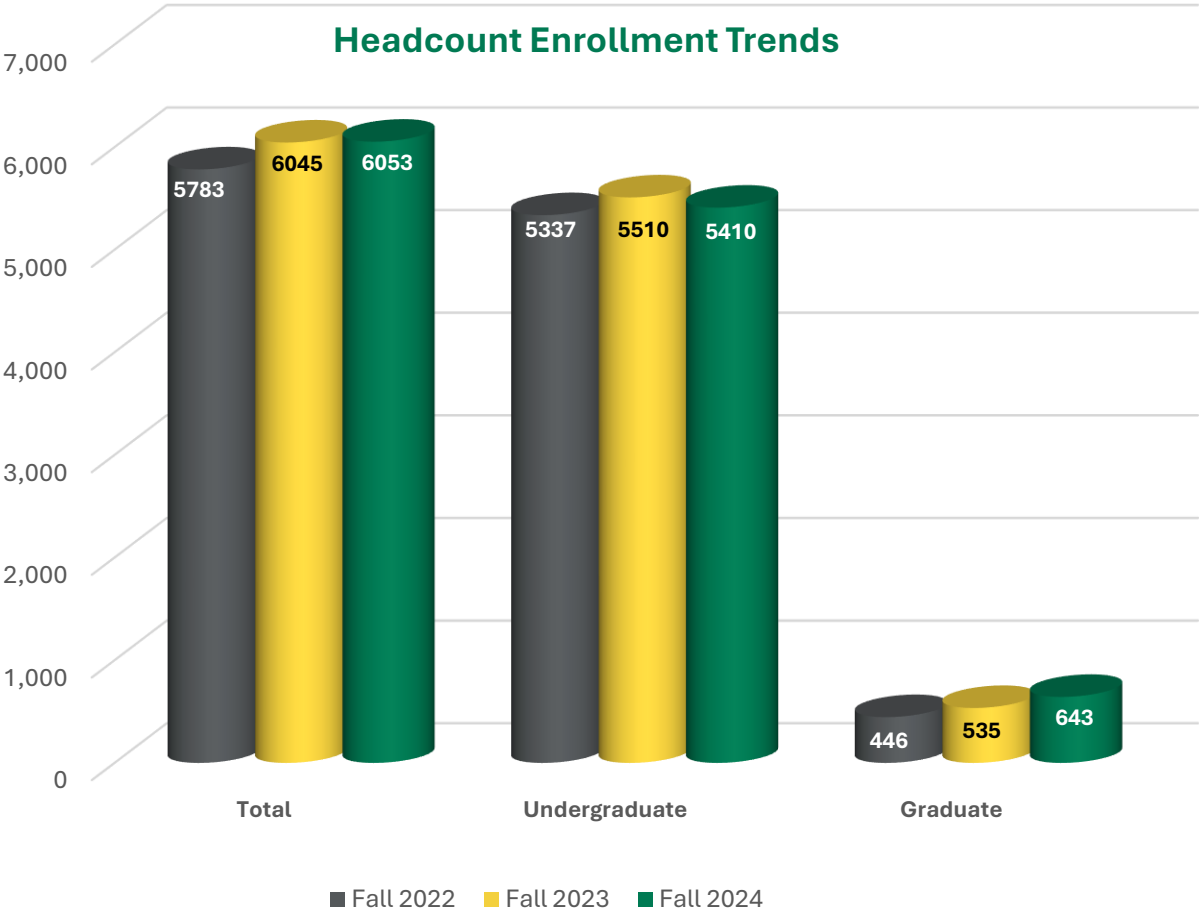
# Enrollment Management Update

## Personnel Updates

- **Dr. Melissa Barnes** serving as interim Associate Vice President for Enrollment Management
- **Dr. Juan Alexander** departed NSU and has taken a position at FAMU
- **Dr. Michael Shackleford** is serving in an advisory capacity for Enrollment Management
- **Dr. James Walke** has been appointed Associate Vice President for Institutional Effectiveness and Planning

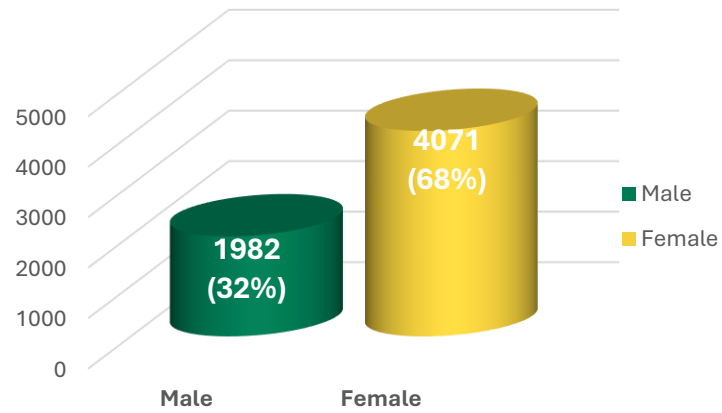


# Enrollment Data

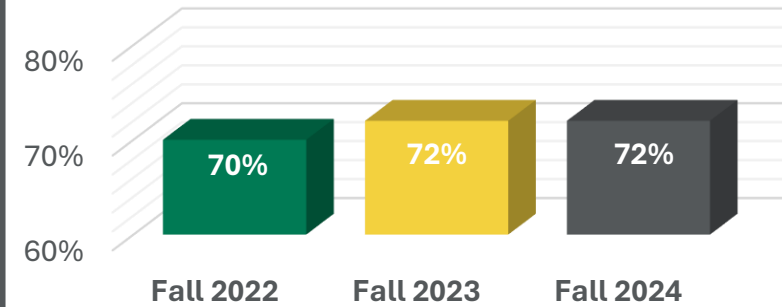


# Enrollment Data

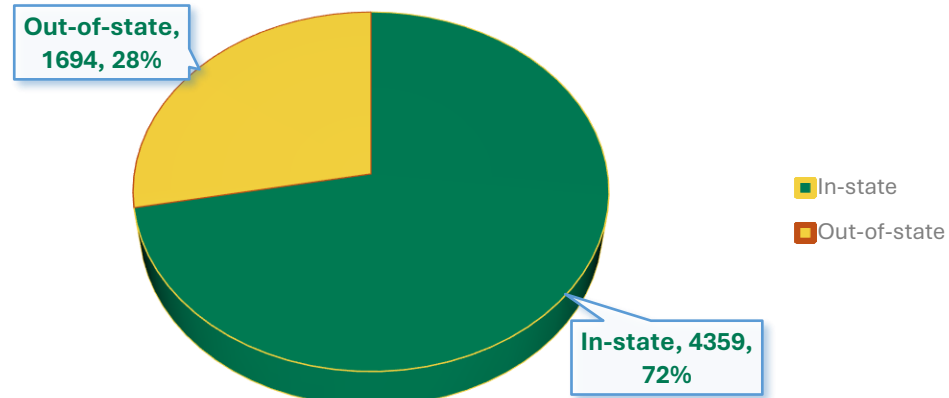
## 2024 ENROLLMENT BY GENDER



## RETENTION RATE (GRS Cohort)

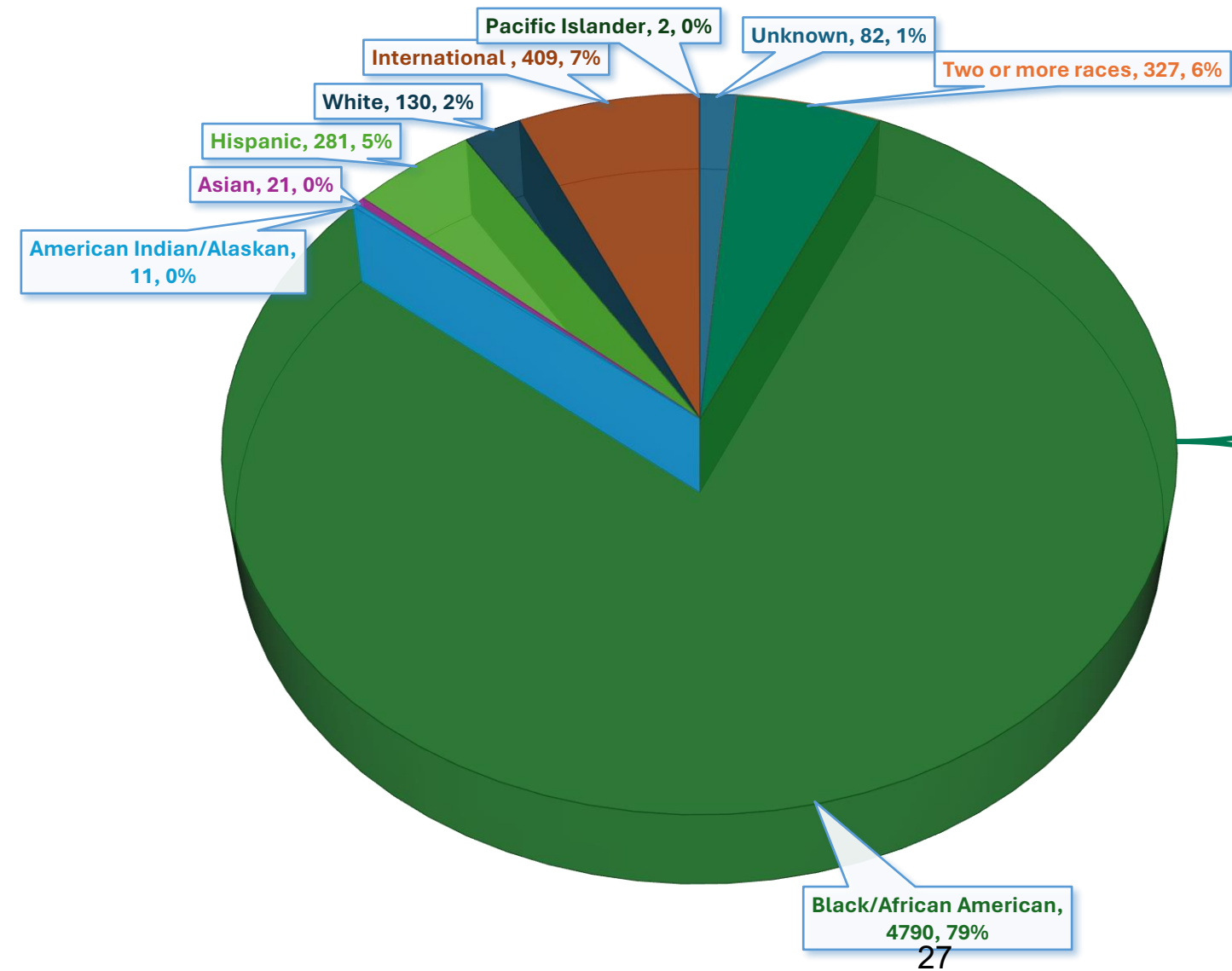


## ENROLLMENT - IN-STATE/OUT OF STATE



# Enrollment Data

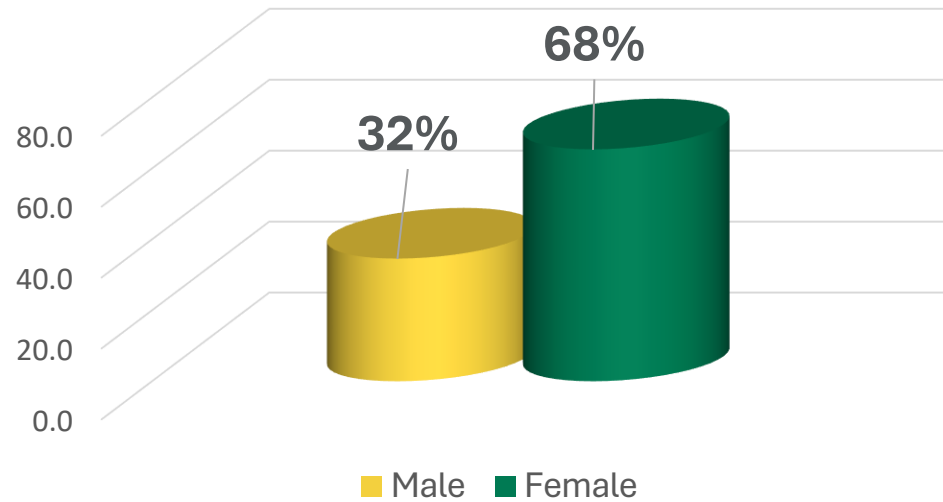
## ENROLLMENT BY RACE



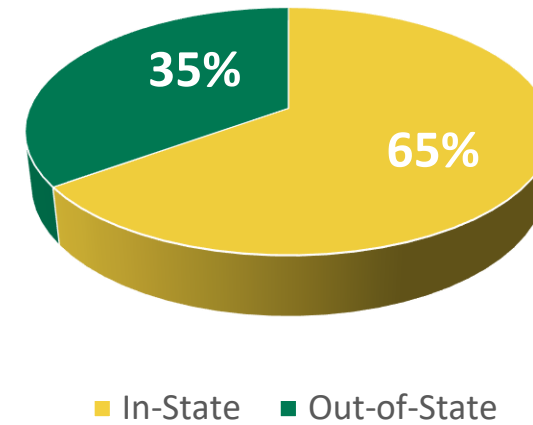
DATA LEGEND		
Race:	Number (n):	%:
African American	4790	79
International	409	7
Two or more races	327	6
Hispanic	281	5
Caucasian/White	130	2
Unknown	82	1
Asian	21	% <1
American Indian	11	% <1
Pacific Islander	2	% <1

# Freshman Profile

First-time Freshman by Gender



First Time Freshman - In-State/Out-of-State







# Department of Athletics

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## Dr. Melody Webb

### Director of Athletics





# MEAC/SWAC CHALLENGE

HBCU Football: FAMU vs. NSU  
Broke Viewership Record

Nineteen Years

1.3 Million Viewers

ABC Major Network

Increased Fan Engagement

National Exposure

Recruitment Boost

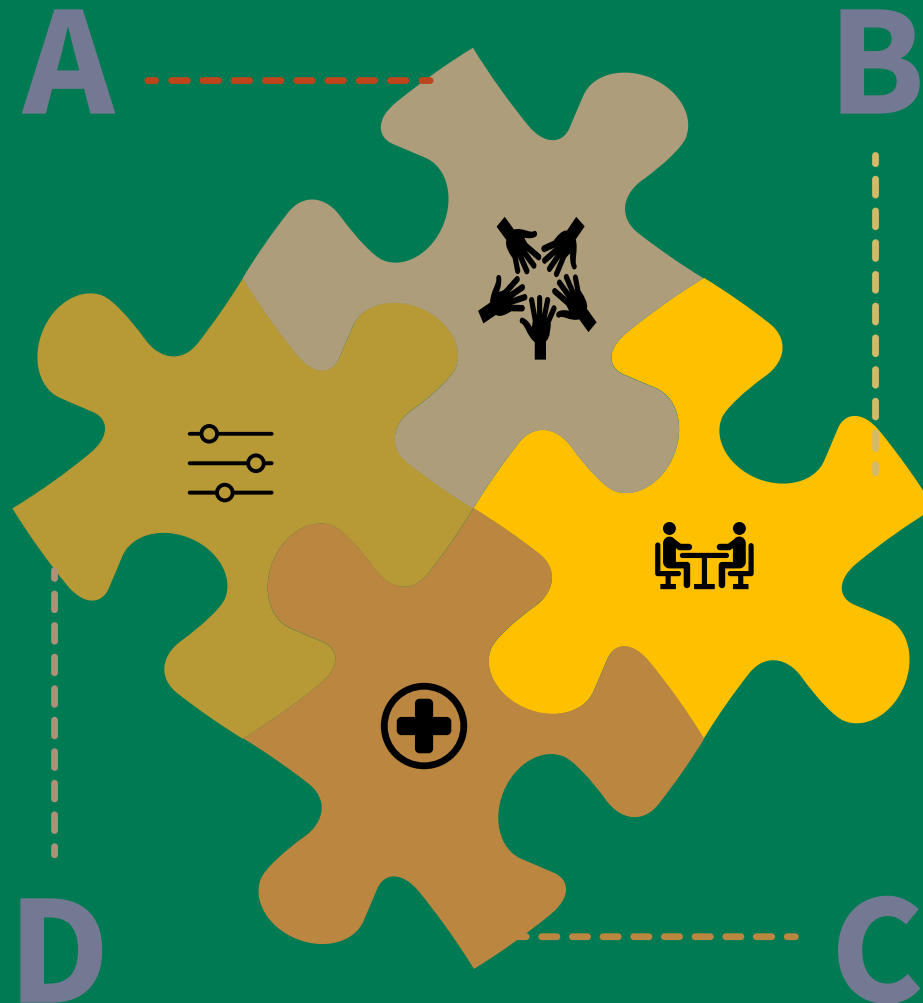
Cultural Pride & Representation

Enhanced School Spirit &  
Alumni Engagement



# BUILDING THE PERFECT FIT

## *"One Piece at a Time"*



### **Student Athlete Experience**

Holistic approach ensuring well-rounded growth and exploring opportunities for academic, personal, and athletic development.

### **Academics/Grants**

Access to comprehensive resources to ensure success both in the classroom and on the field.

### **Sports Medicine and Healthcare**

Focused support on mental health and overall wellness, including access to counselors, nutritionists, strength and conditioning and athletic trainers.

### **Initiatives/Strategies**

Launching new initiatives focused on enhancing athletic performance, student-athlete well-being, and community engagement through advanced training programs and expanded support services."



# Thank You!



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



**AGENDA**  
**BOARD OF VISITORS**  
**AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING**  
*Tuesday, October 1, 2024*  
*Dr. Harold Watkins II, Chair*  
*10:30 a.m. to 11:30 a.m.*

Campus Location:

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

Zoom Webinar Participation:

<https://nsu-edu.zoom.us/j/92637088600?pwd=I7ypkAVtqCkb2N6ggT8VO96lg0vLSH.1>

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the April 3, 2024 Committee Minutes
- III. Discussion Items
  - a. University Compliance, Dr. Dawn M. Hess
    - i. Priority Areas 2024
    - ii. Policy Program
    - iii. Required Employee Training
    - iv. ADA Compliance Assessment
  - b. Internal Audit, Ms. Derika Burgess
    - i. Audit Plan
  - c. Closed Session
- IV. Public Comment
- V. Adjournment

**Audit, Risk and Compliance Committee**

*Dr. Harold Watkins, II, Chair*

The Honorable James W. Dyke, Jr.

Mr. Gilbert Bland

Mr. Dwayne B. Blake

Mr. Conrad Hall

Mr. Edward Sanders

*Staff:*

*Derika Burgess, Chief Audit Executive*

*Dr. Dawn M. Hess, Chief Compliance Officer*

-----  
*The President participates in all Committee meetings.*

**\*All meetings of all committees are noticed for meeting at 8:30 a.m. on April 11, 2023. Committee Meetings will meet sequentially in the order listed. The meeting of each public body will begin 10 minutes following adjournment of the prior meeting. Thus, the specific times shown for the various meetings are approximate only, and meetings may start earlier than the listed approximate start time. 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**  
**AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING MINUTES**  
April 3, 2024

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

Dr. Harold L. Watkins II, Chair, called the Audit, Risk and Compliance Committee meeting to order at approximately 11:33 a.m. A quorum was established with a 4-0 roll call.

Committee Members

Dr. Harold L. Watkins II, Chair  
Mr. Gilbert Bland  
Mr. BK Fulton  
Mr. Conrad Hall

Additional Board Members Present

Dr. Katrina L. Chase (Completed Quorum)

Committee Members Absent

Mr. Dwayne Blake  
The Honorable James W. Dyke, Jr.

Counsel Present

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

NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President  
Dr. Tanya S. White, Chief of Staff  
Mrs. Derika L. Burgess, Chief Audit Executive  
Dr. Dawn Hess, Chief Compliance Officer  
Dr. Leonard E. Brown Jr., Vice President for Student Affairs  
Dr. DoVeanna S. Fulton, Provost and Vice President for Academic Affairs  
Dr. Gerald Ellsworth Hunter, Vice President/Chief Financial Officer, Finance and Administration  
Dr. Justin L. Moses, Vice President for Operations and Institutional Effectiveness  
Mr. Clifford Porter, Vice President for University Advancement  
Ms. Melody Webb, Athletics Director  
Dr. Juan Alexander, Associate Vice President for Enrollment Management  
Karla J. Amaya Gordon, Assistant Vice President for Finance and Administration  
/University Controller  
CP Brian K. Covington, University Police and Parking Services

Ms. S. Faye Monroe-Davis, Chief Information Officer  
Mr. Ronald King, Chief Information Security Officer/Director, OIT Security  
Dr. Marshall W. Thompson, Vice Provost for Academic Effectiveness  
Mr. Terry G. Woodhouse, Interim Associate Vice President for Facilities Management  
Mr. Rasool Shabazz, Office of Information Technology  
Ms. She're S. Dozier, Clerk to the University President/Liaison to the Board of Visitors  
Ms. Phillita Peoples, Audit and Compliance Administrative Assistant

## **2. Recommend Approval of Electronic Participation**

The Committee unanimously approved the electronic participation for Mr. BK Fulton with a 4-0 roll call vote. The motion was made by Dr. Katrina Chase and seconded by Mr. Gilbert Bland.

## **3. Approval of the Minutes**

Mr. Fulton motioned, Dr. Chase seconded, and the Committee unanimously approved the Audit, Risk, and Compliance Committee meeting minutes for February 6, 2024.

## **4. Discussion Items**

### **Internal Audit**

The Chief Audit Executive presented a summary review of the Internal Audit Charter, updates on the audit plan, and audits in progress.

### **Internal Audit Charter**

#### **Purpose**

- The Internal Audit Charter serves as the framework for the Internal Audit Department, its activities, and functions within the University.

#### **Role and Responsibility**

- The activities performed by Internal Audit assist the University in the assessment and improvement of internal controls and governance. This includes processes designed to evaluate the effectiveness and efficiency of operations, ability to execute on



strategic initiatives, reliability of financial reporting, and compliance with applicable laws and regulations.

**Reporting and Monitoring**

- Provide internal audit results that include recommendations for improvements, corrective actions taken or to be taken regarding specific findings.
- Follow-up on engagement findings and recommendations.

**Professionalism**

- Conform to Institute of Internal Auditors mandatory guidance.
- Adhere to University policies and procedures as well as Governmental Audit Standards.
- Follow Generally Accepted Accounting Principles.

**Authority**

- Unrestricted access and accountability for confidentiality and safeguarding records and information, to any and all of the University's records, physical properties, and personnel pertinent to carrying out any engagement, under review.

**Quality Assurance and Improvement**

- Develop and maintain a quality assurance and improvement program to evaluate conformance with the Standards and Code of Ethics mandated by IIA. The program is required to be conducted at least every five years by a qualified, independent assessor.

Mrs. Burgess requested the Internal Audit Charter to be approved for the year, albeit no revisions are recommended. The action item was motioned by Mr. Fulton and seconded by Dr. Chase. The recommendation for approval will be postponed to the next Board of Visitors meeting.

**Internal Audit Plan Status**

As Internal Audit engages with management to discuss the risks in their respective areas, the current Audit Plan was revised to address student concerns around campus safety and access by adding auditable areas such as a Residence Hall Visitor Policy Audit and Classroom/Laboratory Space Utilization audit. These areas directly impact student learning and satisfaction.

**Audits in Process**

- Information Technology compliance audits are being performed by Impact Makers. Currently there are three audits on sensitive systems that are on-going and encompass student data, financial data, and personal identifiable information.
- An initial assessment of campus visitors has revealed that there are requirements and policy for student visitation in residency halls, however, Residential Life & Housing management would like policy enforcement for all other visitor types. The goal of this assessment is to increase student satisfaction by enhancing student comfort and security.
- Another critical element of operations is centered around space utilization. Oftentimes space is at a premium especially with the increased demand for multipurpose areas. The performance goals for this assessment are to increase usage flexibility, enhance productivity of students, faculty, and staff, and create more efficient means of operations structured for comfort, safety, and efficiency.

**Research Administration Roadmap**

Internal Audit continues to review Administration of Research holistically. Corrective actions are identified by management and for the auditable areas:

- FY25 - Audit in Progress: Laboratory Space Utilization
- FY24 - Audit Report: Pre-Award Process Assessment
- FY23 - Audit Report: Export Control
- FY22 onward - Continuous Monitoring: Spend-down of Sponsored Funding

Internal Audit has partnered with the Office of Compliance to determine if the corrective actions identified by management are effective and enhance research operations.

**University Compliance**

Dr. Hess presented the Artificial Intelligence and the Governor's Executive Order 30, along with Mr. Ronald King, Chief Information Security Officer to discuss IT Security, and Dr. Marshall Thompson, Vice Provost for Academic Effectiveness overview on Education Standards. Dr. Hess also reviewed the ADA Compliance Assessment focusing on students, System Maturity: Policy and Training, and Updates on Prior Gap Closure Plans.

**Artificial Intelligence and the Governor's Executive Order 30**

- **AI Policy Standards**

This Governor's Executive Order 30 provides safety standards to ensure the responsible, ethical, and transparent use of AI technology by state government in order to protect the rights of Virginians, to provide best-in-class state government

services, and to ensure that our students are well prepared for this technology. The EO is sectioned by Policy and Security Standards (technological requirements for use) and Education Guidelines.

- **AI IT Standards**

- Security Standards for evaluating technology has remained fairly stable:
  - Cloud Oversight Process (COP)
  - Continue Vulnerability Scanning
  - Continue Penetration Testing
- Reviewing current NSU Acceptable Use policy
- Conducted Penetration Testing
- Updated password requirements and testing

- **AI Education Guidelines**

- The education guidelines established the principles for use of AI at all education institutions in Virginia. The idea is to prepare our students for the jobs of tomorrow without sacrificing learning opportunities today.
- Proposed University Syllabus Statement
  - Artificial intelligence (AI) can be an effective training tool to enhance and 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 uses of AI
  - Structuring opportunities for exploration and collaboration

**ADA Compliance Assessment: Student Focus**

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

### Updates on Prior Gap Closure Plans: Open and Closed

- 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 Officer position filled**
  - Keep current inventories (with EHS) MSDS/chemical/hazardous material & researcher equipment. **OPEN - Partnering with EHS**

### Noteworthy Projects

- Timely Awards Notification with the Office of Sponsored Programs: documenting process flow from notification of pending award through award startup 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.

### System Maturity: Policy and Training

#### Gaps in Elements

- **Priority 1: Training & Communication**
  - University Compliance will begin documenting all known employee required training to ensure the University is compliant with current regulations and faculty and staff are in the best position to support students and colleagues.
- **Priority 2: Policies**
  - DIn collaboration with the VP of Operations and Chief Strategist for Institutional Effectiveness, University Compliance will baseline our current policy management processes and provide support in researching potential policy management solutions. University Compliance will provide an updated University policy template and policy template guidance.
- **Priority 3: Compliance Assessments**

No new compliance assessments are planned for this year. Current Compliance Gap Closure Plans are being supported to completion.



**5. Closed Meeting – Pursuant to 2.2-371 LA. 1 and 4, Code of Virginia**

Mr. Conrad Hall read the following motion, seconded by Mr. BK Fulton, and with a 4-0 Roll Call Vote the Board unanimously approved.

Motion by Mr. Conrad Hall

Pursuant to Section 2.2-371 LA. 1 and 4 to discuss (1) personnel matters regarding the evaluation of performance of specific university departments where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and

(4) The protection of the privacy of individuals in personnel matters not related to public business; and

(7) and (8) Consultation with legal counsel and briefing by staff members or consultants regarding specific legal matters requiring the provision of legal advice, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university, and

**Further, that the following remain for or attend, when called, the Closed Meeting:**

the President

University Counsel

Chief Audit Executive

Provost and Vice President of Academic Affairs

Vice President for Finance and Administration

And that any member of the NSU Board of Visitors be permitted to attend virtually or by phone to listen in the Closed Meeting, but not participate or vote.

**6. Reconvene Open Meeting**

Dr. Watkins II read the following motion, and with a 4-0 Roll Call Vote the Board unanimously approved.

Motion by Dr. Harold Watkins II

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.

**7. Adjournment**

There being no further business, Chairman Dr. Harold L. Watkins II adjourned the meeting at 11:00 p.m.

Respectfully submitted,

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

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

**NSU BOV AUDIT, RISK AND COMPLIANCE COMMITTEE****ROLL CALL VOTE FEBRUARY 6, 2024 11:30 A.M.**

<b>Item</b>	<b>Dr. Harold Watkins, II  (Chair)</b>	<b>The Honorable James Dyke, Jr.</b>	<b>Mr. Gilbert Bland</b>	<b>Mr. BK Fulton</b>	<b>Mr. Dwayne Blake</b>	<b>Mr. Conrad Hall</b>	<b>Totals</b>
<b>Quorum</b>	Yes	Absent	Yes	Virtual	-	Yes	4-0
<b>Recommend Approval of Electronic Participation</b>	Yes	-	Yes	Virtual	-	Yes	4-0
<b>Approval of the Minutes</b>	Yes	-	Yes	Yes	-	Yes	4-0
<b>Motion to go into Closed Meeting Pursuant to 2.2- 3711. A. 1, 4, 7 and 8 of the Code of Virginia</b>	Yes	-	Yes	Yes	-	Yes	4-0
<b>Motion for Open Meeting</b>	Yes	-	Yes	Yes	-	Yes	4-0
<b>Adjournment</b>	Yes	-	Yes	Yes	-	Yes	4-0



**NORFOLK STATE**  
UNIVERSITY

# Audit, Risk and Compliance Committee Meeting

October 1, 2024



# Agenda

- I. University Compliance, Dr. Dawn M. Hess
  - A. Priority Areas 2024
  - B. Policy Program
  - C. Required Employee Training
  - D. ADA Compliance Assessment
- II. Internal Audit, Ms. Derika Burgess
  - A. Audit Plan
- III. Closed Session



# University Compliance Priority Areas 2024

POLICY MANAGEMENT	UNIVERSITY EMPLOYEE TRAINING	ASSESSMENTS	CONTINUING GAP CLOSURES
Policies are reviewed regularly to ensure compliance with regulatory changes.	An enterprise-wide compliance training program exists and is monitored by management and responsible officers.	All formal processes for compliance risk management have been implemented throughout the organization and are formally documented through a compliance risk register.	Mitigation plans are monitored by compliance owners and reviewed by an independent department (e.g. compliance or internal audit).
Monitoring of compliance with the policy review process is formal and documented.	The organization identifies persons needing training in key compliance areas and monitors their participation.	All compliance risks are assessed at least annually.	
Compliance with policies and the consequences of noncompliance are communicated regularly, at least annually.	Training metrics are collected and reported to executives and the Board at least annually.	The results of compliance risk assessments are reported at least annually to executive management and the Board.	
	The organization has developed a formal compliance communication plan that is documented and updated at least annually.		<b>IDEAL</b>

# Policy Program Update



Major technological step forward by acquiring and implementing a SoftDocs, a policy management system.



Softdocs will be designed to merge our public facing library with tracking and editing occurring behind the scenes and will provide support for us to review and maintain our University policies.



Tracking data is stored securely and centrally allowing us to collaborate in real time with compliance partners.



A new policy format, new look and feel, is being developed for consistency and modernization.

# Required Employee Training

- On-going data collection
- Identified 55 compliance related trainings
- Managed by 10 different areas across the University



COMPLIANCE  
REQUIREMENT



NSU POLICY



REQUIRED  
FREQUENCY



AREA RESPONSIBLE



AUDIENCE



LENGTH AND MODE  
OF DELIVERY



RECORDS





## ADA COMPLIANCE ASSESSMENT: STUDENT FOCUSED

Gap Closure Plan being revised/updated:

- Organizational Structure
- Policies & Procedures
- Documentation and Record Retention
- Housing
- Animals in Housing

# Existing Gap Closure Plans Updates

## OPEN ISSUES

Laser and radiation safety, program development, documentation/training for those using hazardous materials/chemicals/equipment.

Vice Provost for Research and Innovation currently has an open full-time position for Research Operations Coordinator.

Campus-wide inventories to be kept current for MSDS/chemical/hazardous material & equipment.

Environmental, Health and Safety is currently drafting a policy and procedure, Hazardous Commodities Disclosure.



Thank You

Questions?

The background of the slide is a grayscale photograph of a white calculator with a black display screen, resting on a financial document. A black pen with a silver clip is positioned behind the calculator. The document contains various tables and text, including a table with columns for dates and codes, and a table with a list of codes and their corresponding values.

# Internal Audit

2024-2025 Audit Plan



## NSU 2024-2025 Audit Plan

Audit Timeframe	Proposed Audit Area	Audit Description/ Preliminary Audit Scope	Reason for inclusion
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.
<b>Complete</b>	<b>Sensitive IT Systems</b>	<b>Review for compliance with VITA SEC 503.</b>	<b>VITA requirement to audit sensitive systems at minimum, once ever three years.</b>
In Process	Space Utilization	examine universities' efforts to monitor space allocations to departments, course scheduling practices, and the extent to which classroom and lab spaces are used	direct impact on ability to meet student needs, inform capitol planning processes and realize operational savings
Spring 2025-Derika	Minors on Campus	authorized adults and volunteer background checks; training programs; mandated reporting; medical treatment; HIPPA; policy/procedure orientation	
Summer 2025-Derika	Office of Sponsored Programs	Review of the process for identifying, assessing and addressing maintenance and non working research equipment	Research non compliance
Fall 2025-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 percieved threats to the camp	has not been reviewed in the past
TBD	Provost	Review of the process for creating, disseminating and maintaining revised and new academic models and curriculums	initiative to create new and disruptive education models
Continous Monitoring	IT Security Audits	Review for compliance with VITA SEC 503.	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	
TBD	Vendor Usage		
TBD	Fixed Asset Management		
* 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	
Continous Monitoring	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.	

## Internal Audit Plan



Closed Session

NSU Information Technology

Sensitive System Audits



# **Strategic Finance Committee**



## BOARD OF VISITORS

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

### BOARD OF VISITORS STRATEGIC FINANCE COMMITTEE MEETING AGENDA

Jay Jamison, Chair  
October 1, 2024, 11:30AM

#### 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/j/92637088600?pwd=l7ypkAVtqCkb2N6ggT8VO96lq0vLSH.1>

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the Committee Minutes**
- IV. Discussion Items**
  - A. Quarterly Financial Report (As of June 30, 2024)
  - B. Fall 2024 Revenue Forecast Update
  - C. Facilities Management Update
  - D. Legislative Affairs Update
  - E. Human Resources Update
  - F. Information Technology Update
  - G. University Advancement Update
    1. Naming Resolution
- V. Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**
- VI. Open Meeting**
  - Closed Meeting

#### **Certification Adjournment VII.**

#### **Strategic Finance Committee**

Jay Jamison, *Chair*  
Heidi Abbott  
Edward Sanders.

Conrad Hall  
Dr. Katrina Chase  
Dr. Harold L. Watkins, II

#### ***Staff:***

*Dr. Gerald E. Hunter, Vice President for Finance and Administration & CFO*  
*Dr. Justin L. Moses, Vice President for Operations & Chief Strategist for Institutional Effectiveness*  
*Clifford Porter, Vice President for University Advancement*

.....  
*The President participates in all Committee meetings.*

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



**BOARD OF VISITORS**

Strategic Finance Committee Meeting

April 3, 2024

Page 1

**DRAFT**

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

Wednesday, April 3, 2024

1:30 pm to 3:00 pm

**Campus Location:**

Norfolk State University, 700 Park Avenue, Norfolk, VA 23504

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

**Committee Members Present:**

Mr. Jay Jamison, Chair

Bishop Kim Brown

Mr. Conrad Hall

Dr. Katrina Chase

Mrs. Heidi Abbot (Electronic)

Dr. Harold Watkins (Electronic)

**Committee Members Absent:**

None

**Other Board Members Present:**

None

**Student Representative to the Board Present:**

None

**Faculty Senate Representative to the Board Present:**

None

**Members of the NSU Staff Present:**

Dr. Javaune Adams-Gaston, President

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

Ms. Derika Burgess, Chief Audit Executive, Internal Audit

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

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

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. DoVeanna Fulton, Provost and Vice President for Academic Affairs

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

Mr. Dennis Jones, Executive Director, Planning and Budget

Ms. Michelle Moone, Interim Assistant Vice President, Human Resources  
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. Crystal Square-Williams, Director, University Events, University Advancement  
Ms. Martha M. Wilson, Executive Assistant, Finance and Administration  
Mr. Terry Woodhouse, Interim Associate Vice President, Facilities Management

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

Mr. Jamison, Chair, called the Committee meeting to order at approximately 1:26 p.m. A quorum was established by a 5-0 Roll Call vote.

**2. Recommend Approval of Electronic Participations**

**Motioned by Bishop Brown, seconded by Mr. Hall for a 5-0 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. Approval of the Minutes**

Mr. Jamison, asked the Strategic Finance Committee members to review corrections to the meeting minutes that did not show a motion to open the closed meeting with a roll call to 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 had taken place. The motion was unanimously approved with a 6-0 roll call vote.

**Motioned by Bishop Brown, seconded by Mr. Hall, with a 6-0 Roll Call vote, the Committee approved the meeting minutes as corrected - 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 March 15, 2024.

- Actual revenue totaled \$292,602,000 and Actual expenses totaled \$200,932,000 for a positive Fund balance of \$91,670,000 million through March 15, 2024.
- The FY 2024 year-end Fund Balance was projected to be approximately \$23,337,000.

## BOARD OF VISITORS

Strategic Finance Committee Meeting

April 3, 2024

Page 3

- **Debt Management Compliance**

Ms. Karla Amaya Gordon, assistant vice president for finance and administration /university controller, presented the BOV Debt Management Policy Number 11:

- FY 2022 Debt Burden 1.52% Debt Service Coverage Ratio - 9.37
- FY 2023 Debt Burden 2.99% Debt Service Coverage Ratio - 7.76
- Target – less than or equal 7% Target – greater than 2 times the annual debt

- **Debt Management Compliance – Ratios Project FY 2024**

Ms. Karla Amaya Gordon also discussed the Debt Management Compliance – Ratios for FY 2024 based on increased annual Debt Service:

- Debt Burden 3.80% Debt Service Coverage Ratio – 5.92
- Target – less than or equal to 7% (Debt Burden); greater than 2 times the annual debt (Debt Service Coverage Ratio).

- **FY 2024-25 Operating Budget**

Dr. Hunter and Mr. Dennis Jones, executive director for planning and budget, presented a discussion of the budget assumptions, tuition & fees recommendation, tuition & fees resolution, operating budget recommendation, and operating budget resolution. After the detailed analysis, the BOV Strategic Finance Committee voted to cap the proposed tuition increase to 2.5% and defer action on tuition and fees, and the FY2025 Budget to the May 3, 2024, Board of Visitors meeting.

**Mr. Hall motioned, seconded by Bishop Brown with a 6-0 Roll Call vote the Norfolk State University Board of Visitors Strategic Finance Committee voted to cap the proposed increased to 2.5%. as permitted by §2.2-3711A.1,4,7 and 8 of the Code of Virginia.**

- **Facilities Management Update**

Mr. Terry Woodhouse, interim associate vice president, presented the Facilities Management Update:

- **Capital Projects** included a synopsis of the following **new** structures:
  - Construct Living Learning Center and Dining Facility, \$129,332,812
  - Construct Wellness, Health and Physical Education Center, \$146,813,967
  - Construct Lab School Academy, \$37,393,060
  - Construct New Dining Facility/Replace Scott Dozier, \$76,387,058
  - Construct Residential Housing Phase II, \$78,597,510
  - Improve Campus Infrastructure, \$14,064,327
- **Capital Projects in Progress**
  - Construct New Science Building, \$112 Million
  - Replace the Fine Arts Building, \$97 Million
  - Construct Physical Plant/Warehouse, \$30 Million
  - Park Place at NSU Renovation

**BOARD OF VISITORS**

Strategic Finance Committee Meeting

April 3, 2024

Page 4

- Replace Physical Plant Building
- President's Suite Renovation, Wilson Hall, 5<sup>th</sup> Floor
- Robinson Tech Classrooms Renovation
- Barrette Hall (North and South 11<sup>th</sup> Floor Roof Replacement
- McDemmond, 3<sup>rd</sup> Floor Quantum Lab

• **Legislative Affairs Update**

Mr. Eric Claville, executive advisor to the president for governmental relations, discussed the following Legislative Affairs Updates:

- HB1505 (Austin) Intercollegiate athletics; student-athletes; compensation for name, image, or likeness.
- HB48 (Helmer) Public institutions of higher education; admissions applications; legacy admissions and admissions based on donor status prohibited.
- HB566 (Askew): SCHEV; membership to include representative of a historically black college or university.
- SB506 (Surovell): Public institutions of higher education; governing boards; powers and duties; legal counsel; scope of employment.
- Budget Amendments:
  - HB30/SB30: SCHEV - Transfer Financial Aid to HBCUs
  - HB30/SB30: NSU Construct Fine Arts Building
  - HB30/SB30: Detailed Planning – Living Learning and Dining Center
  - HB30/SB30: NSU - Restore Chapter 1 Affordable Access
  - HB30/SB30- NSU - HAC Affordable Access, Retention and Degree Production
  - HB30/SB30- Unfunded Scholarships
  - HB30/SB30- Improve Campus Infrastructure
  - HB30/SB30- Senator Yvonne B. Miller Internship Program

• **Division of Operations Update**

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

- **Human Resources**
  - Leadership Personnel Change
  - Doctums Process Mapping Exercise: March – April 2024
    - ✓ Recruitment
    - ✓ Onboarding/Offboarding
    - ✓ Promotion/Demotion
    - ✓ Salary Adjustment
    - ✓ Leave Approval
- **Information Technology/Information Security**
  - ✓ HRIS System – Process Mapping
  - ✓ Virtual Desktop Infrastructure Project
  - ✓ Cybersecurity Insurance

- **Institutional Effectiveness**

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

- **University Advancement Update**

Mr. Clifford Porter, vice president for university advancement, presented a detailed assessment of the following University Advancement accomplishments and goals:

**The Campaign for Norfolk State University - Now is Our Time**

- ✓ Public Phase Timeline
- ✓ Time to Launch
  - Battle of the Bay – NSU vs HU, Sept 14, 2024
  - NSU90 - Spartan Legion Halftime Show
  - Check Presentations
- ✓ Time to Give
- ✓ Time to Dance
  - Casino Night at Rivers Casino
- ✓ Time to Showcase Academic Programs
- ✓ Time to Celebrate
- ✓ Now is Our Time

**5. Closed Meeting**

Mr. Jamison, Chair, requested that the Strategic Finance Committee Meeting go into Closed Session at 2:45pm.

**Motioned by Bishop Brown, seconded by Mr. Hall with a 6-0 Roll Call vote, the Norfolk State University Board of Visitors Strategic Finance Committee moved to adjourn and reconvene in Closed Session as permitted by §2.2-3711A.1,4,7 and 8, Code of Virginia, for the purpose of discussion.**

**6. Open Meeting**

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

**The Norfolk State University Board of Visitors Strategic Finance Committee having reconvened in open session, took a Roll Call vote on certification that (i) only public business matters lawfully exempted from open meeting requirements, and (ii) only such public business matters as were identified in the motion by which the Strategic Finance Committee closed meeting was convened were heard, discussed or considered in the meeting by the Committee. Any member of the Committee who believed that there was a departure from the requirements as stated above was asked to so state prior to the**



**vote, indicating the substance of the departure that in his or her judgment has taken place as permitted by §2.2-3711A.1,4,7 and 8, Code of Virginia.**

Jamison, Jay .....yes  
Brown, Bishop Kim .....yes  
Hall, Conrad .....yes  
Chase, Katrina .....yes  
Abbott, Heidi .....yes  
Watkins, Dr. Harrold .....yes

**7. Adjournment**

There being no further business the Committee meeting adjourned at approximately 3:12 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

**BOARD OF VISITORS**

Strategic Finance Committee Meeting

April 3, 2024

Page 7

**DRAFT**

<b>Item</b>	<b>Mr. Jay Jamison (Chair)</b>	<b>Bishop Kim Brown</b>	<b>Mr. Conrad Hall</b>	<b>Dr. Katrina Chase</b>	<b>Mrs. Heidi Abbott</b>	<b>Dr. Harold Watkins , II</b>	<b>Totals</b>
<b>Quorum</b>	Yes	Yes	Yes	Yes	-	Yes	5-0
<b>Recommend Approval of Electronic Participation</b>	Yes	Yes	Yes	Yes	-	Yes	5-0
<b>Approval of the Minutes</b>	Yes	Yes	Yes	Yes	Yes	Yes	6-0
<b>Add item voted on regarding Debt Services Ratio</b>	Yes	Yes	Yes	Yes	Yes	Yes	6-0
<b>Add item voted on regarding Postponing discussion for budget till May 3<sup>rd</sup> Full Board Meeting regarding tuition increase to increase by 2.5 %</b>	Yes	Yes	Yes	Yes	Yes	Yes	6-0
<b>Motion to go into Closed Meeting Pursuant to §2.2- 3711A.1, 4, 7 and 8, Code of Virginia</b>	Yes	Yes	Yes	Yes	Yes	Yes	6-0
<b>Motion for Open Meeting</b>	Yes	Yes	Yes	Yes	Yes	Yes	6-0

# **BOARD OF VISITORS (BOV)**

## **STRATEGIC FINANCE COMMITTEE MEETING**

**Tuesday, October 1, 2024**

**Jay Jamison, Chair**

**Heidi Abbott**

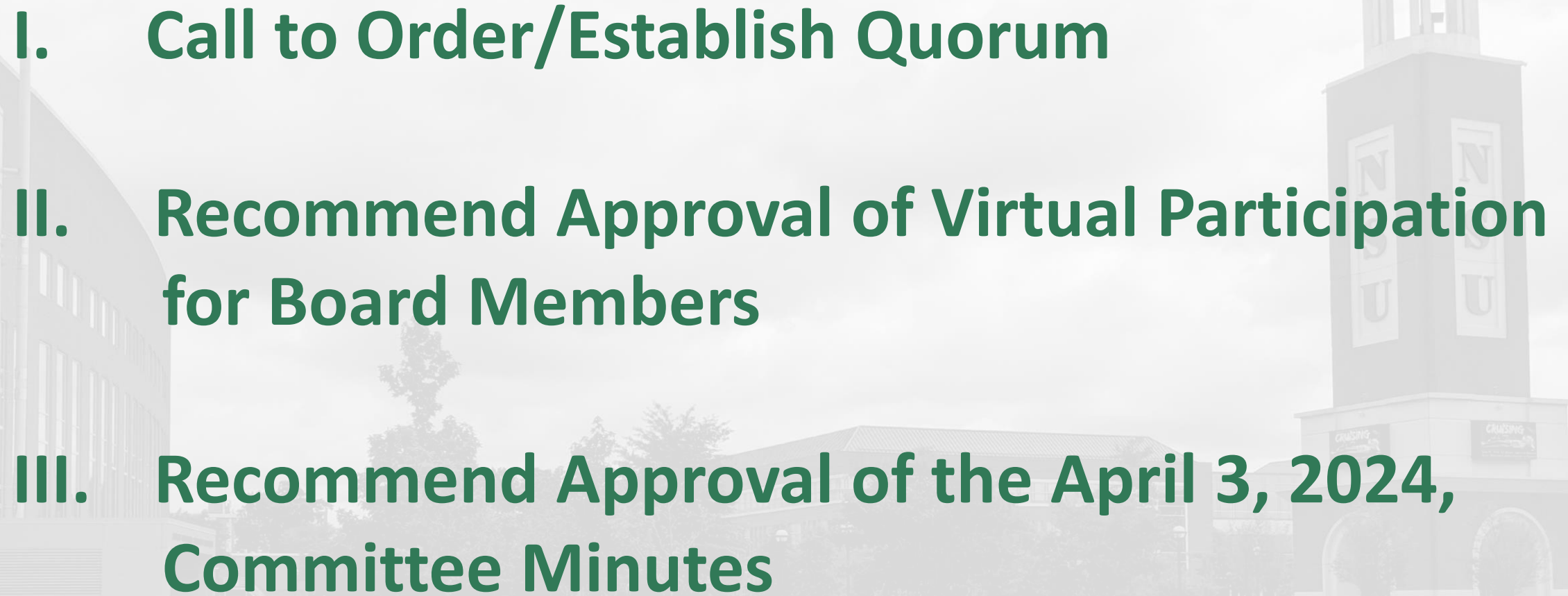
**Dwayne B. Blake**

**Dr. Katrina Chase**

**Conrad Hall**

**Edward Sanders**

**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 April 3, 2024, Committee Minutes**



# DIVISION CAMPUS UPDATES

## Division of Finance and Administration

Gerald Ellsworth Hunter, PhD

Vice President & Chief Financial Officer

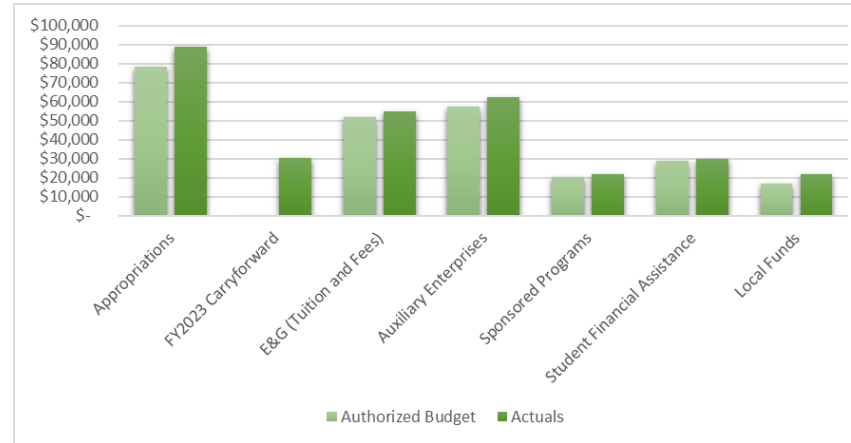




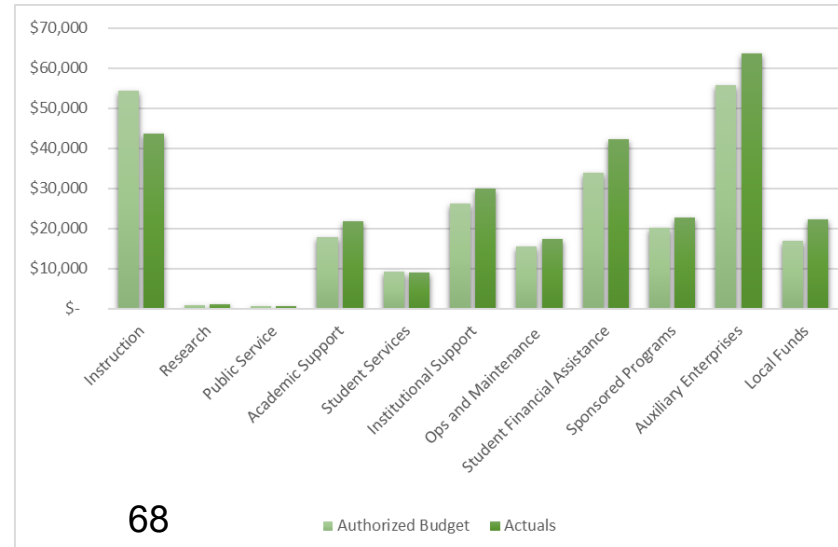
# FY 2024 - Condensed Summary of Revenues and Expenses Budget Report - All Funds

## (Cash Basis) As of June 30, 2024 (amounts in thousands)

<u>Revenues</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>
Appropriations	\$ 78,273	\$ 88,799	113%
FY2023 Carryforward	-	30,206	0%
E&G (Tuition and Fees)	51,933	55,026	106%
Auxiliary Enterprises	57,295	62,425	109%
Sponsored Programs	20,232	21,929	108%
Student Financial Assistance	28,826	30,076	104%
Local Funds	17,000	22,079	130%
<b>Total Revenues</b>	<b>\$ 253,559</b>	<b>\$ 310,540</b>	<b>122%</b>

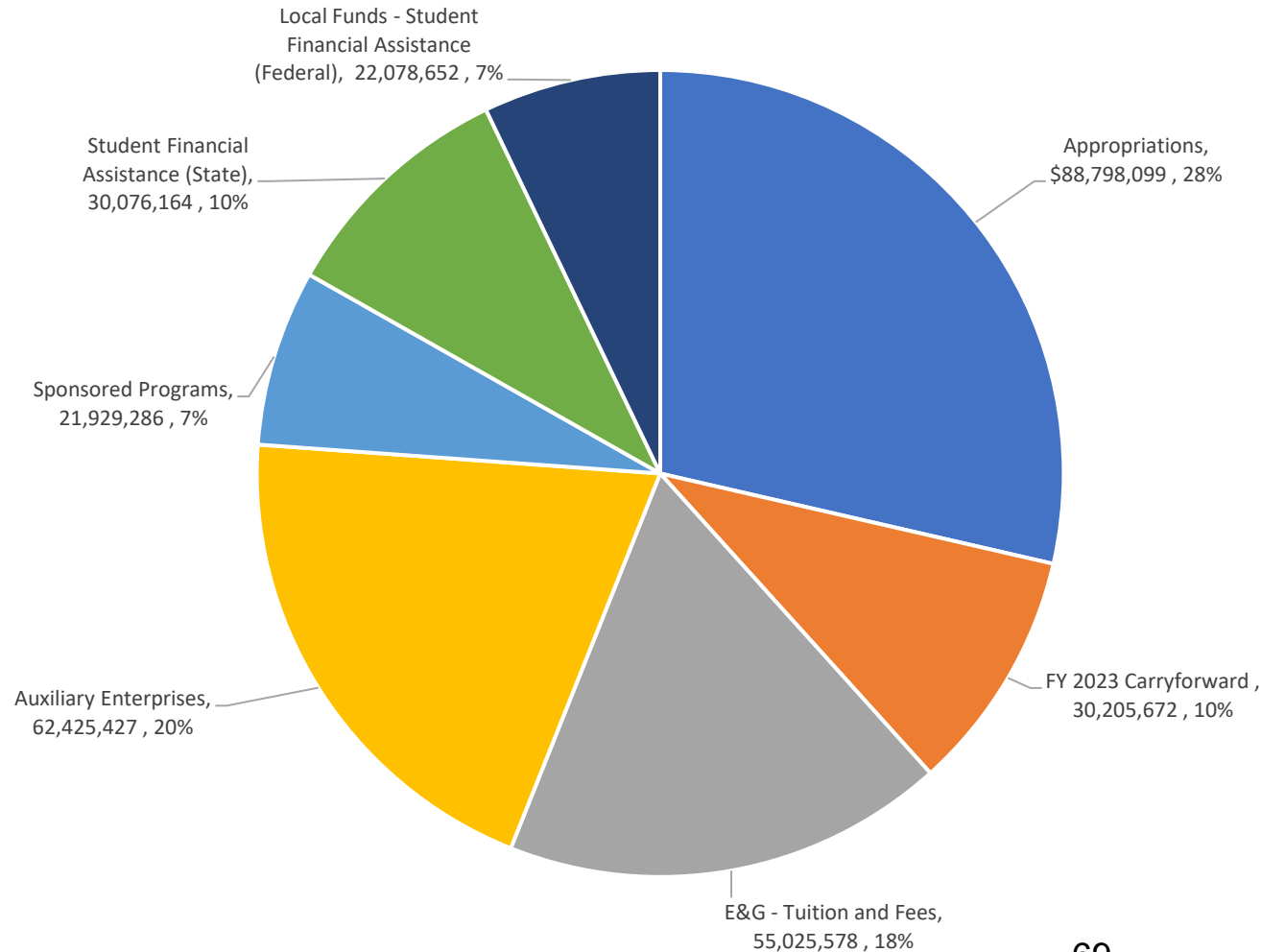


<u>Expenses</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>
Instruction	\$ 54,316	\$ 43,698	80%
Research	1,003	1,070	107%
Public Service	654	579	89%
Academic Support	17,974	21,738	121%
Student Services	9,201	8,954	97%
Institutional Support	26,274	30,022	114%
Ops and Maintenance	15,651	17,326	111%
Student Financial Assistance	33,959	42,322	125%
Sponsored Programs	20,232	22,691	112%
Auxiliary Enterprises	55,871	63,758	114%
Local Funds	17,000	22,230	131%
<b>Total Expenses</b>	<b>\$ 252,135</b>	<b>\$ 274,388</b>	<b>109%</b>
<b>Revenue Over Expenses</b>	<b>\$ 1,424</b>	<b>\$ 36,152</b>	



# SOURCE OF FUNDS

Actuals through June 30, 2024

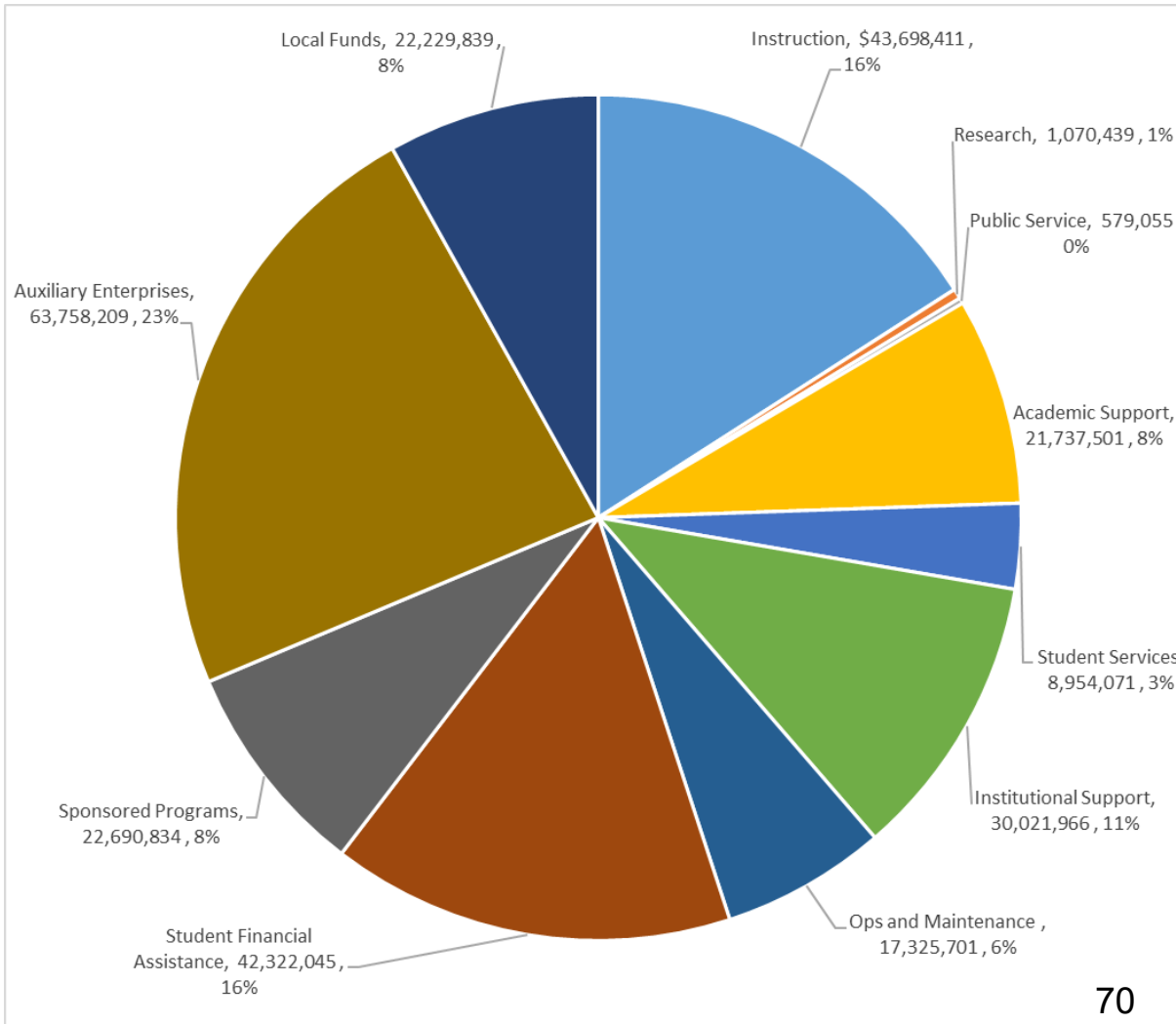


## Revenues

	<u>Actuals</u>
Appropriations	\$ 88,798,099
FY 2023 Carryforward	30,205,672
E&G - Tuition and Fees	55,025,578
Auxiliary Enterprises	62,425,427
Sponsored Programs	21,929,286
Student Financial Assistance (State)	30,076,164
Local Funds - Student Financial Assistance (Federal)	22,078,652
<b>Total Revenues</b>	<b><u>\$ 310,538,878</u></b>

# USES OF FUNDS

Actuals as of June 30, 2024



## Expenses

Instruction	
Research	
Public Service	
Academic Support	
Student Services	
Institutional Support	
Ops and Maintenance	
Student Financial Assistance	
Sponsored Programs	
Auxiliary Enterprises	
Local Funds	
Total Expenses	

## Actuals

\$	43,698,411
	1,070,439
	579,055
	21,737,501
	8,954,071
	30,021,966
	17,325,701
	42,322,045
	22,690,834
	63,758,209
	22,229,839
\$	274,388,071

# Fall 2024 Tuition & Fee Revenue Update

## **Based on Fall 24 Headcount Enrollment (6,053):**

- Projected Tuition Revenue (\$28.8M) exceeded Budgeted Revenue (\$27.9M) by approximately \$941K;
- Projected Mandatory Fee Revenue (\$11.1M) exceeded Budgeted Revenue (\$10.7M) by approximately \$380K;
- Capital Outlay Fee Revenue (\$580K) exceeded Budgeted Revenue (\$221K) by approximately \$358K;
- Auxiliary Enterprise (A/E) Revenues are projected to be slightly above Revenue Budget based on the increase in Full-Time Student Headcount enrollment and Maximum capacity of students participating in Campus Housing & Dining; and,
- Net Projected Balance is \$1.7M.

# 2025 OPERATING BUDGET REQUEST

				Request Amount	
Priority	Request	Description	Area To Be Affected	FY25	FY26
1	IT Infrastructure and Innovation	NSU is at the point where, because of technological changes and for operational efficiency, a new ERP system is required. Working with the College of William and Mary and other state public institutions, NSU is working through the process of evaluating and identifying a new operating system for the campus. (Total projected implementation cost.) <b>TOTAL COST OF PURCHASE AND IMPLEMENTATION.</b>	General Operations Support	\$0	\$3,269,093
2	IT Infrastructure and Innovation	NSU is working to both improve its computing infrastructure 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.	Education Innovation / Online Learning	\$4,500,000	\$6,500,000
3	Virginia Military Survivors and Dependents	State support is requested for the Commonwealth's Virginia Military Survivors' and Dependents' Education Program (VMSDEP).	Student Success	\$0	\$4,553,085
4	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!	General Operations Support	\$5,000,000	\$3,129,000
5	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.	Career Readiness & Placement	\$1,350,000	\$0
6	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 pedagogy innovations to improve their preparedness for the courses in which they are enrolled.	Student Success	\$500,000	\$0
7	Computer Science Curriculum Development	The development and implementation of computer science curriculums that will lead to well paid careers for NSU students.	Curriculum	\$100,000	\$1,000,000
8	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.	Economic Development	\$0	\$900,000
9	Unfunded Scholarship	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.	Cost efficiency	\$0	\$0
10	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.	Student Success	\$354,000	\$0
11	Spartan Innovation Academy	Infrastructure to provide appropriate management and oversight of the <b>SIA</b> 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.	Education Innovation / Online Learning	\$625,000	\$0
12	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 attractive 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
				\$18,429,000	\$25,351,178



# 2025 CAPITAL PROJECTS REQUEST

AGENCY RANKING	REQUEST TITLE	PROJECTED PROJECT COST
1	Construct Living Learning Center and Dining Facility	\$153,978,546
2	Construct Wellness, Health and Physical Education Center	\$157,941,926
3	Construct New Dining Facility/Replace Scott Dozier	\$ 84,332,814
4	Construct Residential Housing Phase II/Replace Rosa & West Café	\$ 84,322,472
5	Campus Security Upgrades	\$ 8,633,223

## In Progress Projects

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

# BOV-DIVISION CAMPUS UPDATES

## Facilities Management

Terry G. Woodhouse

Interim Associate Vice President





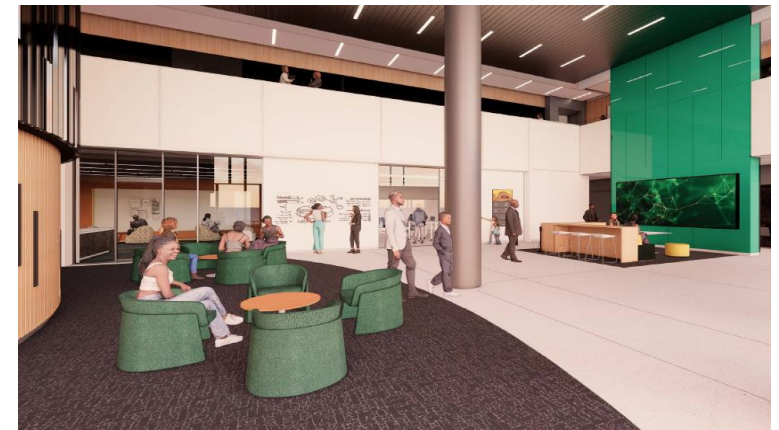
# CAMPUS MASTER PLAN



# CURRENT CAPITAL PROJECTS

## 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 2027





# CURRENT CAPITAL PROJECTS-CONTINUED

## New Fine Arts Building

- Design Architect: Hanbury
- Construction Cost: \$97 million
- Construction Delivery Method:
- Construction Manager At Risk
- Completion: Fall 2028





# CURRENT CAPITAL PROJECTS-CONTINUED

## Replace Physical Plant Building

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



# CURRENT CAPITAL PROJECTS-CONTINUED

## Bozeman Building Renovations:

- New Flooring
- Painting
- Ceilings and Lighting
- New Lobby with welcoming look for students, faculty and guest
- Classrooms reorganized with new finishes and furniture to support needs of the School of Education





# CURRENT CAPITAL PROJECTS-CONTINUED

## Brooks Library Renovations:

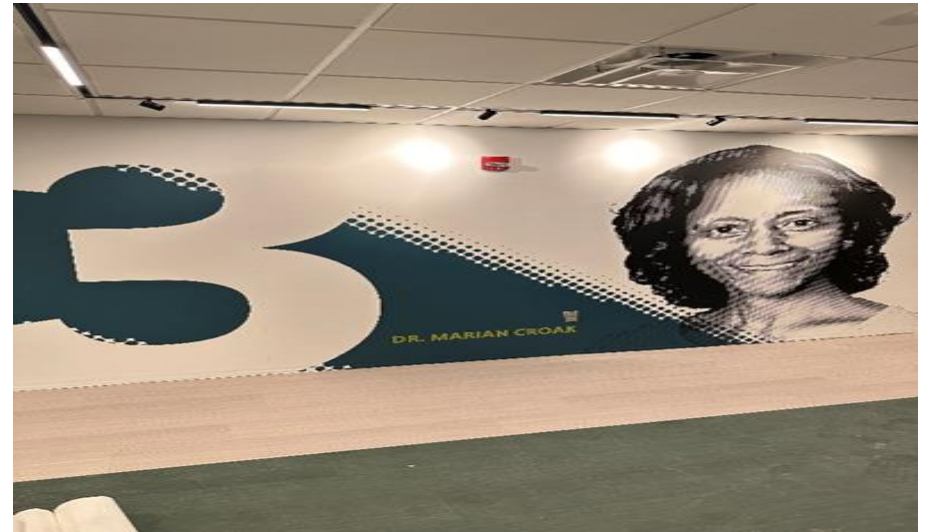
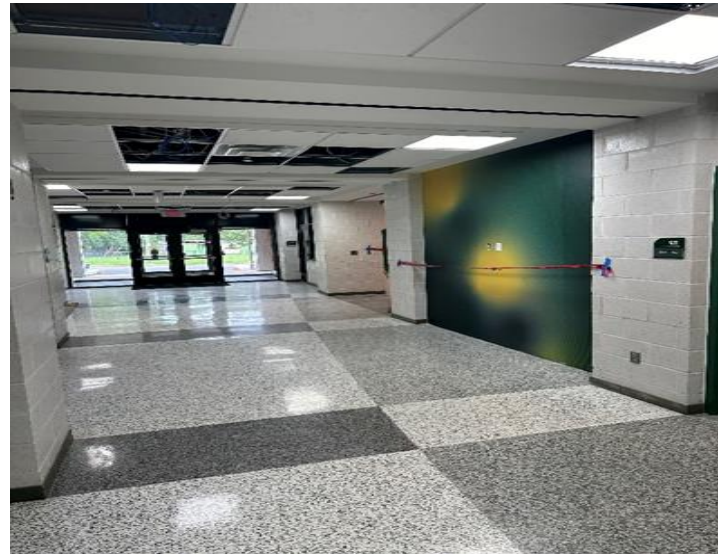
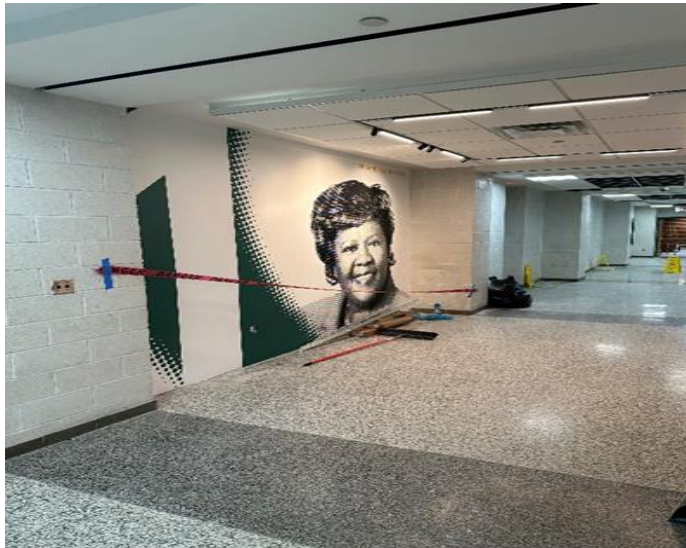
- Improved Branding
- New Flooring
- Painting
- Ceilings and Lighting
- Business Center
- Game Room



# CURRENT CAPITAL PROJECTS-CONTINUED

## Robinson Tech Renovations:

- Improved branding and wayfinding
- Painting
- Flooring
- Ceilings and Lighting





# CURRENT CAPITAL PROJECTS-CONTINUED

## West Café Renovations:





# LEGISLATIVE UPDATES

Eric W. Claville, JD, MLIS

October 1, 2024

# 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



# Operations and Institutional Effectiveness Update

**Justin Moses, J.D., Ed.D.**  
**Vice President and Chief Strategist**



# Human Resources Update

- **New HR Structure**

- Talent, Recruitment, and Compensation Team
- HR Operations & Benefits Administration
- Employee Experience
- Employee Relations
- Compliance/Policy



- **Process Improvement**

- Processes Streamlining
- Data Validation
- HR system adoption/implementation



- **Outreach**

- Additional Training offered for our internal TDX system
- Cardinal Training





# Information Technology Update



HRIS/ERP System Study



Infrastructure upgrades – campus wide



Evaluation of New Learning Management System (LMS)



Soft Launch of Virtual Computing Lab (Horizon)



Student Print Capability (WEPA)

# Information Security Policy – BOV Policy 38-10



**One singular policy to govern NSU's Information Security posture**



**Policy is derived from the Commonwealth's SEC 530 Information Security Standard**



**18 Specific sections covered in the policy**

- |                                       |   |
|---------------------------------------|---|
| 1. Access Control                     | 11. Physical and Environmental Protection |
| 2. Awareness and Training             | 12. Planning                              |
| 3. Audit and Accountability           | 13. Program Management                    |
| 4. Assessment and Authorization       | 14. Personnel Security                    |
| 5. Configuration and Management       | 15. Risk assessment                       |
| 6. Contingency Planning               | 16. System and Services Acquisition       |
| 7. Identification and Authentications | 17. System and Communications Protection  |
| 8. Incident Response                  | 18. System and Information Integrity      |
| 9. Maintenance                        |   |
| 10. Media Protection                  |   |



# Institutional Effectiveness and Planning



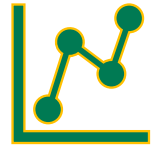
**James Walke, Ph.D. appointed Associate Vice President for Institutional Effectiveness and Planning**



**New institutional factbook being developed – factbook will be issued this fall (digital/web format)**



**Data Governance framework to be vetted and implemented Spring 2025**





We see the future in you.

# Strategic Finance Committee Update

Division of University Advancement

October 1, 2024



# NOW IS OUR TIME

| THE CAMPAIGN FOR  
NORFOLK STATE UNIVERSITY

# Now Is Our Time Campaign Update

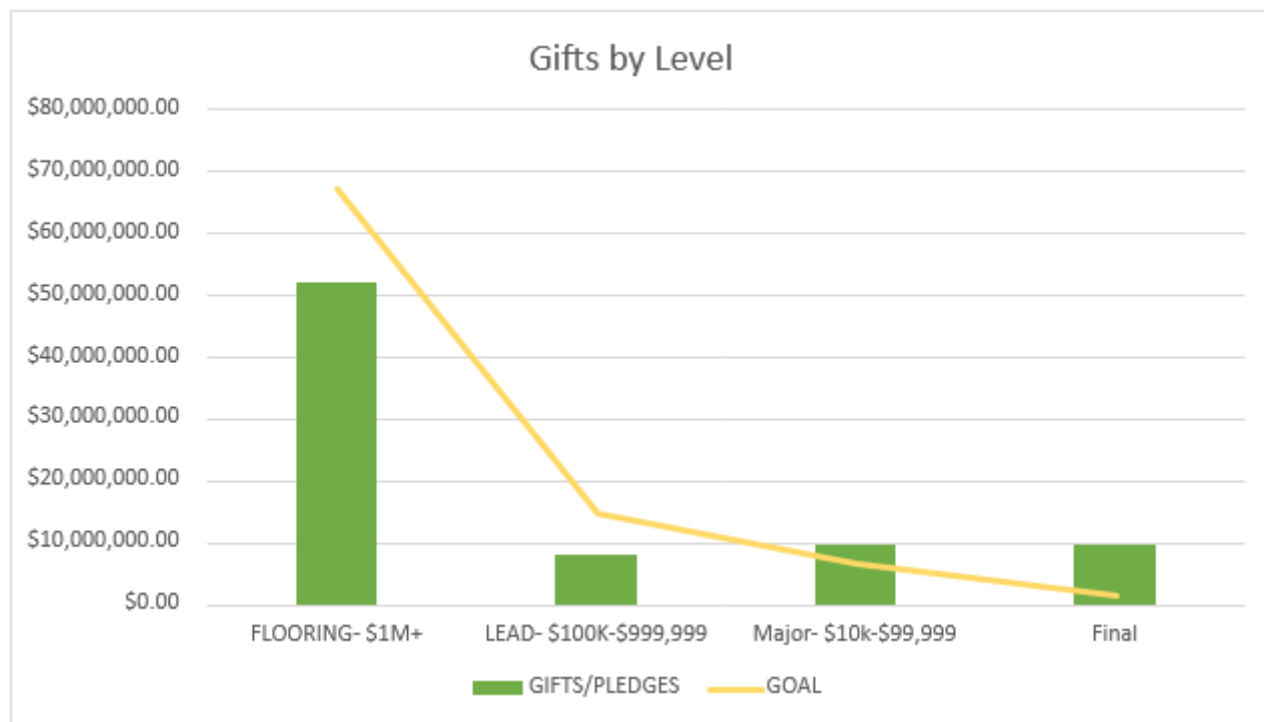
Goals	# Gifts	Cash/Stocks	Pledge Balance	Total	\$90M Goal	% to Goal
Investing in people	14,725	\$45,727,020	\$4,096,797	\$49,823,817	\$42,000,000	118%
Strengthening academic programs	15,424	\$23,251,508	\$1,079,635	\$24,331,143	\$30,000,000	81%
Elevating Athletics	5,400	\$2,963,406	\$204,829	\$3,168,235	\$12,000,000	26%
Advancing Excellence	10,761	\$1,558,963	\$141,954	\$1,700,917	\$6,000,000	28%

***Total Progress to Goal \$79,024,112***

# Now Is Our Time Campaign Update



# Now Is Our Time Campaign Update





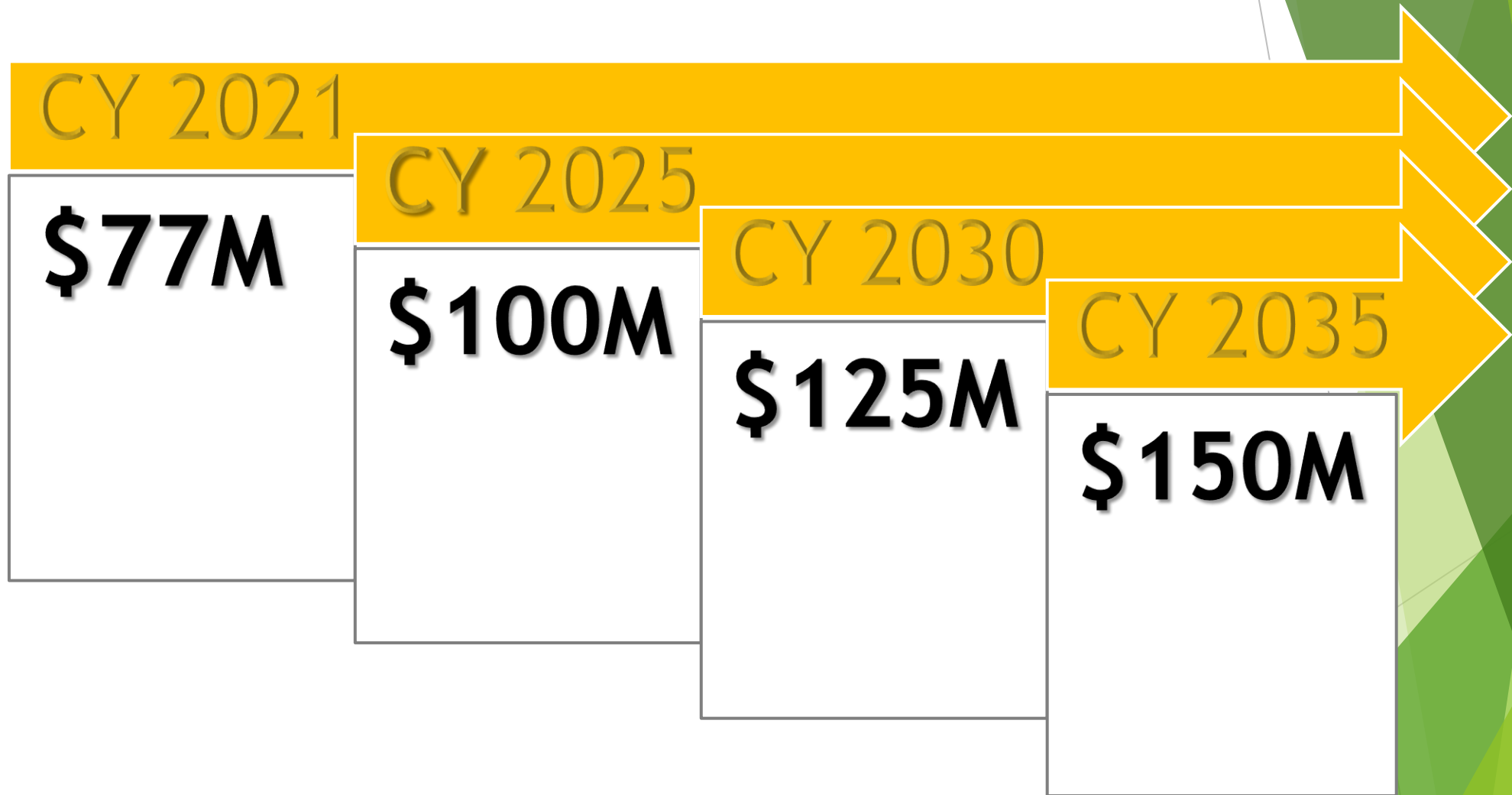
# Now Is Our Time Campaign Update



# Five Year Projections

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

# Five Year Endowment Projections



## Proposed Naming Resolutions

- Dr. Harry Watkins & Dr. Arvat McClaine  
Lyman Beecher Brooks Rotunda
- Mr. Tony and Mrs. Kim Brothers  
Student Center Ballroom 123 A,B,C
- Mr. Gary and Mrs. Cookie McCollum  
Brown Hall Atrium
- Mr. William “Bill” Archie  
Lane #1 NSU Swimming pool
- Rev. Jeffery & Mrs. Kathy Pope Belfield  
Brown Hall Classroom of the future





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

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

**VII. Adjournment**

# **Governance Committee**

**AGENDA**  
**BOARD OF VISITORS**  
**GOVERNANCE COMMITTEE MEETING**

*Tuesday, October 1, 2024*

*Heidi Abbott, Chair*

**Campus Location:**

Norfolk State University

Student Center, 3<sup>rd</sup> Floor

700 Park Avenue, Norfolk, VA 23504

Zoom Link: <https://nsu-edu.zoom.us/j/92637088600?pwd=I7ypkAVtqCkb2N6qgT8VO96Ig0vLSH.1>

- I.** Call to Order/Establish Quorum
- II.** Recommend Approval of Electronic Participation
- III.** Recommend Approval of the April 3, 2024, Governance Committee Minutes
- IV.** Welcome of New Board of Visitors Members
  - a. Review of Board of Visitors' Responsibilities
- V.** Old Business
- VI.** New Business
- VII.** Upcoming Board of Visitors SCHEV Training
- VIII.** Board of Visitors Policies and Procedures Update
- IX.** Other Discussion Items
- X.** Adjournment

**Governance Committee**

Heidi Abbott, Chair

Delbert Parks

Dr. Katrina Chase

Mike Andrews

Gilbert Bland

The Honorable Lionell Spruill

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

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  
GOVERNANCE COMMITTEE MEETING  
April 3, 2024  
MINUTES**

**1. Call to Order**

The Governance Committee Meeting was called to order at approximately 10:54 a.m. A quorum was established with a 5-0 Roll Call Vote.

**Committee Members Present**

Ms. Heidi Abbott, Chair  
Mr. Mike Andrews  
Mr. Gilbert Bland  
Mr. Delbert Parks  
Dr. Katrina Chase

**Committee Members Virtual**

Mr. BK Fulton

**Other Board Members**

Mr. Conrad Hall

**Committee Members Absent**

Mr. Devon M. Henry, Rector

**NSU Administrators and Staff Present**

Dr. Javaune Adams-Gaston, President  
Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General  
Mr. Eric Claville, Executive Advisor to the President for Government Relations  
Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs  
Dr. Leonard Brown, Vice President for Student Affairs  
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness  
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration  
Dr. Marshall Thompson, Office of the Provost  
Mr. Clifford Porter, Vice President, University Advancement  
Ms. Melody Webb, Athletics Director  
Mr. Terry Woodhouse, Capital Planning  
Dr. Tanya White, Chief of Staff  
Mr. Rasool Shabazz, Office of Information Technology  
Mr. Ronald King, Office of Information Technology  
Ms. Sandra Monroe-Davis, Office of Information Technology  
Ms. Sher're Dozier, Clerk to the University President for the Board of Visitors

**BOARD OF VISITORS**

Governance Committee Meeting

April 3, 2024

Page 2

**2. Recommend Approval of Electronic Participation**

Mr. BK Fulton provided his reason for Electronic Participation. Mr. Andrews motioned, seconded by Dr. Chase, and with a 5-0 Roll Call vote, the Committee unanimously approved the virtual participation of Mr. BK Fulton.

**3. Recommend Approval of the February 6, 2024, Governance Committee Minutes**

The Committee voted and unanimously approved with a 5-0 Roll Call Vote, the Minutes for the February 6, 2024, Committee Meeting motioned by Mr. Parks and seconded by Mr. Andrews.

**4. Discussion Items**

**-Old Business:**

- Mrs. Abbott informed of the vacancy for the position of Rector, Vice Rector and Secretary positions which will be available at the end of June 30, 2024. Per the bylaws, elections are held in odd numbers.  
\*The recommendations below were presented:  
-Rector: Bishop Kim W. Brown  
-Vice Rector: Mr. Dwayne B. Blake  
-Secretary: Dr. Katrina Chase
- Mrs. Abbott advised that next year in accordance with the bylaws, a recommendation for a full slate of candidates and officers will be discussed.

The Committee voted and unanimously approved with a 5-0 Roll Call Vote, the recommendation for the Full Board to consider candidates, motioned by Mr. Andrews and seconded by Mr. Parks.

**-New Business:**

**5. Board Policies and Procedures**

- Mrs. Abbott highlighted that policies are renewed every 3 years and are up for review.
- Mr. Eric Claville informed of the importance of policies, and the ways each address; how the Board and University govern themselves. Mr. Claville reviewed Norfolk State University BOV Policy page. Several policies were discussed and highlighted that they do not require change; but are eligible for renewal. Mr. Claville also addressed the Free Speech summit, which was held at UVA, by the Governor, amongst the Universities Presidents.

Mrs. Abbott recommended to the Board the renewal of the 2021 policies. Those policies do not have changes and are in current compliance with policy and procedures, an exclude the ones that are still under review.



**BOARD OF VISITORS**

Governance Committee Meeting

April 3, 2024

Page 3

**6. Discussion and other Items**

Mrs. Abbott addressed the importance of an assessment of what is needed, due to two members coming off of the board, and advised the Matrix will be provided at the Full Board Meeting. Recommendations for persons to serve on the Board will need to be provided to Dr. Adams-Gaston, President.

**7. Adjournment**

There being no further business, Ms. Heidi Abbott adjourned the meeting at 11:22 a.m. With a motion to close, with a 5-0 Roll Call Vote. The Committee unanimously agreed.

Respectfully submitted,

---

Heidi Abbot, Chair Governance Committee

---

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

**DRAFT**

**BOARD OF VISITORS**

Governance Committee Meeting

April 3, 2024

Page 4

**NSU BOV GOVERNANCE COMMITTEE  
ROLL CALL VOTE  
April 3, 2024**

Item	Mrs. Heidi Abbot	Mr. BK Fulton Virtual	Mr. Delbert Parks	Dr. Katrina Chase	Mr. Mike Andrews	Mr. Gilbert Bland	Totals
Quorum	Yes	-	Yes	Yes	Yes	Yes	5-0
Recommend Approval of Electronic Participation	Yes	-	Yes	Yes	Yes	Yes	5-0
Approval of the Minutes	Yes	Yes	Yes	Yes	Yes	Yes	5-0
Recommendation for the Full Board to consider candidates, for Rector, Vice Rector, and Secretary.	Yes	Yes	Yes	Yes	Yes	Yes	5-0
Adjournment	Yes	Yes	Yes	Yes	Yes	Yes	5-0

# **NSU B.O.V. GOVERNANCE COMMITTEE**

**October 1, 2024**

# AGENDA

- ☐ Opening by Chair
- ☐ Approval of Electronic Participation
- ☐ Recommend Approval of April 3, 2024, Governance Committee Minutes
- ☐ Welcome of New Board of Visitors Members
  - ☐ Review of Board of Visitors Responsibilities
- ☐ Old Business
- ☐ New Business
- ☐ Upcoming Board of Visitors SCHEV Training
- ☐ Board Policies and Procedures
  - ☐ Update of Board of Visitors board policies and procedures
- ☐ Discussion of Other Items
- ☐ Adjournment

# QUESTIONS & DISCUSSION