

Transcript Board of Visitors Meeting
March 19, 2021

0:00

I'm going to call the roll.

0:02

Okay, thank you. Dr. Best –

0:06

Here. Mr. Blake – Here.

0:09

Ms. Blunt –

0:11

Here. Bishop Brown –

0:13

Here. Dr. DiCroce – Here. Mr. Dyke –

0:18

Here. Mr. Fulton – Here. Mr. Griffith –

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Here. Mr. Helpinstill.

0:25

Mr. Henry – Here.

0:28

Dr. Jones.

0:31

Dr. Watkins.

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Ms. Wilmer – Here.

0:37

Hi, Dr. DiCroce. I didn't see you. How are you? I am well. How about you? Good. Good.

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So, we're good to go April? Yes. We can get started.

0:47

Yes. Okay. Awesome. Hello, everyone. I'm going to, um, leave our opening remarks to our President, Dr. Adams-Gaston, who is there in Indiana, the mid-west.

1:00

No comments for me, Mary, because that's where Mary's from, the mid-west and we are, um, in the midst of, of, going to tournaments and she's right there in the, in the thick of the Green and Gold pride and, um, energy.

1:16

And so, I thought it would be befitting for President Adams-Gaston, and to open us up today for our Board meeting. So, President Adams-Gaston, you have the mic.

1:25

Thank you so much, Rector Wilmer and thank you to all of you. These are exciting, exciting times at Norfolk State University.

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One of the things that, um, people sometimes don't, um, really think about, is the impact that Athletics can have on an institution. And, I'm not talking about the money, so much as I am

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talking about the ability for visibility and for demonstration of excellence through our student athletes. So, first, let me thank our own Athletic Director, Ms. Melody Webb. We'll give her a round of applause for the good work she's doing (applauding). We thank you so very much Ms. Webb, um,

2:09

because it takes leadership and it takes support. We have an amazing coach. Coach Jones is doing an incredible job, and I was saying a little bit earlier,

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one of the things that stood out to me was when they were down, and it was just a few minutes and seconds left, and they were in timeout,

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I watched him help them understand that this game is really played in their head. It's what you believe. It's what you acknowledge about your own greatness. And, they were able to pull that off.

2:41

And so, I am very, very pleased with how they have, um, how they have demonstrated the greatness of Norfolk State University. And, it is a wonderful thing to be a part of the big dance. Not everybody gets this chance.

2:59

Some people never get it in a lifetime. This is our second time in 85 years, but we, we've now secured a second time in 85 years. Most schools can never say that.

3:11

And so, this truly is a moment, and it reflects on the moment that we have in the university as we are turning the page.

3:21

So, first, let me thank all of you, because without you, and the relationships that I've built with you, this would not be possible.

3:29

Let me thank my executive staff. That would be all the members of my Cabinet, who work night, day, and weekends to ensure things are done well. Our wonderful faculty, students, and our staff.

3:44

We are a premier in, we are an excellent institution.

3:49

We are a top 20 HBCU and we are really poised for excellence. So, I'm just excited. Um, we've had a young woman, and Ms. Webb you may be able to help me with her name, was third in the nation, won third in the nation in indoor track.

4:08

Yeah, yeah. Kiara Grant.

4:10

Kiara?

4:11

Yeah, yeah, Kiara Grant. So big, big things happening.

4:15

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You know that we have, we've an alum, who is the first African American female NFL official, and that's Maia Chaka. And so, big things happening. It's been a transformational time, even in the midst of all the things that we have needed to do to push this university for it. I am just so grateful and happy to be a part of NSU.

4:42

As I said to you very early on, when I was apply, applying, my husband and I believed that this was where we were sent by God to be. And, it has been our great opportunity

5:01

to know that

5:04

you all, are the reason that we are able to be so successful and to meet the mission

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that is a critical mission in this time of change and difficulty and social unrest.

5:19

That we educate young, black minds and anyone who wants to join us to be their best selves. Thank you.

5:29

Thank you President Adams-Gaston and thank you for being in Indiana.

5:33

And, thank you for keeping yourself safe and making sure the players are safe. I have to tell everyone on this call, I was talking to the President really late, as we normally do once we get through all of our Zoom meetings, and the real, the real work. She said, "I got to check on the players. They're in a hotel. It's cold. I can't have my players cold." And she, she went into her mom mode.

6:01

They became her kids, and it was probably the most endearing thing to hear.

6:06

Not that we want our kids to be in the cold. We thank you for your team for making it happen. But just to know that we have that type of care through our leadership, with our students, because that's what the parents want. And, that's what the schools want. That's what makes Norfolk State special.

6:22

I'm sure Bishop Kim, as well as Devon can attest to that. That's what makes us special, one of the many things that makes us special. With that being said, we do have a full agenda.

6:34

Yesterday, the Board members met in their respective committees and went through a number of agenda items that we're going to bring to summary today.

6:44

We thank the university team for preparing for our meeting during this time,

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and there's a couple of things I want to call out during this meeting.

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Of course, we have our business as usual items, those things that we are required to look at, and to decision as a Board per our documents.

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7:10

In addition, we're going to have a very purposeful conversation as we have, for today's going to be a little bit more targeted about the future.

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Looking at everything from, um, where we are in building our strategy, and securing sound programs, academic excellence on to financial resources, to even look at those things that are an investment, and what makes our total package as a higher education institution attractive.

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So, our grounds. Talking about, you know, what did we look like? What kind of environment do we have?

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I asked the President, can I see the house?

7:52

Now that you're saying it, because she hosts a lot of people there, and we need to continue to have a forum, where not only is she comfortable, and in a setting that is the fitting for a president, but also, that she can welcome and engage those stakeholders that can support the agenda of Norfolk State University.

8:14

Melody, I looked at some of your athletic facilities and looking at, what are those things that you need as well? And, we had some Board members who've seen those things.

8:23

So, we're going to talk about the future in its broader lens, and continue to provide that governance and support to this meeting in hopes that we can be in a great position to put another building block on the foundation that we strive to provide to the school.

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And, that's to be the support to all of you in your efforts to lead this institution.

8:47

So, with that being said, welcome to everyone. Thanks to every Board member on here, who has made a sacrifice to serve, who cares about Norfolk State. And, we're going to get right into our agenda.

8:58

We're going to start with the audit of public accounts and entrance conference, and that's from Mr. Reinholtz. So, Mr. Reinholtz you have the mic.

9:08

Thank you. Good morning, everybody. Thanks for giving me a few minutes this morning to discuss our product with you.

9:16

For those that, maybe you are not familiar, I'm Mike Reinholtz, Audit Director with the Virginia Audit Public Accounts. We are the external auditors for the university. We're currently engaged in the fiscal year 20 audit for the, you know, financial audit for the university. So, that's for the year, ending June 30th, 2020.

9:40

We began our audit in January, so we've been working on it for a few months.

9:45

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We are doing the full audit this year, trying to do it remotely.

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We were able to finish last year's audit remotely around this time last year when everything shut down and it went smoothly then, so we made the decision to do this audit remotely as well.

10:03

So far, everything has been going smooth. The university has been great, being able to provide us all the supporting documentation we need electronically, and being available for phone calls, or video calls.

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Things do go a little bit slower working remotely, but, so far, everything has gone smooth, and we really appreciate the university and their staffs help being able to provide us everything we need electronically.

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Our goal is to have everything completed by your next Board meeting. That's the end of April, so looking in another month and a half left on the audit.

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It'll be tight to have the report issued by that date. It takes us about 2 to 2.5 weeks to issue a report, once every, although, work is complete. So, to have the report out by the end of April would mean we need to finish within the next 3 or 4 weeks.

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So, we may need those additional two weeks, just to wrap up the rest of our test work, to have everything complete for the Board meeting, so that I can come back at the end of April to discuss the results of the audit with you.

11:07

And then the report will probably go out first week of May. The objectives are audit, are the same as it does every year, primarily focused on the financial statements.

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Making sure the statements are materially correct.

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That everything's presented in accordance with the accounting standards that all footnote disclosures are that are necessary, are included in the financial statements, and any other supplemental information that's required is included in the statements.

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At the end of the audit, we'll provide an opinion on the financial statements to the university, and they'll include that opinion with the financial report, which, though, host and distribute themselves.

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And then we will issue our own separate report on internal controls.

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So, as part of the audit, we gain an understanding of the university's financial controls and other internal control structures, so that we can design our test work related to the financial statements.

12:07

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If we have any recommendations or findings throughout our audit, those will be included in our report on internal controls, which will issue at the same time as the opinion on the statements.

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The scope of our audit, again, not much has changed from prior years, mainly focused on the material account balances in line items in the financial statements. So, that would be cash and investments,

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debt management, capital assets or fixed assets,

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operating expenses, so payroll, normal voucher, processing and accounts payable, revenue, which touches on tuition and fees, auxiliary revenue, federal or grants and contracts revenue.

12:52

We look at financial reporting and making sure everything rolls up to the financial statements properly, and we also test information systems security controls.

13:01

So, the IT environment is critical to the financial statements, so we have a whole separate auditor and specialists in our office that focus on the information systems controls at the university.

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The only um, change this year looking at priors that we're looking at, is related to the Education Stabilization Fund.

13:25

So, the federal funds, the university received, you know, kind of the fourth quarter of fiscal year 20 related to the COVID relief, and we have already looked at that earlier, as part of our federal audit in January and had no issues at the university. We'll, we'll. So, the only change order right now is making sure that are adequately properly reflected in the financial statements,

13:52

and our audit. Also, follow-up on recommendations from last year's audit. There were five recommendations and chart included in our inter- and included in our internal control report last year. So, we will be following up on all five of those as part of our audit this year.

14:11

There's any questions, or do any Board members have any comments or anything they would like to discuss related to the audit this year?

14:24

Well, I welcome any questions, or if there's anything, any of the Board members would like to discuss related to the audit, please feel free to reach out to me directly.

14:35

You can, on our, the Virginia Audit Public Accounts website. My contact information is out there, and I'd be happy to have any further discussions over the next month, or so, as we're wrapping up our work. If there's anything you think we should be looking into, or anything you would like us to consider, please let me know.

14:51

Thank you very much, Mr. Reinholtz.

14:55

Bishop Kim, as our new Audit chair.

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And Mary, I know you're going out and as our chair, are there any comments you'd like to add in regards to this process and what we're about to go into?

15:11

Ah, none from me, it's fairly consistent with what occurred last year. Okay. Um, yes, Madam Rector, I don't really have any comments, I agree with Mary. Its', um,

15:25

consistent.

15:26

I would share, you know, we welcome you, we're grateful for the opportunity for everyone, to reach out to Mr. Reinholtz, but I would suggest that, that is not our protocol.

15:39

No one should be reaching out to him. That is, that is the Rector's responsibility, so I just want to re-emphasize.

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I don't want us calling him with suggestions

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that's not the audit. That's not governance protocol. Let me say it that way.

15:56

Thank you, Bishop Kim.

15:58

Um, and we thank you Mr. Reinholtz, um, for partnering with us. You've been a staple, um, a face

16:08

to me, anyway, since I've been on the Board, so we appreciate your years of partnership with us, going forward. I do have one question. One of the things that President Adams-Gaston and has been working with us on across the Board in the institution

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and Jim Dyke, please feel free to chime in on this one, as well, because you have been a conduit to the relationship;

16:31

and that is the being Level II, does this audit have a role in that level, too?

16:40

Achieving that level to status or process or Jim, how did that work?

16:44

If um, I'm not sure. I'm just asking a question very blindly. I can speak a little bit to that.

16:51

Obviously that determinations ultimately, I think the General Assembly's makes that determination. But I know proper financial management is one of the criteria for that. So, we have seen in the past that if there is a material weakness reported in an audit, that it can have an effect on that determination and they take that into consideration, in SCHEV's annual, or SCHEV's review of the report. They consider a material weakness and internal controls in our audit to count against that criteria. And we have not had a material weakness at Norfolk State. Like I said, we have had five recommendations in last year's report, but all the recommendations were

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considered a significant deficiency, which is the lower of the two categories to their material weakness or significant deficiency. And we have not had any years, in my years at Norfolk State, that we've considered anything to be a material weakness.

17:52

That's awesome. Jim, did you have anything you wanted to add to that? No, this is the big goal for us. I don't, I don't think I would have to add it. Maybe Devon's

18:02

report on this with our committee talks, and that is Donor Strategic Finance Committee. We did have an update that we were on track to Level II, with a main emphasis on the IT component.

18:14

And then we're just funding to keep that moving. And so, I think it's safe to say that we're on the right path towards Level II. But, I'll defer to Chairman Henry if he wants to add more to this.

18:27

Oh, that's awesome. Devon, do you have something you want to add? You got to speak about it during your Committee report. But, I know, um, this is an important topic for us.

18:38

No, um, I (inaudible), it's what Jim just spoke to.

18:44

Some there, we are great partners in Richmond who wants to see us at Level II. So, that's an extreme, extremely positive what we're trying to do to get to Level II, by 22 is what the goal is, right? Yeah.

19:05

Okay, all right, awesome. Well, thank you, Mr. Reinholtz. We really appreciate your um, report today and more importantly, we appreciate the partnership that you have given to us over the years.

19:23

Thank you. Any other questions before we move forward Board members?

19:30

OK, moving right along.

19:38

April.

19:43

Next is the President's Report.

19:46

Ericke Cage is going to share his screen.

19:50

Awesome. Thank you. Thank you Ericke.

19:59

Well, again, good morning, all, and thank you for your support.

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I really have to say that I have been at several institutions and have been deeply involved with, um, boards.

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and what I will say is good boards make for excellent institutions.

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20:21

And, you guys have been stellar.

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and let me say what that means, that you have the conversations that need to be had with the university. You ask the questions. You support the university.

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You hold us accountable, and you are willing to have the, um, ensure that the opportunities that might increase the ability of the university to do well, and to progress are there and available. So, I want to thank all of you, because I can name each one of you and something that you have done that has been transformational for this institution.

21:00

I thank you. I have to give a special thanks to the Rector, and the reason for that is leading a Board is especially a Board that is not being paid, and we're asking, a lot of time from you, is a very, takes up, very special guidance.

21:18

And the Rector Wilmer has been phenomenal in guiding us through what have been some difficult times COVID, the social unrest with past business, all of those things, and saying to us, I expect that we can do better.

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And so, holding us to an accountable level that really makes it possible for the things that have happened to have happen for the good of the university. So, thank you, Rector Wilmer, yes, are late night conversations, I have been paying attention.

21:54

I just saw something today, on the news.

21:57

It said, people who write on paper are much more likely to integrate and process the information that they have, something done in Japan, and they looked at students who wrote on paper, and students who use their devices, so I'm just telling you all this paper, What I'm generating, is for a good reason.

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So, thank you all. I'd also like to say that we've had some challenges.

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This year has been a historic year, and to be sure, there have been some very difficult days.

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They have required us to have some sacrifices and some sacrifices in our community, and unfortunately, some really large losses in our community. I am constantly concerned

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and, and just sometimes overwhelmed by the deaths that the deaths that have happened in our community. It's been difficult.

22:59

However, because of our shared commitment to educational excellence, and the success of our students,

23:06

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NSU has really been able to soar to new heights during this time, even in the midst of the pandemic.

23:17

So, this is all about turning the page.

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We really are writing the next chapter of an issue. And we want the Spartan story to continue to be amazing.

23:31

And, we're really looking at our plans that will guide our work as we enter our next phase of the story of an issue when we go from excellence to transformational. We are a transformational institution.

23:51

The success we have enjoyed did not happen by magic. And I tell people this all the time. I come from a background with people work really hard at programming and creating opportunities. And a lot of times, people think, oh, that's just so easy.

24:07

And, I always say, a colleague of mine said many years ago, and I really believe that that's true.

24:13

That what you do is we sail on top of the water like ducks, but below that water paddling like crazy and working as hard as possible to keep things moving.

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So, I want to say, to my senior leadership, who come to us with a diverse set of experiences, they are excellent, and their leadership has changed.

24:39

What an issue is and what we will be. I would say, they have been so dedicated. There's no one who has ever said, I don't want to do this, so I don't have time to do this. They've always asked, what more can I do?

24:54

And they do it.

24:55

They are higher education executives who make a difference, and you'll hear from them today.

25:02

As some of you heard from them yesterday in your meetings, but today you'll hear from them as a group. Because the one thing that they've done, it's become a team.

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And they're able to work together for the good of an issue.

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As we know nothing will ever be the same post pandemic,

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and so, we have to get people really focus on this turning the page. It's not turning the page backwards but turning the page forward.

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And so, we have learned a lot about our community. We've learned a lot about the future of higher ed, and we've learned a lot about who we are.

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25:40

We are resilient, tenacious, group of students, faculty, and staff, and I can't thank the faculty enough for being able to turn the page and pivot on a dime.

25:52

And, they have been our partners. I can't thank the students enough for doing what it took in order for us to stay here on campus, and allow them to utilize the learning that comes when you are on campus and the development that comes from that. So, my hats off to them.

26:12

We have a fabulous group of staff who are professionals, and do amazing jobs with making sure the business of the business continues, and the support the students happens, and those who work day in and day out to ensure that our institution continues to be beautiful and, taken care of, and they are often on the front lines, and so, I really get high salute to those individuals, because, anytime we've asked anything of them, they've come through.

26:51

At NSU, we recognize that the shift that's happening, has already, and we've begun scaling the university, our online presence

27:05

becoming the first HBCU in the nation to engage with academic partnerships. And I am going to take a moment to thank BK Fulton because he put us in connection with people like Jeb Bush

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and others, who really could help us find our way to increase our presence across the nation, in our, with our online presence with graduate students. This is going to be really important, because this also will bring revenue to the university which we know is really important for the continued success of the university.

27:48

We had a 4.5 M dollar appropriation for the state legislature and, and let me say Jim Dyke thank you for introducing me to the state at the Commonwealth of Virginia and helping me to work with Bob Turner and with Ericke Cage to know what we needed to do in order to move forward.

28:13

We know that things like the Apple Connected Campus, it's going to be really important to the university.

28:20

And I know, I said this yesterday to a group of you, I know that sometimes as an HBCU, we get a different version and not as complete version of what an organization has to present. And so, we've worked with the Tennessee, the Tennessee State University Connected Campus.

28:44

And that's a good start.

28:45

But what I know, and what I've talked to the leaders at Apple about, is I know you can do more.

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I know there's a full university program, because I helped initiate that at my former institution, where it's transformational for every student. So, we're going to be doing that with Apple.

29:02

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And they were, I think, at first, a little surprised at how much I knew. And then, they became my best friends, and saying, oh, we can get this done.

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Harvard has forced our students and parents to re-assess higher education.

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We want them here.

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We had 5.8 M dollars in public and private partnerships.

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And I want to thank Devon Henry, who really helped us to at least know that Dominion Energy was going to look at HBCUs. And, then the team internal to the university, really worked to say we have something new and innovative that we can do with our students. I want to thank Mary Blunt to help me think about some of the health things that have happened.

29:52

And what we can do in terms of really utilizing some of the support that we're getting, for example, from Sentara and other places, that really what, what should we be doing and how might we do this better? So, it's the whole team.

30:09

It's everybody, you know, with Bishop Brown, and, and just talking through some issues related to liaison with us around athletics, what do we need to do, to be a top transformational institution?

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With ah, I talked to Larry Griffith, and talked to Debbie DiCroce, and Larry has been just amazing, and thinking about what's coming, and what you might want to do to position yourselves, as things are being thought about,

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and Debbie comes with a host of information and data about what's important in higher education today.

30:59

So, we have a vision NSU in the future. We're a top 20 as determined by US News World Report or U.S. News and World Report HBCU. We are Virginia's largest HBCU.

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And we are going to be the premier HBCU

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that is recognized as a Center for Teaching Excellence, scholarship, and incubator innovation.

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We're on our way.

31:31

You've seen these five colors many times and our group is going to talk about them. And in the interest of time, I'm simply going to end by saying

31:40

NSU is on the move, make no mistake about that. We are embracing change and securing our future. We're delivering on our commitments to our students, our employees, and to the Commonwealth of Virginia.

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31:53

And, may I say, to the nation and the world, I believe that we have the experience, the expertise and the determination to get the job done.

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In short, we are ready.

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Or as Tiffany Haddish would say, we ready.

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Yes.

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That with the stewardship of the Board, NSU will continue to march toward transformational change.

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We have the right team, at the right time,

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with the right support, and I am privileged and honored, to be your seventh president, and then I turn it over to my group by simply saying, truly, this is our time.

32:41

Thank you very much, Madam President.

32:46

Just want to say good morning again, ladies and gentlemen, my name is Ericke Cage, and I have the privilege of serving as Senior Advisor to the President and as a University Ombudsman. This morning, I've been asked to serve as the moderator of this morning's conversation around the future of NSU in a post pandemic world.

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And I do want to emphasize the word conversation,

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because this will be a dialog and it'll be a little departure from our usual mode of presenting.

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But we do want to give the Board an opportunity to hear directly from the members of our, our senior leadership team, to talk about our strategic roadmap, and about what the work that we're engaged into

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transitioning NSU to your premier institution. So, we want to jump right in. I would ask, if you could please hold your questions until the end of the presentation, just in the interest of time.

33:42

I want to begin by giving the members of the executive team an opportunity to introduce themselves, so you can know just the depth of the talent that we have here at this university, and we'll begin with Dr. Moses.

33:59

Good morning.

34:03

My name is Dr. Justin Moses, and I serve as the Vice President for Operations and Chief Strategist for Institutional Effectiveness.

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34:11

I've been here at Norfolk State since October 1st, 2019. So, I'll be

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going to my two year anniversary later on this year, and it's been a wonderful two years working with this wonderful team and working with Dr. Adams-Gaston has just been a phenomenal experience for me. Just prior to coming to Norfolk State, I served as an Associate Vice Provost at Virginia Commonwealth University, just up the road there in Richmond, and I was there for almost four years to the day, and I served

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in essence, as the Chief Student Wellness Officer. Overseeing all of the health and wellness functions at VCU and included a full service health center, Student Health Center,

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recreational sports, health promotion, and the University Counseling Center, as well as student conduct, student accessibility, and served as the Division's Policy Administrator Liaison to the University Counsel Office.

35:05

And also, help with compliance matters as related to Title IX and ADA.

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Additionally, before that, I worked at the Ohio State University, worked as a director in the Office of Student Life.

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The focus on student conduct, also served as a deputy Title IX coordinator and prior to that, I was an associate dean of students at the University of Tennessee at Chattanooga, working, again with student conduct threat assessment, behavioral intervention, and student activities.

35:36

And, then prior to that was back at the Ohio State as an Assistant Director, for student conduct, and I know that Rector Wilmer made a comment about Ms. Blunt being from the mid-west.

35:47

Why I also hail from the mid-west from the wonderful state of Michigan, and I'm not sure Ms. Blunt from one of those states

35:53

that borders my beautiful home state, but, um, that as where I'm from, I received my bachelor's in history from the University of Michigan, and then later on, attended law school and graduated with my law degree from the Ohio State University, and also a master's in Higher Education and Student Affairs from the Ohio State University.

36:11

And then later on, I received my Doctorate of Education Leadership from Virginia Commonwealth University.

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Thank you very much, Dr. Moses. Dr. Fulton.

36:22

Good morning, members of the Board and members of the Norfolk State community.

36:26

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I am delighted to be a member of the Spartan family and excited about the future of this institution.

36:32

I'm DoVeanna Fulton, Provost and Vice President for Academic Affairs.

36:37

Previous to this position, I served in professionships in African American Studies, Women's Studies, and English, at research institutions, including Rochester Institute of Technology, University of Memphis, Arizona State University, and as Founding Chair of the Department of Gender and Race Studies at the University of Alabama.

37:02

I began this position in July 2020, after having served eight years as dean of the College of Humanities and Social Sciences at the University of Houston downtown.

37:14

I earned my Bachelor of Arts in English from Wayne State University.

37:18

I'm also a Michi-lander via native Michi-lander and my Ph.D. in American Studies at the University of Minnesota.

37:31

Thank you very much Madame Provost. Mr. Hunter.

37:35

Good. Good morning members of the Board.

37:39

My name is Gerald Hunter, and I am honored to serve as vice president for Finance and Administration.

37:47

Chief Financial Officer, I joined the institution in 2013 and working on my eighth year, serving in this capacity.

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Prior to that, worked in higher education, for a total of about 25 years now, spanning three states Kentucky, North Carolina, and now Virginia. Served in Chief Financial Officer capacities over the majority of my career.

38:24

Most recently I served as Vice Chancellor for Finance and Administration at Winston-Salem State University. Academic background, Bachelor's of Science in Accounting and Maxwell College where I was also a member of the basketball team.

38:43

I have a Masters of Business Administration from Murry State University.

38:51

I have postgraduate work through the College Business Management Institute and Harvard University Management Development Program.

39:01

And, you know, I just want to say that,

39:05

so, it's a great time to be a member of this leadership team.

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39:09

We're really excited about all the all the activities that are going on and I'm still exhausted from last night from the basketball game. I felt like I played.

39:20

Thank you.

39:21

Yeah, thank you very much, Mr. Hunter, Dr. Brown.

39:26

Thank you very much, and good morning to everyone. It's a pleasure to be with you today. My name is Leonard Brown and I serve as the vice president for Student Affairs here at NSU.

39:37

I'm originally from Pittsburgh, and I've been working in higher education over 25 years.

39:44

Before NSU I served as the Vice President for Student Affairs and Dean of Students at Saint Mary's College of Maryland.

39:53

Prior to that, I served as the Dean of Students at Dickinson College, which is my alma mater.

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I've had a pretty, I would say standard student affairs type of career working and residence life. When I was an undergraduate student, I was an RA and heavily involved on campus. I've worked in student conduct, all the way on up to being the Dean of Students and the Vice President.

40:19

My Bachelor's Degree is in psychology, and I have a Masters degree in Higher Education Administration.

40:27

I have a second Masters degree in Theology and I have a Doctorate in Management.

40:34

It's great to be with you.

40:36

Thank you, Dr. Brown and Ms. Webb. Good Morning members of the Board and Norfolk community. My name is Melody Webb, the Director of Athletics here at Norfolk State University.

40:47

I've been with the university for about six years, and currently serving in this role for the first year.

40:52

I have over 20 years of athletic administrative experience.

40:56

I served as, a social commissioner for the CIAA

41:00

and Business Operations and Management, operating their third largest tournament in the country.

41:07

I served as an Assistant Athletic Director, at George Washington University. Again, managing business operations.

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41:12

And, I've also started University of Maryland as the athletics business mentor.

41:17

So, my area of expertise is in business and finance, strategically as it relates to athletics and aligning the financial goals to achieve their priorities at universities.

41:27

My education is a Bachelor's degree in Business Administration and Accounting. My Master's in Public Administration and Finance. And I'm currently pursuing my Doctorates Degree in Education and Sports Leadership.

41:42

Thank you very much, Ms.

41:43

Webb. I will note that our Vice President for University Advancement, Mr. Clifford Porter is not with us today because of a personal loss in his family.

41:56

During today's discussion, we will utilize a question and answer format, to really dig into each of the pillars.

42:03

And, we'll begin with a discussion around student success and scholarship.

42:08

I'd like to direct the first question to Dr. Moses.

42:11

Dr. Moses we know that COVID-19 has prompted students and parents, to take a hard look

42:18

at the traditional, campus based, college experience.

42:22

What do you think enrollment trends will look like in a post pandemic world?

42:26

And what strategies of an issue implementing to not only grow enrollment, but also to address what is expected to be an increased demand for non-campus based learning?

42:41

Yes, thank you, Ericke, and, and that's a great question.

42:45

And I want to start to talk about, for one enrollment shifts and its connection to population trends.

42:54

And, you know, one thing I want to talk about, and is the year 2025.

42:58

And, for most people in higher education, you know, that has been identified as the time

43:03

when enrollment, for most institutions, will shift a little bit, and that's where the peak will be, as far as the number of high school students that may be entering a time in life, where they may consider, or attend an institution.

43:18

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And, in fact, there was a study done by the Western inter-state Commission for Higher Education with regard to enrollment trends. And so, what happens after 2025 is that you start seeing a slight decline. Not a steep one, but still a slight decline for the next decade or so.

43:33

And so, what institutions will have to do is really start considering, well, how do they continue to maintain a healthy enrollment, but also to look at populations that they would not traditionally enroll?

43:45

And that also includes marginalized groups now.

43:49

True for Norfolk State, as it is for many HBCUs.

43:52

We've been in that business since our existence of serving, um, are merely Black students. So, we have the same time we can't lie on that as a crutch. We need to make sure that we are competitive and that we are relevant.

44:06

And that we can not only serve the individuals that we've always said and promise to provide educational access to, but to expand on that, and to be able to provide quality education to anyone that comes to our doors, whether that be physically or virtually.

44:21

So, that's what we are trying to do.

44:23

And, as Dr. J said, she has made it her mission to ensure that we will not only be the premier HBCU in this, in this state but a, a model, an exemplar of the modern HBCU for this century.

44:37

And we're already in the business of doing that.

44:39

And so, we need to ensure that we, um, are providing the, the adequate infrastructure to support distance education, online education.

44:50

And we already talked about this morning of academic partnerships that is going to do a lot for Norfolk State University.

44:56

It does a few things, puts us out into that digital and virtual realm in a way that we've never been before.

45:02

At the same time that increases our reputation, it provides more people with the options and opportunities to come here to study at Norfolk State.

45:10

And ultimately, expand our enrollment.

45:12

We need to make sure that we don't forget the students that are actually going to be here on campus, too.

45:17

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We mentioned the infrastructure. We mentioned beautifying campus, but we also need to grow our campus, and we have the space to do that.

45:23

And so, we will be building new facilities here in the next several years, including a new science and technology, technology, building, a new arts building, and hopefully, some other additional buildings that will ultimately attract students here, to either come here as students, or to, or to have staff here, or to attract the most competitive faculty members, and most qualified faculty members.

45:46

So, all of that as part of our strategy with regard to making sure that we are poised to be adaptable, but also poised to be excellent, as we already are.

45:55

But you need to continue that excellence. We need to increase our partnerships and that's something that we are doing, and you'll hear some examples about that later on. But one example I can think of is just our recent partnership with ODU for School of Public Health, that's also going to help us increase our enrollment in times to come.

46:13

Along with that, just making sure that we um, increase our overall IT infrastructure. And, you'll hear a little bit more about that later on in our discussion today. But making sure that we get to our Level II autonomy designation. That will also be a big win for Norfolk State as we continue to increase our IT infrastructure. It will loosen the reins if you will and allow us a lot more flexibility to do things in a much quicker fashion.

46:40

And, ultimately, just providing more quality academic programs and academic service for our students.

46:48

And another part of that is also just making sure that we again increase our reputation.

46:53

I was just looking at the game yesterday and then looking at some of the advertisements in commercials and discussions about Norfolk State.

46:58

As Dr. J. said, our reputation is out there, and I was talking to my father last night and he's way up there in Michigan and saying, hey son, I'm hearing all this about Norfolk State.

47:07

And he's hearing this from other people who aren't, and he's not listening isn't information.

47:11

They're saying hey, I know your son works at Norfolk State, and I'm hearing all these great things are happening at Norfolk State, so we're out there.

47:17

So, the future is here, as Dr. J said, so this is our time and will continue to be.

47:24

Thank you. Thank you, Dr. Fulton. I'd like to pull you into this question as well.

47:30

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There are many different measuring sticks to assess student success. In a post-pandemic world, how will NSU define student success?

47:40

What strategies will the university deploy, to help draw more increases in student retention and graduation rates?

47:49

Well, Ericke, like all institutions across the country, retention and graduation rates are important metrics of student success.

47:59

At Norfolk State, increasing our retention and graduation rates of our NSU students is a major area for improvement.

48:07

To address this challenge, though, we are enhancing the academic enterprise with two projects. One, it is a professional advising model or upper Division students, where professional advisors will advise students on degree plans or registration to minimize time to degree for students.

48:27

We know that effective advising is critical to students' success.

48:32

For this reason, we've reviewed our Norfolk State Academic Advising, and are revising the model to include academic advisors at the lower and upper division levels using an intrusive advising approach. Professional advisors will contribute to significantly increasing our retention and graduation rates. These academic professionals work in collaboration with faculty by providing greater advising expertise to realize student success more than just with faculty advisors alone.

49:11

Professional academic advisors enhance the educational and development process for students through extensive knowledge of debris plans and training and activities and best practices proven to engage students through personal, social, and co-curricular interactions. Students often are apprehensive and reticent to discuss personal issues with faculty advisors. So, professional advisors at the upper division level will particularly benefit our underrepresented student population because they offer support and a resource for student majors without the vulnerable dynamics students may experience with faculty advisors.

49:57

We've also implemented a professional development program for our existing advisors and the Patricia L. Stith Student Success Center that includes accessing workshops and best practices modules offered by NAAPO, the National Academic Advising Professional Organization.

50:16

With increase professional development, we anticipate that NSU students will benefit from well-trained advisors who are armed with the best knowledge and skills in the profession.

50:29

In addition to advising though, we know that our general education courses provide the foundation, of every student's education at Norfolk State.

50:39

Students' success in these courses is essential for success in their majors, and therefore, significantly impacts their retention and graduation.

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50:49

Academic Affairs is implementing multiple initiatives to improve student success, and the general education courses. Our “gen ed” course review, focuses on improving student success in general education courses by providing resources to faculty for curriculum review, and professional development to improve student outcomes and barrier and gateway courses that are crucial to retaining and graduating students.

51:20

Additionally, a comprehensive academic program review schedule will support curriculum and program improvement, or all academic programs. And these are just some of the ways in which we are approaching retention and graduation. I think we need to be very intentional and strategic about our retention and graduation efforts, so that they are directly impactful for students and will have a greater impact on our institution.

51:53

Thank you, Madam Provost. Ms.

51:55

Webb, I’d like to bring you in on this question as well because we’re seeing some incredible results from the Department of Athletics both in the classroom and on the fields where you have any promotion or Michelle’s question?

52:10

Now, one of the things that we tend to focus on when we talk about student athletes and academic success is retention. So, our graduation success rate is currently 75%.

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And our APR, we have 14, just scored a perfect one thousand.

52:24

And that’s because we focus on the academic journey, as well as the retention strategies.

52:29

Excuse me.

52:31

And part of that is just been intrusive in the academic process, and really making sure that we’re involved in their academic journey from the beginning to the end.

52:38

We’d like to focus on the holistic student athlete experience.

52:41

So, we set up a regiment and a program in place for our students.

52:45

That kind of takes them through the risk levels to really kind of make sure that we’re focusing

52:51

on how we advance student forward throughout their four years here at the university. Can we graduate these student athletes on time? Can we put programs in place that’s going to help them through summer school, their fifth year degree or degree completion? All of those initiatives are really focused on the student. And, making sure it’s a journey in school, and their academic tenure is successful.

53:09

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So, I absolutely agree with the university, university partnerships. And, again, university commitment to really making sure that we embrace a student athlete journey.

53:17

And just focusing on our strategic initiatives and those steps that can really help us to succeed. That you've maintained the graduation success rate, as well as our API score.

53:25

Thank you so much, Ms. Webb. Dr. Brown, I'd like for you to respond to that question.

53:30

But I'm also going to ask you another question as well.

53:34

Next question is, you know, we know that students and employers are demanding more from a college degree.

53:42

Students want to be gainfully employed upon graduation. Graduation and employers, want graduates to have college, to leave college workforce ready. Can you speak to the work that NSU is doing to connect students to careers, and employers to the university's pipeline of diverse talent?

54:03

Thank you, Mr. Cage. I think, um,

54:05

in regards to the retention and student success, I have to make a confession. I was fortunate to have a conversation with Mr. Griffith,

54:14

a few, um, a couple of weeks ago now and I admitted that thinking about the way that data can really inform us, brings out the inner geek and me and really excites me.

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And so, I'm going to share a little information with you about that

54:32

our four-year graduation rate has ranged over the last several years has ranged from 14% and 24%. And, our six year graduation rate has ranged from 33% to about 42%.

54:47

And if you look at for context, if you think about HBCUs in general, 17% is the range for four year graduation rates, 33% as the range for six year graduation rates.

55:01

Um, so, we're in that ballpark.

55:03

But I think is, as the president has really set forth with us, we don't want to be in the ballpark, we want to lead.

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And I think that looking at the data is the way that's going to help us be distinctive and really take a lead.

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I think the other really interesting thing is that we retain our first year students back to their second year at a rate of about 74%, which is, which is pretty good.

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55:33

So, looking at that, to me, it begs the question of what happens between the beginning of that sophomore year and graduation? And that's where I think looking at the data can really help us answer some of those questions.

55:48

So, you know, what is the profile of students who graduate in four years?

55:55

What is the profile of the students who graduate in six years?

56:01

What are some of the things that we can do for students, who have to stop out and make, you know, to make sure that they come back and finish their, their degree?

56:12

All of those things, again, I think if we really dig into the data, we can, you know, we can, it's going to really help us

56:20

I think develop some long term strategies and improving our persistence rates, our retention rates, our graduation rates. In art, student affairs, in regards to the career question,

56:34

yesterday in the Academic Affairs and student Affairs Committee, Mr. Henry asked a question about that, and I mentioned that we would talk a little bit about that here.

56:45

I think we all know the importance of internships, and particularly the importance of paid internships, you know, a good internship oftentimes will lead to employment for students. And so, having access to internships is critical for our students.

57:08

But, I think that we need to also think broadly about career exploration and the career aspect

57:16

needs to be integrated into the student experience from the very beginning of their time

57:21

here at NSU.

57:23

Students need the opportunity to figure out what they like, what they don't like, what they thought they did like but, but maybe we didn't.

57:34

So, our students should have the opportunity, you know, even in their first year, to network with alum and business partners. Maybe do you know, 2 or 3 days or shadowing? They may think that they want to be an accountant. And they may spend some time a couple of days and figure out, well, maybe that's not really what I thought it was. That exploration is really key.

57:59

What's also critical is us, particularly, preparing students to be successful through that career exploration. Into the, into the major and involving it in their academic program, and then making sure they're successful and prepare to be effective, when they do get to that point of internship.

58:22

So, all of that, I think, is going to be critical for us to build.

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58:26

I think we, over the last few years, we have definitely built lots of great partnerships and internship opportunities. But we need to even further capitalize those.

58:39

You may recall that we have an interim director right now, and our Career Development Center. We're very close to hiring a new person that I think is going to be excellent and really defining that vision for us and moving us forward in the right direction.

58:56

Thank you very much, Dr. Brown. Provost Fulton.

59:01

I do want to just get your, your quick take on this, because certainly, other faculty play a critical role in helping you prepare our students for the workforce.

59:11

It, can you, can you speak to the work that we're doing in academic affairs, in that regard?

59:18

Right. Well, so our faculty certainly are very much involved in preparing our students for the work force. I mentioned earlier, when I talked about professional academic advisors, our faculty also advise students, and, particularly at the upper, divisional level, and their expertise and their disciplines are really instrumental and making sure that our students are prepared with the kind of skills and competencies they need to be successful.

59:55

But faculty are also very involved in advising, students, for internships, and getting students connected with internships, and are, um, excuse me, in our School of Education, course students have to perform their teacher training, but, they also do internships and community organizations, and, again, those kind of skills that, on the job, skills that are developed, that enhance the academic skills for them, really make them prepared to be, or stay ready

1:00:39

and the workforce. Thank you so much.

1:00:44

We're going to move on to our next pillar, which is Organizational Excellence, and I'm going to jump to Mr. Hunter.

1:00:56

Because we hadn't heard from you yet. And then we're going to come back to some other questions.

1:01:02

But Mr. Hunter, currently, Norfolk State University, Virginia State University, and Richard Bland College are the Commonwealth's

1:01:12

only level one institutions, which means that these institutions are subject to maximum oversight by the state.

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Why is level one a limiting factor for the university, and what progress has been made toward reaching our goal of achieving Level II in 2022?

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Great question, Ericke, there are several pretty obvious limiting factors and, you know, they range from the cost of doing business.

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There are fees associated with, you know, working with the various state entities as they provide oversight of our projects on campus are procurements, particularly in areas of IT.

1:02:03

We're significantly impacted as it relates to our flexibility and our agility

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from an, from an autonomous standpoint. We just don't have the ability to move as quickly as we need to time savings and delays.

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I mean, it really slows down our ability to move quickly at times when we need to.

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And, you know, that correlates very closely with competitiveness.

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We're in a very competitive environment.

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And while, while our colleagues are allowed to move very quickly, we have to go through bureau-bureaucratic processes that can impact the institutions competitiveness.

1:02:47

then, you know, probably more so than anything, it's a stigma associated with being at the bottom.

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You know, it affects the way you think about yourself.

1:03:01

And it can affect the way you go about conducting your business.

1:03:05

So, being at Level II or level three, has benefits, many benefits as it relates to our institution's ability to conduct business. Very quickly, progress up to date, and I know this was mentioned earlier this morning, during the meeting, is, going back, well, over a year, we began, by meeting with the Commonwealth leadership, leadership and oversight groups to understand the expectations.

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And, we outline those, as a result, that we outline the process, that would move us towards Level II.

1:03:40

We've established areas of focus, one being IT, under Dr. Moses and our CIO.

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Phase, leadership, and then the other procurement, under, um, you know,

1:03:57

under the Division of Finance and Administration, Ruby Spicer the leader, and Director of Procurement.

1:04:06

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We've done, we've established and created internal tracking reports to measure the progress of where we are as it relates to achieving Level II.

1:04:19

We've got regular meetings that we have with the President Adams-Gaston, and what we do is we'll make sure that we're making the progress towards our goals and meeting our benchmarks.

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At this very moment, we're undergoing a procurement review, and that's something that should be concluding this week.

1:04:42

And, you know, in general, what I would have to say is that we, we believe we're making very good progress, and all, all of the input that we've gotten from external agencies pretty much confirms that.

1:04:59

Thank you so much, Gerald. And, I want to jump back to you, Dr. Moses, and ask the following questions around organizational excellence.

1:05:10

Wanted to take a moment to talk about institutional alignment and operation effectiveness.

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Over the last year, the university has, prior to our deadlines the work of making sure delight leaders are in the right seats, and the resource gaps were identified and addressed.

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Where does the university stand today?

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Where are we headed tomorrow?

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Thank you, Ericke and again, another great question.

1:05:38

First and foremost, when Dr. Adams-Gaston arrived here in June 2019, I think she will see very quickly have a look at how we were structured at the top and at all levels really.

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But I think what's she quickly ascertain was that there needed to be some more organizational balance. And so, and re-organizing and re shifting some things, she achieved that very quickly. And it also meant the additional new cabinet member, another vice-president of which was me actually.

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And so, what that did was it allow for balance.

1:06:15

Um, And at the same time and allow, all the VPs, all the cabinet members to really drill down and take a look at all the areas to really assess for, for any kind of organizational gaps, resource needs, and business flow.

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And at the same time, you know, we're also going through some other personnel matters you know, people are retiring. And so, behind the scenes, you know, I was just sitting Dr. J facilitating

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the hiring of the members of the current Cabinet, and frankly, just hiring an entire new executive team.

1:06:47

And in doing so, what Dr. J did was, he reframed the university's executive level, which has led to positive change and re-organization and middle management. And changes really filter down for folks working on frontline and working directly with students or staff or faculty or with any of our external constituents.

1:07:07

And so, as I mentioned before, you know, all of us are really in the midst of conducting organizational scans to really review business flow, to identify practical solutions.

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In the form of either systems, determining where staff should be appropriate position to excel.

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And at the same time, determining best practices. And one thing that we've tried to do is implement more digital processes.

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Now, some of these digital processes, we're already in, um, in the planning stage.

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But what Dr. J did was to really have us focus on getting those implemented, so that we can achieve the optimal efficiency level that we needed to.

1:07:47

And, I could provide you all with a couple of examples, in a moment management, which is an area that I worked with, we've really increased our digital protocols and processes.

1:07:58

And one example is an implementation of a new student planning system which will allow for individuals to register.

1:08:03

And, this is also done in collaboration with academic affairs, allowing students to register on their own.

1:08:09

But also, having the curriculum preloaded into this system, which allows for students to, um, determined or classes and at the same time to make sure that they are meeting all the prerequisites.

1:08:21

And, after meeting all the different academic and curriculum requirements for their particular academic concentration,

1:08:27

what this does is also alleviate some pressure from our academic advisors.

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Dr. Fulton just talked about that a moment ago, with regard to new advising models. The undergrad, I'm sorry, are the first year and second year level, but also at the upper divisional level.

1:08:42

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This alleviates that operational, um, efforts that they have, and they can focus more on actually providing assistance and providing academic support and mentoring to our students.

1:08:55

Along with this, we've also, I really focus on our human resources frame.

1:08:59

When I arrived, the HR team was, was not resource the way that it should've, there were a lot of openings within HR. So, I'm proud to say that, you know, we have gone from four full-time staff members to 10. We will be hiring three more here in the months to come.

1:09:17

We've also implemented the HR business model, HR business partner model, which has provided for H, five HR Business partners that are working strategically with all of the different departments that they are assigned to assistance and support.

1:09:31

That has also been a significant gap that we've been able to address.

1:09:35

And again, just also looking at digitizing our HR platforms and practices, and in business flow, we hired a new assistant Vice President for Human Resources, and she has done a phenomenal job, as Dr. Karen Pruden.

1:09:48

And she is working with OIT

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to implement a document management system, a document imaging system, which will help to make things more efficient. But it will also alleviate any kind of human error or risk by making sure that we have things in digital format.

1:10:02

So, that's another example of what's going on with regard to Human Resources.

1:10:07

Um, and then, also, just making sure that, you know, proper protocols are following staff, or faculty members, decide to leave an issue, either retire, or perhaps, explore new opportunities.

1:10:20

But we need to make sure that we are mitigating a risk and that's what we have done in making sure that we're following are actually implementing these protocols as necessary.

1:10:31

Um, one thing I do want to say is that you know, COVID

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as Dr. J mentioned, you know, has had a significant impact on everybody.

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And the silver lining, I would say, around that, is it really compelled us to look at how we do things from a virtual standpoint.

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And, again, many of these things were already in the planning stage, but what COVID has compelled us to do it in a much quicker way and ultimately provide us with the testing ground that we really needed to do.

1:10:57

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And so, now, we get to take a look at what we've done this year, and to improve as necessary.

1:11:04

Thank you. Thank you so much, Dr. Moses.

1:11:06

I'm keeping a close eye on our time and we certainly want to wrap up before 10:30 so, we can allow time for questions, before the segment expires. So, we're going to ask that you keep your responses brief on the following questions.

1:11:24

I want to move to our fundraising and endowment growth pillar.

1:11:28

For this pillar, I want to direct the question to you, Mr. Hunter.

1:11:33

That question is, um, NSU, with respect to NSU's financial growth and long-term sustainability.

1:11:42

We know that the university is currently in a strong financial position, but we also know that our bottom line is heavily driven by external factors that are out of our control, such as student enrollment, state appropriations, and private giving.

1:11:59

What is our plan to diversify in Issues Revenue Portfolio?

1:12:03

Also, managing risk that you see on the horizon and how are we proactively addressing?

1:12:11

Ericke

1:12:11

I'll try to get through this question as quickly as I can, slot involved to really cover it, but, um, oftentimes institutions are very excited about new initiatives, diversifying resources, and things of that nature is always new paradigms that are occurring every day.

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But something that I think is very important that we probably ought to start with, because we've got to start with massacring core business operation.

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And, you know, basically, you know, that has to do with sustaining our state and Federal advocacy efforts.

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It's a focus on recruitment, retention, and graduation.

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And one of the reasons why emphasize that is, No, just imagine 100 student headcount inquiries generates just under \$1 M dollars in additional revenue to the institution.

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Just imagine if you grow that from 100 to a thousand, that's \$9 M in revenue, that would be the institution to be in at about 6250, 6300 students.

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That's not something that's not obtained.

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So, I think it's really important to focus on strengthening our core business practices as a basis to diversify other opportunities for us to generate revenue, because, quite frankly, that's one of the currents.

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Those opportunities present themselves, as, as you master the fundamentals, I believe Dr. Moses and Dr. Fulton spoke to diversifying. Our delivery modalities.

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Those are very important. We know that the online environment is in demand right now.

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And as we move into the new normal, probably will continue to be.

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But we've got a couple that with the enriching of our co-curricular environment for our students.

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And we must have a competitive living learning environment that includes, you know, state-of-the-art facilities and living environments.

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So, just very quickly I'm just going to run through. I know we don't have a lot of time. Hey Gerald, I've got a quick question.

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Sure. Yeah, it was BK when you mentioned getting to over 6000 students from an infrastructure perspective. What's our capacity at Norfolk State?

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Great question, Mr. Fulton there's two answers to that.

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I would suggest to you that are existing instructional capacity on campus, range at somewhere, around 7000 students I would say.

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Now, the tricky piece is, how many students can we have, and what the number of students that we can house, right around 3200.

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So, know, capacity is also very tricky, because of the growing online environment as well.

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So, it's really about a managed approach towards maximizing an organization and institution's capacity.

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Thank you. You're welcome.

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So, I will just run down the list of, some of the ideas and concepts that are on the table right now, or will be coming

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forth, that are, you know, examples of our diversifying our revenue streams, you know, um, Gerald, if you could do that in one minute, that would be great. All right.

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Academic partnerships –

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that's one, you know, we're looking at a partnership with genomics testing.

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Um, you know, we're working with advancement to, to move forward with our fundraising, an integrated approach. You know now, we are looking at growing the endowment, you know, the Mackenzie Scott was an example of that.

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We're looking at growing research, funding, leveraging of our space utilization.

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And we're also looking to expand in our real estate holdings and development of the Park Avenue and Brambleton cord. Financial risk, the new normal, who knows what that's going to be.

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Brand risk is really tricky.

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The increased cost of education and the increased reliance on tuition versus state support.

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And, you know, again, reputational risk. Thank you.

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Absolutely. We've obviously already talked about the work that we're doing around external engagement is important.

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As President Adams-Gaston said, just over the course of the last six or several months, we've been able to secure more than \$5.8 M dollars in public private partnerships with some of the leading corporations in this country.

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So, we're not going to spend time on that because we're limited on time. But, I do want us to end on shared governance and professional development because it's so critical.

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And, for those in that area I'm going to ask Dr. Moses, if you could speak to it from the professional development piece and then Dr. Fulton, if you could briefly speak to it from the shared governance.

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You know, certainly. From a professional development standpoint, Mr. Cage. For one thing, we just want to make sure that our staff here,

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they operate from the highest levels of professionalism, and what that means just making sure that we provide opportunities for, it's overall professional development.

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And, that might be from a content space, but also just overall customer service.

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one thing that we're doing in our HR office is writing a, a training program. And, in fact, one of the new staff members that will be hiring here in the next few months will have that specific focus on training.

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And so, that person will be able to come in and ultimately look at the entire organization to see where there are training needs, to do that assessment. And then ultimately determine what are the best ways to connect our staff and our faculty for that matter, to different professional development opportunities, whether that be in house, or whether it be externally.

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So, we want to make sure that not only do we, we support our staff in doing that, but we provide opportunities in house to do that as well.

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And, when necessary, if they need to do that externally, then we provide the funding to do so, if it is needed.

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So, that is one area that we're really focusing on with regard to professional development.

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At the same time, looking here at Norfolk State, to see, well, how can we support people and their own career growth?

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Perhaps there will be opportunities for promotion, whether that be on the academic side of the house, with the administrative side of the house. We want to make sure that we provide for those opportunities, and then ultimately, you know, make sure that we connect our staff and our students. Perhaps there's ways for staff to mentor students.

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Want to make sure that we're modeling a professional behavior, and that also helps our students to be career ready once they leave Norfolk State University's doors.

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So, those are some things that we're on the forefront with regard to professional development, both from a content standpoint, but also just making sure that we exercise the highest standards of professionalism, customer service, and ultimately that culture of care that Dr. Adams-Gaston has mentioned and focused on.

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Thank you. Thank you, Dr. Moses. And Provost Fulton in a minute or less,

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could you speak to the very important topic of shared governance?

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Thank you, Ericke.

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So, shared governance continues to be a commitment at Norfolk State in particular. A shared governance environment.

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A healthy shared governance requires a common understanding of the concept of shared governance, its rights and responsibilities, and how we actually actualize it here at Norfolk State.

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So, communication isn't, is vital to shared governance. And for this reason, we are having an intentional and increased conversations to promote a culture of trust and transparency.

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That's created through regular meetings, with the president, the provost, the faculty senate executive committee, the office of the provost, and faculty senate, are working in collaboration to identify state of the art technology that's appropriate to facilitate our annual faculty evaluation and tenure promotion processes.

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Implementing an effective digital process will be more efficient for our institution and improve our transparency and confidence in the integrity of our processes.

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In January, 2021, faculty and administrators participated in our first shared governance workshop, conducted by Dr. Aashir Nasim from Virginia Commonwealth University, and, we anticipate holding a second workshop later this semester.

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The Office of the Provost and Vice Presidents work in collaboration with Faculty Senate to ensure university committees are properly constituted and functioning.

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And, we're committed to a culture of compliance and integrity and leadership development, so, to actualize this commitment, Academic Affairs held the Ethics, Compliance and Civility workshop led by Dr. Alvin Schexnider in December 2020. And then earlier this month, Academic Affairs leadership, including the chairs, the deans, and the vice provost participated in a leadership seminar led by Dr. Pamela Scott Johnson of California State University at Los Angeles. The seminar focused on understanding leadership versus management.

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Um, participants were, had the opportunity to explore what types of leaders they are and developing their own leadership styles and gained a greater understanding of what challenges, leaders face, and best practices and strategies to address them.

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We realized that the pandemic has been impactful on everyone, not just our students.

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And so, this semester, we're holding monthly stress management workshops in which all faculty and staff are, um, invited to participate and they are led by Dr. Ernestine Duncan, an NSU Professor of Psychology. We want to be able to both draw on the expertise of our faculty, but also, um, present opportunities for our own communities' wellness. So, these workshops reflect the culture of care that NSU has developed, because we're concerned about the well-being of our entire community.

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So, shared governance and professional development, I think they both go hand in hand, and we're committed to, um, continued practices of shared governance and professional development.

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Thank you very much, Madam Provost.

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And, I want to say, thank you to all my colleagues here on the Cabinet for what I believe was a very wonderful dialog. I hope that the members of the Board, um, took away from this just all of the, um, the wonderful work that is going on to help chart NSU's future.

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Um, before we turn it back over to the President, I believe we do have a slide here which speaks to the COVID update, which is going to be delivered by a believe Dr. Moses and Dr. Brown.

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Thank you, Mr. Cage.

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And, um, I'll let Dr. Brown go over the COVID update, COVID-19 updates.

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Yes, thank you. I, I just won't read bullet by bullet, but we did want to, um, provide you with an update on all the work that we're doing to keep the community safe. You know, I think the challenge in higher education is, um, that for, particularly, for the younger, um, folks that we have on campus, um, sometimes the impact of the pandemic can be faceless, but we, um, certainly as a full community have been impacted,

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um, in a number of ways. This lists many of the things that we've done, um, this semester to ensure safety, including additional technology to help us ensure that we're, um, checking our symptoms daily.

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Um, we have a comprehensive testing program that included return testing, ongoing, um, surveillance testing.

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We've partnered with HRSD to include wastewater testing as part of our, our strategy.

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Um, we've hired additional staff and, and addressed our Q and I housing – quarantine and isolation housing experience.

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And, um, the, the, I guess probably the biggest news is as of Monday, this coming Monday, we're beginning to have access to our employees who fit into 1A and 1B, and 1C categories as the, as defined by VDH access to, to the vaccine, and we hope that over the next weeks to, to be able to get through at least all of our employees.

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So, we're excited about that partnership with Fort Norfolk, um, but wanted to convey to the, to the Board, all the work that we're doing to keep the community safe.

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Thank you, Dr. Brown, and I, I certainly agree with all that he has said with regard to all the work that has been done, um, regard to keeping this community safe, but also communicating

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often. And when this first happened, almost, on a daily basis and sometimes multiple times a day with regard to COVID.

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Um, but I want to also just provide a very brief overview of just kind of where we are with regard to COVID-19 cases.

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It's, you know, currently, our total positive count for the entire semester is that 73 and you can see 63 students and 10, um, employees. Um, but, also, I didn't want to make note of how many tests have been performed.

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Um, we're just over 7,000. Again, there's a lot of work that's going on behind the scenes to make that happen.

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We have partnered with Thermo Fisher Scientific for the test and early on

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we also, um, partnered with the Children's Hospital of the King's Daughters to for, for tests, and also both labs.

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So, um, all of that was a lot of work to get done, um, and, but we were very happy with the partnership that we were able to maintain with those agencies along with partnering with Howard to actually conduct the testing evaluation and getting the results back to us as Dr. Brown just mentioned, um,

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we will be partnering Hampton for the actual analysis of the specimens that are submitted. And, and Mr. Cage, if you would, I also want to make note of the actual Virginia Higher Education state dashboards that you all can kind of see what that looks like,

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but also see where we are at in, um, comparison to some of our other peer institutions in the state. And, if you would access that link, Mr. Cage.

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Yes, is it, it is visible on the screen?

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Um, you may have to actually minimize the, the PowerPoint.

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I'm going to, have us forego that and we'll get that information to the Board. Okay. Very well, just because of timing. Certainly. Okay.

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Erick, are you turning it over to me? Is that it? The floor is yours Madam President. Thank you. First, I want to say thank you to all the presenters today. I hope that you have a sense of the level of expertise, their commitment to excellence, and the commitment to Norfolk State University that they bring. I would say that our positivity rate is 0.0104.

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That's an excellent, excellent indicator, and if, you had had the chance to see other institutions, our comparison, you would have, um, and we'll make sure you get that information. You wouldn't know how important that is. That's been the result of very hard work and some great commitment to testing our students, faculty, and staff.

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one of the things that I wanted to say is, faculty are critically important to the success of our students. And one of the reasons we bought the advising component out of faculty work is that advising really requires a, a professional ability to know what a student is going to do.

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I don't know if you know, this, but the average student nationally changes their major 3 to 5 times and so, advisors, people who really look at all of the opportunities. And this is directly related to retention and graduation. What our faculty are is our mentors for our students. And without that mentorship HBCUs don't work.

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It is that mentorship.

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All of you, I know, who came through, um, Norfolk State University can, can relate a story about somebody, who turn your life around and made sure that you made it.

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And so, faculty are getting to the core of what they do, which is research, teaching, service, and the service is that in part, that mentorship of our students. So, that's critically important.

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And then I would like to say just a word about retention and graduation rates.

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In the time that I've been here, we both the graduation rate of 36 to 40%. Not good enough, but it's movement.

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Now what I will say is, thank you to Mr. Dwayne Blake, because that doesn't happen without strong, strong, support, and understanding of the financial situation of the university that is built on that financial support.

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And so, in working with Gerald and others, really we've been able to turn the tide.

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What you need to understand is most of our students don't leave, because they're doing poorly in school.

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Most of our students leave, because they do not have funding to stay in school, and so, that's what we're trying to turn around.

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The other thing that we're turning around is, most schools are using the six year graduation rate because that's how long it takes students, because staffing out other reasons.

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We're really trying to remind our students to support your education, and we're going to provide them the ability, the resources, and mentorship, they focus in order for them to meet that four-year expectation.

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So. thank you again for your time. If there are any questions, this is the time for them.

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Dr. J, I don't have a question.

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I think one of the things I'm always reminding our kids is, a four year education, is 20% cheaper than a six year education. That's right.

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Very important and that's hard for them to recognize because a lot of times our students are working and once they start working off campus, it's hard because, you know, Target doesn't really care what your schedule is or what tests you have covered. So, part of what we're trying to do is bring them back onto campus to work on the campus so that they again have that support.

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Okay, Dr. J?

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Yes, Terri Best here. I have a question.

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One of the things in K through 12 education, specifically secondary education we're looking at is a total virtual high school education pandemic has caused us to think like that.

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So, I'm thinking that they will probably be a population of students that had never stepped foot in an actual high school building for instruction.

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What kind of things can Norfolk State do, or is Norfolk State doing to capture that, those virtual students?

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And are there things in place right now, such as dual enrollment or something like that? So, I'm just curious as to what's the thinking in that direction.

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Thank you Dr. Best, and

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you are absolutely right.

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We have to be multimodal and that's one of the things that COVID has required of us we've got to pivot when we need to pivot.

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There will be students who will only be virtual, but they'll still want a university experience. So, how do you do virtual classes plus experience in a meaningful way? Well, we're learning from that right now, because we're having to do that. And we know that with the academic partnerships over time, that gives us the platform, which is really going to help us be out in front to also do this for undergraduate curriculum should we need to do that. Anybody want to talk about dual enrollment?

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So, I wanted to talk about dual enrollment a little.

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We are working right now, actually developing a partnership with Denver Public Schools. They were really interested in getting their students educated around issues of African American experience and race and social justice.

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But in the course of those conversations, we really develop broader conversations about creating opportunities for dual enrollment for their students, who would, and the junior and senior levels take courses virtually at Norfolk State and pipeline those students to Norfolk State. And so, students who are out in Denver, where, you know, there's no HBCUs locally would not only increase their understanding and connection to an HBCU, but also have a direct line to Norfolk State.

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So, those kind of pipelines, I think, are important. I think dual enrollment. I think you're exactly right. Dr. Best, I actually have a high schooler, right? Who's finishing senior year all online and is ready to move into college and understanding that, that might be also part of his experience, so having that, an institution that is, has the technological

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resources in order to really engage students. One of the things that we've been doing is working really deeply hard to make sure that our faculty are online teaching certify with quality matters and other forms of developing their teaching in an online format.

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We recently are, um, have been accepted into the wave one of the, the Thurgood Marshall College Fund and the Association of Colleges and University Educators Program, in which to develop our faculty and cohorts to, um, two cohorts of 30 where they'll learn more about the ways to educate students in this online environment through things like chunking information and, and, and really addressing pedagogical approaches that most of us weren't trained for in whether that's graduate school the earlier parts of our career. So, those are some of the things that we definitely have to be cognizant of as we accept this new, new, normal and new acculturated group of students.

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And one thing I would say is right here in our community,

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the work that was done in order to get the state legislature to approve the VCAN, that is transformational for us, because that means that students who are Pell Grant recipients can have access to the university within 25 mile radius

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can have access to the university without no cost, whether they are online or whether they are in person.

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We're really looking at what in our community do we need to do to embrace and support those students.

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And this is a real game changer, that money really lets us go out and go after those students, both digitally and in person. But that's the one thing that I'm concerned about, and I raise this everywhere, including the state enough,

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the external community: digital divide is real.

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And when we think about what we can do to have these young people who are all online, really have the access that they need, There's a lot of work that needs to be done, and it's beyond the university. It really is about the substructure, and the structures, and I have been on panels with the FCC Commissioners because we've got to have the structures that allow them to use the digital format and digital platforms in a way that their peers are using. So, I'm very concerned about that but we're working on it. Late 2018 and early 2019,

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we at UNCF have took notice of a series of articles that talk about the growth of African American online education and parents, having their students do secondary school online.

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And it was in response to what we were seeing for a number of incidents across the country that related to at the time, the

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former administration and parents feeling that their students simply were not safe and mixed high schools are not being respected in mixed high schools.

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And one of the things that we looked at was what are the ways that HBCUs because of the intersection of the supportive and caring environments, that we are typically a smaller sized institutions, or medium sized institutions, and the faith connection that we have? That would be a unique place where those students could come to the transition from a home-school environment into a classroom based environment and still have those kinds of wraparound services but also have the kind of cultural acculturation that they would have as African American students. And so, those conversations, of course, haven't, you know, with, with the introduction of COVID, we haven't moved them forward.

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But I think, as we talked about, finding new communities of students to tap into, that is, it could be a very unique place for Norfolk state, to put a stake in the ground and move forward. Often these students are well-educated, they do well when they transition to the classroom.

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There could be, you know, summer transition kinds of things, but there are ways for Norfolk State to really emerge as a leader in this space, and to have those students find a home at Norfolk State. And Dr. Best, if it leads right into the point that you are making, that we will see an increase in this population of students as we go forward.

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President Adams-Gaston and, um, team,

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this is excellent. Thank you very much. It's just so nice to see how the team has come together in a very quick amount of time.

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So, hats out to all of you for, um, for the progress you're making and the progressive plans you have in place.

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My question is around the, um, the virtual learning environment.

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More so towards our military community that has, in the past been a viable pipeline of students for us, and we see quite a bit of institutions around, and think about University of Maryland, Global Campus, and some others who are creating those virtual platforms, then improving their technology, so they can reach that audience.

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No one that we have played in this sandbox before.

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What are your plans on how we can re-engage those partnerships and use that to our advantage to grow the university?

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Thank you. So, I know a little bit about University of Maryland Global Campus, which used to be just University of Maryland extension, and they have been, in this game probably 50 years.

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They started out doing courses at military bases across the world, and, and have developed into this sort of new branding, which is Global Campus, which is great.

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The thing that I've said, since I got here, is, we're sitting right at the largest, um, military, naval in-installation in the world.

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And so, we've made lots of outreach and connections with our peers or with our peers at the, the Navy, but also in the other services, because we believe we can deliver and excellent Program that allows those individuals who are serving to have access to the institution. And, we're working towards that.

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We have a thriving military services component to the university for those who are military are coming on campus. But, what we're building and what we need to build and what we continue to have the conversation about.

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In fact, I had a conversation with an admiral probably a month ago. And we're going to have another one at the end of next week. Relate it to what more can we do and how fast can we ramp it up?

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And that, of course, is built on other things that we have been working on the IT, the Level II, all of that, it matters if we're going to be able to offer and to move forward.

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You know, it's really different, a really different environment, because we have to demand that we have the opportunities that others have.

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We can only do that if we're excellent and, we're able to demonstrate that we can deliver and, that's what we're working on, making sure that if any environment or any endeavor that we have that we can deliver.

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But I assure you, we are working on it, I can't tell you how frustrated it frustrating, it was to start and not have the access or the ability to move quickly into this area. That's why we're so focused on this Level II, It's a big deal.

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Dr. J., I just want to supplement what you said specifically with our military services that are now, we were recently designated a Gold Military Friendly campus, which is very important.

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Over the next couple of weeks, we're going to be approaching the, the Provost and talking about some recommendations through military services that we have for courses to be taught on base. And then, you mentioned, next week, we are reading to sign an MOU with the Coast Guard.

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And in terms of the other piece that the President has asked us to really think about, is, what are those things that we can offer, where, if someone is deployed, they can still continue to finish, um, finish their degree.

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So, those are all conversations that we're um, where we are, we're approaching the Provost shortly with that to see what, um, what we can do.

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I think one of the things is that our partnership with academic partnerships is going to be really helpful in this regard, because, while right now, we are focused on offering a select number of graduate programs in 6 to 8 terms. That model is going to be a model that will be very attractive, also, to our military personnel, and will allow them to access courses online, and complete their degrees, and then on an accelerated schedule. So, whether it's undergraduate or graduate program, in one year, that's going to be very attractive to that population, as well as the wider population in the country.

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I'm aware that we're over time. Is there any other questions?

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Well I thank you all. I thank you for the good questions that you brought forward. I think the team for the good work of presentation.

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And thank you, especially to Ericke, for taking us through this and serving as our host.

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Thank you, President Adams-Gaston, and thank you to the leadership team, again. Very helpful. Want to see the team come together and talk about the future of the institution. This has been a very, very important topic for the Board and we've asked President Adams-Gaston and she would just keep us abreast of how you're moving along in the strategy, and just to see that progressiveness again.

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Really appreciate that. Sincerely appreciate that President Adams-Gaston, and the leadership and your team.

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I do encourage you, as you gave your continued updates at the Board meetings, where you think those significant achievements come through from your team, we want to hear it. We want to hear from you.

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That will allow us to see the vision materialize to strategy materialize, as well as for Board members to help in any of your efforts.

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I do want to highlight one thing, as we transition to our next item, and that is, while you're working on the product of higher education, from Norfolk State University, and, and move in the, um, offering to greater level of excellence. I just, it just makes me excited to hear what you're doing. There, things that Board members can help you with. I was just thinking about the comments that um, Larry offered. He has a connection to the higher institution, higher education institutions, especially in HBCU sector.

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There are some best practices there that he can offer to President Adams-Gaston and in the team or thinking about financial investments,

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um, strategic financial investments. We're going to talk later to Bishop

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Kim Brown and some of the support he has lived through his networks on some things that President Adams-Gaston

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and Gerald Hunter are working on, um, and, and just thinking about the comments from our newest Board member, which I don't want to give away all the good things I'm getting ready to say about her. In my introduction of her adaptive vests, what you mentioned, about the virtual learning platform that could be very helpful to the institution. So, just keep that in mind, where, that partnership and support can come from the Board, while you all lead the way in creating an evolving, the higher education offering from Norfolk State University. But that being said, um, we are going into our Audit Risk and Compliance report, that Bishop Kim Brown.

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Then, we will have our break, and follow we'll go into our other committee reports. So, Bishop Brown, you have the mic.

1:49:39

All right. Good morning, good morning to everyone.

1:49:43

Thank you for the opportunity to share yesterday. The audit compliance committee met, and I'll give you the 30,000 foot presentation, if that's okay. Um, we were blessed that we had several breakdowns of the presentation. Dr. Crystal Jenkins representing gave us direction about the NSU Foundation. Dr. Melissa Barnes and they are all available today,

1:50:12

I think for questions, gave us some information relative to financial aid, Dr. Fulton um, as well communicated other Concerns and some things on policies and procedures that were being updated.

1:50:33

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Dr. Moses gave us some information updates on information technology and information security, especially in light of

1:50:43

the season that, not just universities, but specifically HBCUs, find themselves in, in which you become vulnerable to cyber attacks.

1:50:54

Um.

1:50:57

Let's see, as well, one of the things I want to make the Board fully aware of is I've receive communication from the university attorney, attorney Pam Boston has informed us that yesterday we did not take although we had consensus vote, we did not take roll call vote with names being called.

1:51:22

So, what we will do is at our next committee meeting, we will actually go back and retroactively vote with an affirmative roll call vote, two ratify. What has already been ratified is just that, yesterday we did it with the consensus vote of I

1:51:40

rather than a consensus vote of every arm, committee members name being call.

1:51:46

Because we were reminded yesterday that roll call votes apply to committees, as well as the full Board, doing electronic meetings. Um, Madam Rector, that is all I have, I can go into more extensive detail if required.

1:52:02

Thank you, Bishop Brown and just two quick questions and open the Floor also to fellow Board members.

1:52:08

Um, do you have an update on the

1:52:12

status of standing up, this new compliance team?

1:52:18

What, where, where we are today, and what are some future plans for the rest of the year?

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So, one of those roles.

1:52:25

Yes. Outstanding.

1:52:26

Yes, we have completed the interview process for the new compliance officer and the new chief auditor for the university.

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And I want to thank the former chair,

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Ms. Mary Blunt for doing an extraordinary job of leading the interview

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process is the interview processes were very detailed, very adept, done with an unusual spirit of excellence, and it is my understanding that our first choice in both positions, in position to, bring them to the university. And so, I don't know if Mary you have any additional comment on that feel free.

1:53:13

Aye.

1:53:16

Somebody needs to mute themselves. But, Mary, if there's any additional comments that you have, please feel free to share.

1:53:27

All right.

1:53:29

Madam Rector, was that sufficient, or do you want a little bit more detail? I can tell you that both of them come with a wealth of experience.

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Once again, we're both proud. We're all proud. The committee did a great job, the interview process was very intense. Um, I think we, as a university, will do well with both of them in those positions.

1:53:51

As you know, they are both critical positions and the compliance position for those of you who are new to the Board, Dr. Best, is a brand new position at the university. We've never had a compliance officer, so that's a part of our vision, more succinct to how we manage and hold ourselves accountable. And that person brings a tremendous amount of experience in a university setting as well doing compliance.

1:54:21

So, very proud of both selections, and you will be hearing the details, obviously, of who they are, particularly very soon.

1:54:32

Let me just add one thing to that, Joan. Our HR executive will be presenting those two candidates in closed session.

1:54:43

Can you hear me?

1:54:45

Yes. We can. Okay. We'll be presenting those two candidates in closed session today because they require a vote of the Board.

1:54:54

So, she will be present during closed session to do that.

1:54:58

Awesome. Thank you, Mary and so, for open session, Madam Rector, I just wanted to re-emphasize

1:55:05

that's why I didn't call names and to communicate that they were both at first choices, um, and that the whole pool of applicants was very strong. So, so, we were very pleased with the process.

1:55:20

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Thank you, Bishop. Thank you, Bishop Brown. And thank you, Mary, for leading these efforts.

1:55:25

And the update was, um, very good, because we did need, this was a big focus by the Board, has been in place for the last few years around building the infrastructure and shifting the culture to be more focused on being compliance, foc-focused on being more compliant or build a compliance culture.

1:55:48

So, the fact that one, we see the increased discussions, and audits that have been conducted internally. Some of the remedies that we've seen from our financial and from Human Resources, Dr. Moses knows this has come to us a number of times all through the direction of Dr. Adams-Gaston.

1:56:10

We've made tremendous strides in this area and now to have a present infrastructure that's going to appropriately look at audit, separate from risk, separate from compliance. Because they are three distinct functions.

1:56:27

As the Board has discussed with the university, it really means a lot. And, I didn't want to miss the opportunity.

1:56:35

Bishop Brown, the work that you and Mary, had been doing with the President to get us to this point, where we did not have infrastructure to this magnitude before.

1:56:45

So, thank you, everyone, for bringing forward something that's going to help the institution for many years to come.

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Madam Rector?

1:56:54

I got to show you this. I don't know if y'all can see, this is, man, you can't.

1:56:58

Yes, this is the binder, the taskmaster, Mary, had us compile. Go, Mary! As we did all those interviews, so I just, I just thought I'd share that with you all. Bishop I'm so glad to see you are still holding onto that. It probably was Mary and Dr. Adams-Gaston because she famous for having her binders too. She does not play around. I took so many notes, I thought I was writing a term paper back in 1980 at Norfolk State in the little, in the little blue exam book. You aced and you're Spartan. We do thank you all for your leadership.

1:57:40

We're going to move right along in our agenda. And I know that we have a 15 minute break. So, I do want to ask the Board.

1:57:48

Do you want to round out the remainder of our report before we go into our lunch break? So, we have an extended break, or would you like to take the 15 minute break now?

1:58:01

Just keep rolling.

1:58:04

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Keep rolling.

1:58:05

Sounds good. I'm all for it. So, let's move on to strategic finance. Devon?

1:58:12

Yes, good morning members of the Board. Madam Rector.

1:58:17

As we thought we were getting a break and I was thinking about a tuna fish sandwich, I'm going to grab it really made me miss those Board breakfasts and lunches that we used to have.

1:58:30

Man, those are the good old days.

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Amen to that! But I'm sure some folks can, um, can you, are you talking about breakfast, at the Board meeting, which your green and gold on? I sure am, Madam Rector but,

1:58:48

And, in the essence of moving along, I wanted to share with you the report that came from the strategic finance committee, very high level as Bishop Brown mentioned and how we're, we're, we're starting to report out, just want to give a few highlights as well as key takeaways and allow us to, to, you know, really take in the information that was provided with me just providing some, some, some updates. As it pertains to the budget,

1:59:23

we are sitting in a relatively good spot, actual today, \$139 M, versus a revenue versus \$90 M in expenses.

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As we're projected at now \$205 M to end the fiscal year of revenue versus \$186 M, and expenses with a projection of a \$19 M dollar surplus.

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The auxiliary budget, which makes up things like the athletics, food service, Res life, that that did we did see

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a \$22 M potential loss there with big driver being Res life, residential life as you could expect.

2:00:07

With the campus not being as full as it normally is, and folks being on campus living in the dorms as projected.

2:00:16

But that was, um, that was a big driver for the auxiliary budget deficit.

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The key that I would like to point out in, in, in verse two, where we were with regards to the budget on the auxiliary piece, is the legislative focus.

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And you will be, the Board should be extremely proud of how the university has engaged the general assembly, our partners' enrichment, and really, really has taken on the task of making sure that we're in front of the right people and understanding how the money flows.

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As update, Dr. J mentioned, several Board members have been instrumental in making sure that that folks were being introduced, but it really was the leadership that took the initiative to do what needs to be done, to get in front of the right people, and we're seeing that pay off.

2:01:11

With regards to the capital improvements that we're seeing, we, particularly, the science building, which I'm excited about, being on a science major from Norfolk State, to see a new building go up. That's going to be extremely powerful for attracting STEM majors and was much needed.

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So, the funding that we were looking for, many of the items that we, that we were requested in and asked for, a lot of those things came to fruition, and that was not by accident.

2:01:41

Another key, um, highlight that from the legislative side is the funding that comes from the Cares Act and the, and the university and the General Assembly funding.

2:01:54

Our resident, um, expert with the intel, the great Larry Griffith, provided us some information in regards to the next tranche of funding that's going to be coming from the Cares Act, which is extremely positive at Norfolk State, should benefit in an amazing way.

2:02:13

And, that information will be coming out a little more, I don't know, the next couple of weeks, but one key takeaway, that we discussed in the in the committee, that, I think has done a really rise to, to need some attention.

2:02:28

And, as you know, HBCUs really at the fabric is around access and being accessible for, for our folks that are in the desire for higher ed education.

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The tuition has been um, steady, and there's been supplemental funding provided from the, from the Commonwealth.

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But, as we start looking at how the non-recurring funding is coming,

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and as we look at tuition and where we are, where we're trying to be,

2:03:03

that's going to be a conversation that's going to need to be, elevated to, you know, just to, for the Board, to have some serious conversations about, just something to keep on our radar.

2:03:16

We also talked about advancement.

2:03:18

As it was discussed earlier, Dr. Porter suffered a loss of family so, we definitely want to keep him in our thoughts and prayers, but he wasn't able to report out. But just high-level items, the endowment is curious currently set at \$39.1 M dollars.

2:03:36

We had an increase of 22% over last year from our funding, fundraising efforts. Key takeaway, 15% down in donors, however, were 65% up in corporate donations.

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I think it's, it's probably, it was not a big surprise to see the number of donors that came down just considering what the nation and, and what alums were going through.

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Well, on the corporate donors side,

2:04:09

again, it speaks to us leadership, partners, those that have an invested interest to see Norfolk State do well.

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Getting out in the community and making those relationships and introductions on the corporate side to make sure that donations from the corporate partners were increased. And, that was done in a major way. And we're actually off to a really good start this year

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from last year. I think we're up maybe 100% this time last year to this year.

2:04:43

I think that number may be slightly off, but the last take away from advancement is that they are in the effort. They are currently in the planning stages of a very substantial capital campaign and in doing

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so, we have, without the border, and the university has engaged, the services of Alexander, I think, Hoss that the firm that has been helping us out and what I like about this approach and the committee agreed was we're not just coming out and throw in a number up against the wall and seeing if it sticks right? We're actually doing some, taking the time, doing the research, understanding you know, what's, what's really realistic? What's attainable: Knowing Norfolk State, knowing who our partners are, and then making sure that that's something that we can obtain. So excited about where that's going to land and we should hear more about that in the, in the very near future.

2:05:38

The key there, and it was really encouraging, is that, we just sent so many,

2:05:44

um, folks, um, want to support HBCUs and the way that Norfolk State has elevated its profile, what we're doing in the big dance folks are seeing Norfolk State more than they probably ever had.

2:05:59

And that's, that's key and that is, that's going to be a very important driver as we start in, push this campaign. This is significant capital campaign.

2:06:09

Finally, I'll touch on human resources and I've said it yesterday and I'll say it again.

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Rome was not built overnight.

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And it just takes time to organ-organizational,

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put the right people on the bus, in the right seat.

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2:06:24

And you will see, and if you, if you've heard the folks that have come before us, from the leadership of the university, you see that there's some extremely impressive credential folks, who we should be very happy that are, are leading the, their respective, um, departments are business units within the institution.

2:06:46

And, the takeaway that we saw from the HR side, as Jim alluded to yesterday, which was really a point of contention, a point that, that cause a lot of pain in the human resources side of things.

2:07:03

We're really seeing some developments that are very encouraging.

2:07:08

The growth of the 50% new hires, and then really strong advocates, for, for, um, higher ed and for our people. So, really excited to see what's happening in the human Resources. On the IT side, we got to hear from Sandra Monroe

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Davis, who is leading our CIO efforts.

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I mean, extremely impressive. What we've been able to do in the pandemic going from,

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you know, just completely stopping to going online, to doing the things that we've tried to do with, with elevating our, our, our internet and our Wi-Fi access across the campus.

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I think we have the right, the, I know, we have the right people in place, so extremely excited about what's happening there.

2:07:58

And, with the Level II conversation, there's a ton of things that kind of make up.

2:08:02

There's key, know, components that make up. How do we get to level two.

2:08:07

The IT being just one component of that and, you know, we'll start tracking that and make sure that, that we're all, we're on track to, to be Level II by 22.

2:08:18

But overall, extremely impressed, and the right people in the right seat is truly being implemented here. So, Madam Rector, there are no items that need to come for the Board for a vote.

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So, that will conclude the report come from strategic finance.

2:08:37

Thank you very much Devon. Great report. Three questions that have just come this way.

2:08:43

One is, with the increased corporate investment that has been made, what is the plans to manage those funds, um, so that we can continue to grow that money, and that might be a combined response from yourself and the President. One question was, are we getting the funds manager?

2:09:06

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What are we doing to strategically invest that money?

2:09:12

Yeah, so, so, a really good question is, and I'm going to defer some of that to Dr. J.

2:09:19

Um, particularly as we're talking about managing funds, the, the numbers that are provided, as you will see, in your report, they didn't include the Mackenzie Scott gift.

2:09:32

And those things are kind of being created or treated a little differently. And, I'll let Dr. J, kind of touch on those.

2:09:39

Sure, and I'm happy to do that, and then I'm going to pass it over to, um, Mr. Hunter, if he's still on the line.

2:09:46

But let me say, that we've been very forward thinking and strategic about how we set up the money, so that the money doesn't know, two years down the line, I'm looking at and saying, well, what happened to that \$40 M? This is about the continuity of the institution.

2:10:02

So, of course, our first focus is ensuring that our students have support for both our Presidents and Provost scholars, our merit, as well as our need-based students.

2:10:17

We know we need to close some gaps, and so, where that's one part of the money. Another part of the money is really looking at, and this is, these are endowed funds. So, we're drawing out the endowment, so that we don't end up spending our, all of our money.

2:10:33

Another tranche of that money is related to innovative ideas that our faculty and staff come up with that allow us to do some things that we never had the ability to do that are really transformational ideas.

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Another component of this is around the research and programming mission of the university. So, not so much new ideas as it is

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what do we need to do to support what's currently happening and do more?

2:11:02

And then the other, there is a tranche that is around the, um, the special things that come up. So, things that have to do with new ways for the university to have maybe a footprint or support those kinds of things that may come up. Gerald, do you want to talk a little bit about that?

2:11:25

I know you're going to talk in closed session, but if you can talk generally? Yes, thank you

2:11:30

President Adams-Gaston. More specifically, \$35 M of the \$40 M will be in either the endowment or quasi endowment.

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Five million will be held in an account to address campus strategic initiatives.

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One of which is as President Adams-Gaston Chair, will discuss in closed session.

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It tends to surface around areas such as real estate development and things of that nature as well as some programmatic opportunities on campus.

2:12:06

So, I believe, um, President Adams-Gaston, you covered the use of the funds. The distribution is that the interest generated on the \$35 M, which will total, um, you know, right around \$1.4 M dollars, will be used to support each one of those initiatives.

2:12:29

You know, \$600,000.

2:12:31

We'll go towards need based aid, \$400,000, and this is on an annual basis, \$400,000, but we'll go towards the Research Initiative, and the other one 400,000 dollars will go towards the special initiatives programmatic activity.

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So, I don't know if there are any further questions, on the use of the strategy around the endowment.

2:12:59

That's very helpful. Thank you, Gerald. And thank you, President Adams-Gaston, and thank you, Devon. There was one last question. I'm sorry, I just thing to make sure I'm answering everything that's coming in from the Board, and that is around the um, capital campaign, President Adams-Gaston, and that was discussed previously.

2:13:19

Um, in light of diversifying revenue streams into the university, Devon mentioned that some points around that and report, if you could just tell us where we are in light of trying to get back on track with COVID, etcetera.

2:13:39

Yes, thank you.

2:13:41

We're very excited to be in a position where we, we'll be rolling out a capital campaign in the fall of this year. And, we think it's going to be a good time to roll this out, because there are multiple sources of dollars that we can go after, in a capital campaign. I would say to you,

2:14:04

I agree totally with Mr. Henry on the, um, really good idea to have Alexandra Haas who was the, ad group that was selected out of an RFP process to be the support for moving forward.

2:14:24

Because if you are good at capital campaigns and, and I've done, I've been a part of many capital campaigns, you have to know, who you are, and who we are in the landscape, and who you can pull into your organization in order to move this capital campaign forward.

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As I understand, the university has only ever tried one capital campaign before this. And so, I applaud them for being able to get a capital campaign stood up.

2:14:56

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And it's not necessarily that you see capital campaigns across institutions of higher education. This is an important moment for Norfolk State University.

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And I will say to you that Mr. Porter, who, as we've talked about, is not able to be here due to death

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in his family has been stellar. He's done capital campaigns before, but he's also been stellar getting us up and started. So, I don't want to give you a number, because we're not there yet. But what I want you to know, is a capital campaign will start in the fall. And as soon as we establish the number based on metrics, not just pulling something out there, and say, I think we want to raise this amount of money.

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But, based on the metrics, based on the understanding of our organization and our friends outside of the institution, we will have what I think will be a very substantial, important capital campaign.

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Thank you very much, President Adams-Gaston, and thanks for answering the questions.

2:16:00

I think you get everyone excited with your strategic update and all the things you're doing, and Devon just capped it off with some of the progressiveness that we've seen around corporate donors that we've had before, but not to this magnitude. So, to see this growth in the last 3 to 4 years is A significant accomplishment. Thank you.

2:16:25

And then, um, to know where we're going in the future is very helpful,

2:16:29

So, we appreciate that and appreciate you as well, Gerald Hunter, for partnering and supporting the President's vision. Devon is there anything else you'd like to add to that? Again, great report.

2:16:41

No, I think Mary had a question.

2:16:43

Yeah, Mary did you have a question? I'm sorry. I didn't see. Yeah, I'm having some technical problems here with the wind. The power is going on and off.

2:16:51

Um, I didn't have- just them a comment, and that is, in many instances, with um, the significant, large donations, as part of the strategy, is that there be some, some oversight or guidance provided by the Board. And, I'm thinking, in this case, it would be the Strategic Finance Committee.

2:17:18

And so, I would really like to see a little more connectivity in between Management and the Strategic Finance Committee relative to, um, investment strategies and, um, and be able to assure those donors that the Board was engaged in the use of those funds.

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Not that we have to tell the school how to use them but that we can let, let the donors rest assured that we were engaged.

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2:17:48

So, I'd just offer that comment.

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Point well taken, Mary, and we will huddle up with the, with the team to kind of see what that looks like.

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We've, we've had some conversations, some preliminary conversations, myself and the president, around particularly large donations that come in.

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That was the initial type of conversation.

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But I think, to your point globally, we just want to provide assurances to, just, to the, to the community, and to our partners, that there is align it with the Board and with the foundation, and what's coming,

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what's happening with those funds.

2:18:33

And I'd just like to say, we really appreciate that it's been great to be able to talk to Board members, Mary and Devon and BK and others. As we have begun to look at that,

2:18:46

I certainly support this relationship that would help us make sure that we can say to those who invest in this institution, that their investments are well taken care of.

2:19:00

And, I will just add, one last thing, Madam Rector, when I, when I spoke about in my report with

2:19:05

you know, folks want to be involved with HBCUs, you know HBCUs are hot right now. Considering what's going on in the country.

2:19:16

Because, it typically used to be, you know, a select group, that will get into big donations, you're starting to see that, expanded.

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You starting to see the folks that are really doing great things, that their, their, their profiles are being elevated and those, those universities are being placed in front of significant donors, and those opportunities, I think, will continue.

2:19:40

I just read yesterday that Spelman just close to 200 or they prepare to close a \$250 M dollar

2:19:49

Capital Campaign over the last four years, they are they are Spelman right?

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But we have Norfolk State and we know who we are.

2:19:58

And, that's why, when we're going through this, you know, this exercise would be, with Alexander Haas, is going to show you exactly, you know, where are our strengths, who it is, who should we be talking to?

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And they really give us an opportunity to hone in on a number that's suitable for Norfolk State.

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So, I'm excited about them.

2:20:20

Thank you, Devon.

2:20:22

And then just as we close, one quick men, mentioned is, um, BK Fulton is leading the special committee that is focused on connecting the dots on influential donors and stakeholders in the community, and how we can greater leverage that support. And so, this is something that he's partnering very closely with President Adams-Gaston on.

2:20:47

This is a great opportunity President Adams-Gaston to move that initiative along with supportive BK in his leadership, so we'll hear more from that committee, but just want to know how everything's all connects together from a strategic standpoint. With that being said and BK maybe later we can, you know, give you a chance if you wanted to give any remarks on that, so we can close out on these next few reports and give everyone some lunch?

2:21:20

Can you hear me? Can you hear me BK? I didn't know if you can hear me? I can. I said, okay, just let me know, I'm happy to share. All right, awesome. Awesome and thank you for leading a special committee for us, moving along. Academic and Student Affairs, Mary Blunt.

2:21:35

Yes. We met yesterday, and I will say, we had very robust meeting.

2:21:42

And so, a couple of items that we had consensus agreement on were the charter, for the committee, and the Teaching Faculty Handbook.

2:21:58

Which will be presented for vote later on to the Board.

2:22:02

But let me just cover a few things.

2:22:06

In the Teaching faculty handbook, a tremendous amount of work was done by the faculty and management, and specifically to address some of the concerns that we had last year around tenure and promotion.

2:22:22

So, the areas of revision included the department chair appointment process, promotion, tenure, academic freedom, annual review processes, faculty grievance, and formatting.

2:22:37

This document is a document in progress, so it will continue to be updated.

2:22:45

Second thing that we covered, excuse me, was that an academic program portfolio.

2:22:53

I'm not sure if this is the first time it was done, but it was the first time that I had worked with the group to produce it, which covered 29 undergraduate programs.

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2:23:07

It covered the top 15 performing programs and the bottom 14 performing programs and that included both enrollment and financial performance.

2:23:22

It was a very interesting take, and extremely enlightening. We also took a look at academic program enrollment over the last five semesters.

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And, as you all will see today, I assume, sometime today, that we are still a little bit of a decline in enrollment.

2:23:46

Um, so, there will definitely have to be more robust, targeted enrollment targets and strategies coming up for the New Year.

2:23:58

Um, the Signature Programs, if I could just talk a little bit about that. That were discussed, were nursing, computer science, exercise science, general business, psychology, and social work.

2:24:14

And in addition to that, they, the enrollment management strategy is, I think, the most significant thing is that the level of IT engagement around enrollment and digital marketing, um, is, is significant this year in terms of collaboration.

2:24:39

And also, we are now part of the National Common Application for Admissions process.

2:24:48

It was launched in December of 2020, and we've shifted from a paperless process using an automated process, as well as the creation of the Communications Feedback Loop to applicants and students through a CRM system.

2:25:05

So, at a significant level of IT and engagement and enrollment process. And I think that that will provide some dividends to enrollment.

2:25:20

Um,

2:25:23

retention, again, more increased digital technology around integrating registration. Advising, and student planning.

2:25:32

And um, a curriculum review process for Student Success, which includes an increase in experiential learning, student access and barrier courses by reviewing the DFW rates for general education and expanded online academic programs, which certainly fits with some of the earlier discussion.

2:25:56

Then, we looked a little bit at a snapshot of the 2020 enrollment compared to 2021 enrollment.

2:26:05

So, I'll speak to that in terms of full-time equivalence. And 2020 Fall enrollment was 4,981 FTEs.

2:26:15

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And where we're looking at Spring 2021 enrollment is 4,379 full-time FTEs. Now, that is not a semester to semester comparison.

2:26:30

You know, it's not a fall to fall or spring, spring, but it does demonstrate as did the much broader look, that we are not, where we have been, or where we need to be, relative to enrollment. So, the enrollment, um,

2:27:06

Mary, we can no longer hear you.

2:27:12

I think our technical difficulties kicked in, and she may have lost power again.

2:27:16

Yeah, mmm hmm, hmm.

2:27:20

Yeah, the one, if I may say the one thing that I would just add to, the report that Mary is giving is it's in higher education.

2:27:31

Enrollment is looked at fall to fall, and we have a up. She's back, so she can tell us.

2:27:42

Right, Mary? I'm losing, I'm losing connectivity on and off, so go ahead, Dr. Adams-Gaston. No, I'm just filling time, go for it.

2:27:51

No, that was the end of my report. Okay? All right.

2:27:58

I think the only thing I was saying is in higher education, enrollment is looked at from fall to fall because you know that there is going to be some loss in the spring.

2:28:07

And we had, while we have a goal, which was 5200, we exceeded.

2:28:13

But we still saw that it was when we had that very strong year last, two years ago, in the fall of 2019, we want to keep moving that forward, because this Gerald talked about, we're trying to get to a minimum of 6,000, 6,000 students enrolled.

2:28:31

That's it.

2:28:47

Rector Wilmer?

2:28:53

My computer's going in and out President Adams-Gaston, can you take the mic for just a moment so I can reboot in? Thank you. Sure.

2:29:00

Is it okay to go forward with the committee? Yes, please, that we can close out on the last two committee reports as requested by the Board.

2:29:10

Thank you. We're going to have the Governance Committee report with Mr. Blake.

2:29:16

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Thank you, Madam President and Madam Rector, hopefully you're able to connect again here shortly.

2:29:22

Um, Governance Committee met yesterday, engaged in a very robust discussion, um, and we are really focused on continuing this drumbeat, that the good Mr. Dyke, Secretary Dyke imparted upon us which is the culture of compliance. And we're all about that and the partnership between the Board and the senior team, Dr. J, and her team really excited about that partnership and the ability to focus on that culture and to execute and to get there and to get to where we need to go. So, we're really excited about that.

2:30:00

So, a few points of interest to share with the full Board this morning, first, on the draft committee charter, the draft charter was introduced consistent with the bylaws of the Board and the overarching responsibility of advancing a good Board governance.

2:30:19

Final action on the charter is tabled until the full Board takes action on the standard operating procedures that Devon will be talking about later today.

2:30:31

Next item is on the Board's Skills and Experience Matrix.

2:30:36

The staff, Ericke Cage presented an update Draft of the Board's Skills and Experience Matrix, which included Dr. Terri Best's Information as a new Board member.

2:30:48

Key takeaways from the matrix, the analysis of the matrix was that, one, there's some key strengths amongst the Board, Which include belief in the mission, prior Board experience, organizational change management, strategic planning, and community partnerships are key attributes that are in here with our existing Board.

2:31:10

And then for recruitment priorities, so things that we need to think about as we consider additions to the Board will include financial management, human resources management, and of course, a burning and a hot topic, and that is information technology, So, looking for some skills in that space.

2:31:29

Moving on to Board member compliance.

2:31:33

Continuing this charge to monitor Board member compliance with the mandated, the conflicts of interest, ethics, financial disclosures, and professional development training requirements. We received a report from the staff that detailed board member compliance in the following areas: one, being financial annual financial disclosure. And I'm pleased to report that we're 100% compliant there.

2:32:01

Conflict of interest training. We have twelve out of thirteen in ... code of ethics and mutual expectations, 100% compliance there.

2:32:12

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And, then the final item here is SCHEV Board of Visitors Member Training, and I believe that has to take place once every 2 or 3 years. So, right now we've got 11 Board of Visitors members

2:32:24

that need to complete this requirement by the end of this year. So, we'll make sure that information is communicated to you guys, so that you can look at the schedule, find a window of opportunity to participate in a very important SCHEV trainings, so we can continue to be in compliance there.

2:32:44

Next item is, let's see what we got here, conflict in the Board of, in the Board bylaws, regarding the nominating committee.

2:32:54

We agreed as a committee that the bylaw should be amended to eliminate the nominating committee. So, there's, there's a disconnect, so you had, in essence, that responsibility in two places in the, in the bylaws, as well as in the, um,

2:33:09

nominating committee charter. And so, there's a resolution that will be taking up this afternoon to resolve that disconnect and put that responsibility on the nominating committee.

2:33:21

And so, we will have the responsibility for developing a slate of candidates for Board, a visitor officer positions

2:33:27

and, any members that are interested in, serving in, these officer roles should communicate their desires to the, any of the members of the, of the Governance Committee as soon as possible, Because in order to support the rollout of the meeting materials prior to the next Board meeting, we have to get that developed and submitted by April 16th.

2:33:52

So, we've got some work to do, so we'll be looking at some dates to make that happen, and, so make sure you share your interest to us as soon as possible.

2:34:02

The Ad Hoc Policies Committee, which is led by, again, Secretary Dyke, we have made the determination as committee, that that would be covered by the Governance Committee.

2:34:16

And so, that committee is going to be wrote up as a part of the, the, the Governance Committee going forward. The good work that's been done by Secretary Dyke and his team will be reported out here momentarily. But then, going forward, those responsibilities and those duties will roll up under the Governance Committee.

2:34:36

And the final item to report is on House Bill 2120.

2:34:41

And that is about promoting transparency in higher education governing boards.

2:34:47

It's intended to increase transparency in higher education and higher education governance.

2:34:54

That includes posting Board member names,

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2:34:57

and by, um, whatever appointed governor of that individual posting, the Board of Visitors, um, um, meeting materials, public access to meetings via virtual means, establishing Board of Visitors e-mail addresses, so the public can contact us regarding Board, business, etcetera.

2:35:15

The overall impact on the administrative operations of Norfolk State's Board of Visitors, support is expected to be minimal, because a lot of these things we're already doing. The law will become effective July 1st, 2021.

2:35:29

And Ericke and the rest of the staff will ensure the board's compliance.

2:35:34

So, Madam Rector, if you're on the line or Dr. J, if you're sitting in their stead, that concludes my report.

2:35:42

Great. I didn't know if there were any questions?

2:35:48

Thank you, um,

2:35:50

Dwayne for your update and hopefully everyone can hear me clearly and thank you President Adams-Gaston, and for keeping us moving along. Just a couple of things to note:

2:36:00

One, as Dwayne mentioned, we will be hearing some resolutions later to make sure we continue to reconcile and our updates to our bylaws so that things are appropriately aligned. We've been talking about, you know, the nominating committee as well as some other pieces within the bylaws that we need to make sure speak to the revisions that we voted on as a Board.

2:36:25

So, those are good, clean fixes that our legal team has prepared us for. So, thank you.

2:36:32

Pam, Ron, and Deb love to make that happen.

2:36:36

Secondly, on the governance piece, um, we did talk about the policy committee, the Ad Hoc Policy Committee, and how that really is another function of the committee. So, as we hear the report out from this committee today, as we continue for post this meeting.

2:36:58

Those efforts, what roll up to the Governance Committee and will be a function of the Governance Committee. So, we will not need the separate Policy committee, as we've operated in the past.

2:37:12

Last, but not least, I do want to acknowledge our new Board member, as we talk about the Board, in our governance, service to Norfolk State and to the Commonwealth.

2:37:26

Dr. Terri Best, we're so excited to have you. Um, she is to fill in the term of Jean Cunningham.

2:37:34

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Is no stranger to the Hampton Roads area, and to our stakeholders and Dr. Best, if you don't mind, I'd like to give you a moment to introduce yourself to our Board members and those who are listening in the public,

2:37:47

um, community.

2:37:48

Dr. Best?

2:37:50

Good morning everyone. Thank you so very much.

2:37:54

It's a honor to serve on the Norfolk State Board of Visitors. I too, watching that game last night with my mother, it pretty much gave her a heart attack but there was so much pride and joy.

2:38:07

Words just can't describe it.

2:38:08

But, I was a fan of Norfolk State, a supporter of Norfolk State long before I became a Board member.

2:38:16

I'm a local person born and raised in Newport News, a community servant. I've held several offices in organizations such as the National Association for the Advancement of Colored People.

2:38:28

I, um,

2:38:29

am the mother of two beautiful daughters one is a sophomore Effigy State University and one is a sophomore at Achievable Dream Middle High School in Newport News. I'm a retired school administrator. I currently serve the School Board in Newport News.

2:38:46

Um, I look forward to working with the Norfolk State Family Community, and I hope that I bring something to the Board, that will help to advance our students.

2:38:57

Thank you.

2:39:17

Did we lose, did we lose the Rector? I, think we lost her. Yeah, I keep going in and out. I'm sorry. Um, President Adams-Gaston, I just sent you a note. If you can get us to that last report before we take our break, please.

2:39:32

Okay. I don't know, but it's saying, weak Internet connection. Okay. All right. So, our next report is our Ad Hoc Board Policy Review Committee report from the honorable Mr. James Dyke.

2:39:47

Thank you very much, and I'm, our committee is used to being in the position. Yesterday, we were the last committee,

2:39:53

after a long day, so we will move along swiftly, and in the spirit of Bishop Brown,

2:40:00

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just want to share with you a visual. This is the book of policies that we were asked to take a look at.

2:40:07

And, it was done, primarily because there was a time requirement that these policies to be reviewed.

2:40:13

And we went over the 37 policies that were presented to us.

2:40:18

And, I'm want to give a shout out to our legal counsel, Pam, Ron and Deb, who went over these items very carefully, and made the technical changes that were needed in order to update this.

2:40:31

For the most part, they were just technical changes. For example, adding in

2:40:35

Education and Compliance

2:40:37

section two. Most of the policies are updating based on changes we've made in structure at Norfolk State, as far as who's has responsibility for what happens and updating it based on code requirements.

2:40:50

So, we went through those 37, and I just want to, unless people have questions about any specific ones, I just want to mention too, that I want to bring to your attention:

2:41:03

First has to do with the Presidential Evaluation.

2:41:07

We did make a slight change yesterday, to make it clear about the time period, that the Presidential Evaluation will take place.

2:41:14

That is, the evaluation will cover a complete academic year.

2:41:19

And so, we have to make sure we stay in sync with that, so that we can judge the President based on her goals and expectations for an academic year.

2:41:29

The second has to do with the policy number five, which is Title IX, which is, as you know, is a major, major compliance issue for the university.

2:41:38

And um, just to put it in some context, Title IX has always been a very, shall we say, the last few years has been an aggressive balanced policy.

2:41:51

During the past four years of an administration that I will not reference, there were some significant steps back, and um, the new Administration coming in is taking a look at what to do to bring that policy back to where I think people anticipated it should be.

2:42:09

So, with that in mind, I, the committee would like the Board to approve a motion, having to do with the applicability our Title IX policy, to basically say that those actions that were done, or

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begun prior to the adoption of this policy, that existing policy will, will, um, guard those particular issues and that, to the extent that there are changes made going forward.

2:42:44

We will have to update that policy as, as, as, as time required.

2:42:49

So, in front of you, you see a motion. I don't know. Madam Rector, Do you want me to read this or can we send this on the screen?

2:42:56

I don't know if we need to read through it. And, everybody has, I think an opportunity to look at it.

2:43:04

Madam Rector or Madam President, should we read it, or. Yeah, I'm going to ask, I'm going to ask Pam. Do we need to read it, or is it okay for them to move forward?

2:43:13

No, um, we want to be on task with this. Read it, because it is um, virtual. Okay, thank you. Read the motion, thank you. And, don't forget the roll call. We will have a roll call vote after this motion.

2:43:28

With that in mind as Chair, I'd like to move first that the Board approve the proposed new Policy 5, Title IX on policy to replace the current Title IX policy in its, in its entirety.

2:43:41

To include replacing Policy #5, 5.01, 5.02, 5.03, and the Title IX handbook provided however, that's a new policy #5.

2:43:53

Both substantially and procedurally shall apply prospectively only that is to incidents occurring on or after the date of this approval.

2:44:02

And second, that, the current provisions of Policy 5, 5.01, 5.02, 5.03, and the Title IX handbook shall continue to apply substantively, and procedurally to incidents when both the incident occurred before the date of this approval.

2:44:20

And a complaint was filed before the date of this approval.

2:44:25

And third, in the instance of incidents occurring before the date of this approval, with a complaint filed after the date of disapproval, the substantive provisions of Policy 5, 5.01, 5.02, 5.03, and the Title IX Handbook shall apply, and the procedural procedures of new Policy 5

2:44:46

shall apply. Is there a second?

2:44:52

Second. Second.

2:44:54

Okay, it's been moved and seconded that we adopt this motion. April, can you call the roll please?

2:45:03

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Dr. Best –

2:45:04

Yes. Mr. Blake –

2:45:06

Yes. Ms. Blunt – Yes. Bishop Brown – Yes. Dr. DiCroce –

2:45:13

Yes. Mr. Dyke –

2:45:15

Yes. Mr. Fulton – Yes. Mr. Griffith –

2:45:20

Yes.

2:45:21

Mr. Helpinstill is absent, Mr. Henry –

2:45:24

Yes. Dr. Jones is absent.

2:45:28

Dr. Watkins is absent. Ms. Wilmer –

2:45:31

Yes. And, Jim, if you could, please continue with the remaining items and those who need to vote.

2:45:39

We can just go ahead have April to tee up for the voice.

2:45:43

Okay. Because everyone has an after this is anxiously looking for lunch (laughter). I, I know yesterday, yeah, between us and a rum and coke, so I know what that's all about (laughter). We'll have it at your house.

2:45:59

All right. Let me move quickly. I mentioned that there were 37 policies that we went over.

2:46:05

There was a new policy put forth, and I think everybody should have a copy of that policy number 39, having to do with that, fundraising.

2:46:15

And what that grew out of was to put it in some context, situation, which occurred in another public institution here in the Commonwealth, where a large gift was made to the university,

2:46:29

But it basically came with strings, having to do with, having a say, in the selection of faculty members.

2:46:35

And as a result of that, we are moving to adopt a policy that makes it clear that the, there will be no strings that come with any gifts that come to the university. And, that's in policy number 39.

2:46:49

And so, hopefully, everybody has had a chance to read over that.

2:46:53

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And, with that in mind, Pam, do we, should we vote on this separately, or can we do that is just part of the overall approval?

2:47:02

Um, Jim, just to be clear, when you, when you specifically, are we at a time for discussion?

2:47:08

Oh, yes, yes.

2:47:10

Just to be clear when you see that there are no gifts, of course, you're not talking about, for instance, um, a restricted gift around a particular scholarship program or the like? Correct. Right. Right. You'll have to.

2:47:21

Right. Right. This has, basically, goes, in fact, the specific situation was,

2:47:27

a gift was made by a group that clearly had an agenda and it was made with the request that they participate in the selection of the faculty members. (inaudible) who you may be referring to. Yes, I was trying not to call names. Oh, I'm sorry (laughter). You know my pension for truth. Yeah. Right (laughter). So, um, but it basically came with a requirement that they participate in the selection of faculty members.

2:47:55

That's the situation, we're talking about, not the normal process of having restricted gifts, as far as programs and things of that nature.

2:48:03

And, again, the language is clear on not being overly broad in that, so that we don't have to go back, right? Correct. All right, counsel. Do we vote on that separately? I can I fold that into the overall acceptance of all the policies? Right. I think the way you did yesterday, where you referenced that there was discussion, and each member was provided with a copy of the policies and the proposed changes that you would ask that they vote

2:48:31

the entire listing of policies from 1 to what, um, 1 to 37. And, this actually is, even though it's labeled 39, I understand that the Policy 38 is still in, formation and is reserved for an IT related matter, but it's labeled policy 39 right now.

2:48:51

So, with that in mind, with that explanation, I would move that the Board approved the 38 policies in front of us that have been presented to you, and um, is there any discussion on any of those?

2:49:10

Okay, hearing none, is there a second to my motion?

2:49:13

Second. Second.

2:49:15

All right, it's been moved and seconded. All those oh, excuse me. April, would you please call the roll? Dr. Best –

2:49:24

Yes. Mr. Blake – Yes. Ms. Blunt –

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2:49:28

Yes. Bishop Brown –

2:49:30

Yes. Dr. DiCroce – Yes. Mr. Dyke – Yes. Mr. Fulton –

2:49:37

Yes. Mr. Griffith – Yes. Mr. Helpinstill is absent. Mr. Henry –

2:49:42

Yes.

2:49:43

Dr. Jones is absent. Dr. Watkins is absent. Rector Wilmer –

2:49:48

Yes. Motion carries.

2:49:51

Well, thank you very much. That completes everything on our agenda, and as Chairman Blake mentioned, just before me, going forward, any matters relating to policies and approval will fold under the auspices of the Governance Committee. So, with that, we retire our Ad Hoc Committee and look forward to the leadership of Chairman Blake on these matters.

2:50:15

That's it for our committee.

2:50:18

Thanks, Jim.

2:50:20

Joan? Yes? I am been- I was remiss in not Board at putting forward to motions from the Academic Affairs Committee.

2:50:29

Can I quickly do that?

2:50:31

Yes,

2:50:32

you can. Okay. Um, but before you do, Mary, I want to go. Something the President just sent me a message on. President Adams-Gaston and Pam, is this the time in which we need to address the handbook changes or, how

2:50:49

Pam said that we need to do something specific about that? I want to make sure we don't miss anything so we can keep moving on.

2:50:55

That's one of the things I was bringing up, was that we made a thing. Okay, that's awesome.

2:51:01

Mary, I'm sorry. I just I got three messages at one time. So, you can take us through that, that will be great. That was me, sorry. Alright, first, let me do the easy one, which is the Charter for the Academic Affairs Committee.

2:51:15

Can I get a motion to approve that?

2:51:20

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So moved. And a second?

2:51:23

Second.

2:51:24

Okay. April?

2:51:27

April, can you take the roll?

2:51:30

Any discussion?

2:51:33

Just a quick question.

2:51:34

Yes?

2:51:36

I know as far as the Governance Committee Charter, we tabled the adoption of that until after we had the standard operating procedures discussed. Do we want to treat this? And all the rest of the charters the same way?

2:51:49

Um, the charter, our charter didn't have a reference in particular, to any timing or anything.

2:51:55

So, it was, um, it was, um, not something that makes a difference whether or not we have the SOP discussion or not.

2:52:05

Devon did you, did you feel any different about that?

2:52:12

Devon? I'm sorry, you were breaking up for me. I, did you, do you have any, any issue with us moving forward with the charter for approval for the academic affairs committee before you have the SOP discussion?

2:52:26

Oh, no, no, no. Okay.

2:52:29

Hey Mary? It just, just for, um, point of protocol. And I know, I was trying to help out while I was having connection issues, I need to finish carrying out this vote.

2:52:42

So, is there any other more discussion regarding the motion is on the table?

2:52:51

Okay. Hearing none, can we have the voice vote, please?

2:52:54

Just so we can get back on track?

2:52:57

Dr. Best –

2:52:58

Yes.

2:52:59

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Mr. Blake – Yes.

2:53:01

Ms. Blunt –

2:53:02

Yes. Bishop Brown –

2:53:04

Yes. Dr. DiCroce –

2:53:06

Yes. Mr. Dyke – Yes. Mr. Fulton – Yes. Mr. Griffith –

2:53:13

Yes. Mr. Helpinstill is absent. Mr. Henry –

2:53:19

Yes.

2:53:21

Dr. Jones and Dr. Watkins are absent.

2:53:24

Ms. Wilmer –

2:53:26

Yes.

2:53:27

Motion carries.

2:53:30

Next is motion for approval of the, um,

2:53:37

changes to the Faculty Handbook.

2:53:44

Is there something, um, Pam, do we need to, Pam and Mary, do we need to vote on it individually,

2:53:47

or can we do it as, um, one vote, or how should we handle?

2:53:53

Yeah, well, you have to roll call vote. I think she was looking for a motion. I did not,

2:53:59

I mean, I think the Provost was going to submit something, I think, but if she hasn't, it's easy enough for us to go ahead and just say, um, you know, make some somebody Mary, you could make a make a motion, indicating that the revisions to the Faculty Handbook as discussed in the Committee be, um, approved,

2:54:25

and then roll call vote on that.

2:54:26

Okay. I'll make a motion that the revisions to the Faculty Handbook as discussed in the academic Affairs Committee, be approved. And, if I can make one correction. I'm sorry, Teaching Faculty Handbook. Teaching Faculty Handbook be approved.

2:54:44

Thank you.

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2:54:45

Is there a second? Second. It has been moved and properly seconded. Any discussion? Any question? And, Board members, in light of all the policy shifts and changes, and more so updates that the President's team been leading us to,

2:55:02

just making sure we all have read through them.

2:55:04

We understand them on what the Committee is recommending, because it is very important on the basis of how we continue to provide governance. Any questions?

2:55:16

Okay, hearing none. We'll bring this to vote. April? Dr. Best – Yes. Mr. Blake –

2:55:24

Yes. Ms. Blunt – Yes. Bishop Brown – Yes. Dr. DiCroce –

2:55:30

Yes. Mr. Dyke – Yes. Mr. Fulton – Yes. Mr. Griffith –

2:55:36

Yes. Mr. Helpinstill is absent. Mr. Henry –

2:55:40

Yes. Dr. Jones and Dr. Watkins are absent. Rector Wilmer – Yes. Motion carries.

2:55:48

Thank you, April. Mary, is there anything else?

2:55:54

Mary?

2:55:55

No, nothing else. Okay. Thank you.

2:55:58

Thank you to everyone for the reports that have been given this far and for the air cover during my little IT issues.

2:56:08

Um, I, um, appreciate what has been shared this far.

2:56:12

And, I just want to take a moment before we go into our break to say, you know, if you think about the agenda items and a discussion points thus far,

2:56:20

President Adams-Gaston, thank you so much for what you've brought before the Board.

2:56:25

I mean, we've talked a lot about the institution's strategy and, think forward efforts.

2:56:34

And that's largely in part between you, from you and the leadership team.

2:56:39

From everything, from audit and compliance, to standing up a new audit and compliance and risk management structure with new leaders coming in, um, to, improve in our HR practices, Making sure that we improve our technology platform with the investments.

2:56:59

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Um, the Strategic Finance update. Devon, excellent job, talking through you and Committee, have been discussing on how do we get moving forward and secure in the financial future of the university.

2:57:14

The strategic update was fantastic, talking about different strategies to secure, what has been important to us, which is academic excellence, making sure our students are successful, and then more importantly, how do we continue to grow the institution and take care of it?

2:57:31

And then last, but not least, the policy updates that we've been doing, which had been longstanding opportunities for the university to get ourselves in a more current operations, progressive operations importing best practices from Dr. Adams-Gaston, and his leadership team.

2:57:49

Um, tremendous job, tremendous job. And I hope that my fellow Board members really took in all the fullness that I did just this morning hearing all these updates and the work hard work the heavy lifts

2:58:05

that've happened behind the scenes that we're hearing out in this meeting today. And then the, the apple, on top, the cherry on top, the, the prizes, having Dr. Best be, introduced our new Board member. We're so excited to have her and all the work we're doing, to make sure she gets up to speed, as well, as she's being supported by our Vice Rector.

2:58:27

Back to Dr. DiCroce and her onboarding. Just to make sure that we are continuing to build upon this, the Board, and the Matrix of Skills, that our governance chair reviewed with us. A lot of exciting things happening with the Board of Visitors, and with an issue in our partnership.

2:58:45

So, I want to thank you.

2:58:47

Because that's a lot of work that we don't get to see.

2:58:49

But we hear them the, the culmination of it. And I think that that should be noted at this point.

2:58:56

We are now going to take a moment to go into a break before we do the closed meeting motion. Everyone has been patient, and trying to get through our key agenda items.

2:59:08

When we come back, we'll do the consent agenda, and we'll do closed meeting motion.

2:59:13

That will give us an opportunity to refresh. So, everyone can take your break.

2:59:20

And if we can plan to come back at um, 12:40, um, well, let's see if we can make it 12:45. I think we can pick up the additional five minutes we will lose, just so everyone can have a moment to refresh and look at their e-mails and come back ready for the Closed Session, etcetera.

2:59:37

12:45 thank you all. President Adams-Gaston,

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2:59:41

thank you for holding the line there in the mid-west, and we'll speak to everyone soon.

2:59:45

All right. Thank you.

2:59:48

We'll go ahead and get started.

2:59:49

Thanks to all of our Board members who've come back after lunch, and checking all your e-mails, and trying to keep other balls in the air.

2:59:56

Um, consent agenda. So, um, Pam and April, can we vote on all of these at once?

3:00:05

Or do we need do minute by minute, or record by record per date, or how, how should we do so?

3:00:11

All at once.

3:00:13

All at once? Yes.

3:00:15

Awesome.

3:00:16

Can I get a motion?

3:00:19

Move to approve the consent agenda. I second.

3:00:25

Thank you Dr. DiCroce. Thank you Bishop Kim.

3:00:28

Um, so, it has been moved and properly seconded on the consent agenda all dates presented – December 11, December 12 and January 28.

3:00:37

Any discussion?

3:00:39

Any discussion?

3:00:41

Hearing none.

3:00:42

All in favor, if you can let April know through voice vote. So, April. Dr. Best – For. Mr. Blake –

3:00:54

Yes.

3:00:55

Ms. Blunt – Yes.

3:00:57

Bishop Brown – Yes.

3:00:59

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Dr. DiCroce – Yes. Mr. Dyke –

3:01:07

Yes. He said yes. Okay. Mr. Fulton –

3:01:10

Yes. Mr. Griffith –

3:01:12

Yes. Mr. Helpinstill is absent. Mr. Henry – Yes.

3:01:17

Dr. Jones, Dr. Watkins are absent. Rector Wilmer –

3:01:23

Yes.

3:01:24

Motion carries.

3:01:26

Awesome.

3:01:27

Thank you. Um, can we pull up the Closed Meeting motion?

3:01:33

Okay. Can I get a Board member to read the Closed Meeting motion, please?

3:01:41

Madam Chair.

3:01:43

I move that we adjourn and reconvene in closed meeting pursuant to section 2.2-3711(A) 1, 4, 7 and 8 of the Code of Virginia, for the following purposes, pursuant to the noted subsections: 1 and 4

3:02:00

to discuss personnel matters,

3:02:02

including more specifically, discussion of assignment, appointment, promotion, salaries, performance evaluations as well as the promotion of specific individuals and certain university employees;

3:02:14

and to discuss or evaluate performance of departments of the university that necessarily involve discussion regarding performance of individual employees, more specifically related to reports, investigative notes, correspondence and information furnished in confidence and records otherwise exempted of the university Internal Audit Office and the Office of the State Inspector General; and 7 and 8 consultation with legal counsel pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university,

3:02:54

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;

3:03:08

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and further, that the President, the Internal Chief, the Interim Chief Audit Executive, University Legal Counsel, Senior Assistant Attorney General/Chief, and the Assistant VP for Human Resources on invited to the Close Meeting.

3:03:26

There's been a motion to go into Closed Meeting for the reasons stated. Is there a second?

3:03:30

Second.

3:03:31

Second. Thank you.

3:03:34

Um, April, if you can please call, call the roll.

3:03:37

Dr. Best – Yes.

3:03:38

Mr. Blake –

3:03:40

Yes. Ms. Blunt –

3:03:42

Yes. Bishop Brown –

3:03:45

Yes. Dr. DiCroce – Yes. Mr. Dyke – Yes.

3:03:49

Mr. Fulton – Yes. Mr. Griffith – Yes. Mr. Helpinstill is absent. Mr. Henry –

3:03:56

Yes.

3:03:57

Dr. Jones, Dr. Watkins are absent. Rector Wilmer –

3:04:01

Yes.

3:04:02

Thanks everyone. If we can quickly get to the Close Meeting virtual room.

3:04:08

See you in just a second.

3:04:12

Open, open the meeting.

3:04:14

We will now take 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.

3:04:31

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. April, roll call. Dr. Best – I so certify.

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3:04:49

All right. Yea (laughter).

3:04:55

Mr. Blake – I so certify. Ms. Blunt – I so certify. Bishop Brown – I so certify. Dr. DiCroce – I so certify. Mr. Dyke – I so certify. Mr. Fulton – I so certify. Mr. Griffith – I so certify. Mr. Helpinstill is absent. Mr. Henry.

3:05:16

Um, he's going to be able to join us.

3:05:20

Dr. Jones, Dr. Watkins are absent. Rector

3:05:22

Wilmer -- I so certify. Okay. Okay, we have a couple of, um, resolutions that we need to address.

3:05:32

Um, one being the resolution regarding the Bylaws, if we can pull that up please.

3:05:40

And this is to, um, properly, um,

3:05:45

correct

3:05:46

the Bylaws to include the Nominating Committee as we talked about in the cleanup, as we adopted the revised Bylaws, just making sure that the language in the Bylaws are reflective of that as well.

3:06:01

Madam Rector, I have that and the resolution to be read. I believe it has to be read into the record.

3:06:08

So, um, if you would. If you could do that, that would be great.

3:06:12

I've got it. All right. Whereas,

3:06:15

Whereas, the Norfolk State Board of Visitors amended its Bylaws on October 16,

3:06:20

2020 to provide that the newly-created Board of Visitors Governance Committee was tasked with the responsibility of nominating a slate of officers for the Board's biennial officer election,

3:06:33

and whereas the amended BOV Bylaws also provided for a Nominating Committee of the Board to solicit and offer one nominee for each office which would be transmitted to Board members, along with other advance meeting materials, prior to the Board of Visitors Annual Meeting,

3:06:50

and whereas, the Nominating Committee's responsibilities would be a duplication of a responsibility and task

3:06:58

already assigned to the newly-created Board of Visitors Governance Committee.

3:07:02

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Therefore, it is resolved that the Board of Visitors adopts this Resolution to avoid said duplication:
3:07:08

1. The following sentence in Article III Section 1 of the Bylaws is suspended for the purpose of allowing the Board of Visitors to amend the Bylaws as set forth in paragraph 2 below without thirty days' notice to members of the Board:

3:07:22

That is "Notice of a proposed amendment of the Bylaws shall be given at least thirty days in advance of the meeting at which it will be considered."

3:07:33

And 2., Article I, Section 4(B)(1) of the Bylaws, which currently provides as follows. And I quote Nominating Committee.

3:07:43

The Nominating Committee, which makes nominations for officers of the Board, is comprised of not less than four members appointed by the Rector in odd-numbered years at least 10 days before the last regular meeting prior to the Annual Meeting.

3:07:57

A meeting of the Committee is then scheduled for the last regular meeting before the Annual Meeting, at which time the Committee selects its Chair.

3:08:05

Following this meeting, the Committee solicits input from the Rector and all members of the Board, and the President.

3:08:12

The Committee is to offer one nominee for each office.

3:08:15

Nominations of the Committee are transmitted to Board members along with other advance meeting materials prior to the Annual Meeting is hereby amended to read as follows: "Slate of Nominees.

3:08:28

The Governance Committee develops a slate of officers to present to the full Board for consideration at the annual meeting of the Board in odd, odd-numbered years. The Committee is to offer one nominee for each office. Nominations of the Committee are transmitted to Board members along with other advance meeting materials prior to the Annual Meeting."

3:08:52

Thank you.

3:08:54

I move the approval by the Board of Visitors of the above read Resolution which provides for the suspension of the 30 days advance meeting notice for amendments to the NSU Board of Visitors Bylaws and amendment to Article I Section 4 (B) (1) of the Bylaws (Nominating Committee) to a "Slate of Nominees" provision. Can I please have roll call? Wait. Can we get a second?

3:09:14

Second. It has been moved and properly seconded. Any further discussion around this?

3:09:21

Okay April, can you do a roll call vote please?

3:09:23

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Dr. Best –

3:09:25

Yes. Mr. Blake –

3:09:27

Yes. Ms. Blunt –

3:09:28

Yes. Bishop Brown –

3:09:31

Yes. Dr. DiCroce –

3:09:33

Yes. Mr. Dyke –

3:09:35

Yes. Mr. Fulton –

3:09:38

Yes. Mr. Griffith –

3:09:40

Yes. Mr. Helpinstill is absent. Mr. Henry is absent from the vote.

3:09:46

Dr. Jones, Dr. Watkins are absent. Rector Wilmer –

3:09:50

Yes.

3:09:52

Motion carries.

3:09:54

Thank you very much.

3:09:56

Um, we're going to now move into the motion regarding the Auditor and Chief Compliance Officers. Okay. Madam Rector, the Audit, Risk and Compliance Committee met on

3:10:09

February 18, 2021 in Closed Meeting and considered and discussed the qualifications and attributes of the top candidates recommended for the position of Chief Audit Executive and Chief Compliance Officer.

3:10:23

After due consideration, the Audit, Risk, and Compliance Committee unanimously voted to recommend to the full Board of Visitors at its next meeting the selection and approval for appointment of the Committee's recommended candidate for each of the positions discussed in the Closed Meeting.

3:10:41

Um, "1. The full Board of Visitors have, having now discussed in the Closed Meeting of the Board the recommendations of the Audit, Risk and Compliance Committee,

3:10:51

I move that the Board of Visitors approve the selection of the recommended candidate for the position of Chief Audit Executive and Chief Compliance Officer, and that an offer of employment

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in accordance with the terms and conditions discussed during the Closed Meeting be made to the recommended candidates.

3:11:10

Second. Thank you, thank you Bishop. It's been moved and properly seconded. Any discussion? Any discussion? Hearing none

3:11:18

April, voice vote. Dr. Best –

3:11:22

Yes.

3:11:23

Mr. Blake –

3:11:24

Yes.

3:11:25

Ms. Blunt – Yes. Bishop Brown –

3:11:28

Yes. Dr. DiCroce –

3:11:30

Yes. Mr. Dyke – Yes. Mr. Fulton - Yes. Mr. Griffith – Yes.

3:11:37

Mr. Helpinstill is absent.

3:11:40

Mr. Henry is absent from the vote.

3:11:42

Dr. Jones, Dr. Watkins are absent. Rector Wilmer –

3:11:46

Yes.

3:11:47

Motion carries.

3:11:50

Mary?

3:11:51

Yes.

3:11:53

Are you reading the bottom?

3:11:55

Pardon me.

3:11:56

There's an additional section. Yeah, I see that. I didn't see that before. So, further, number two (laughter). Further now, have, now having now discussed in Closed Meeting of the Board the recommendations of the Audit, Risk and Compliance Committee, I move that the Board of Visitors approve this selection of

3:12:16

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the recommended candidate for the position of Chief Compliance Officer's offer of employment in accordance with the terms and conditions discussed during that Closed Meeting be made to the recommended candidate. Do I have a second?

3:12:30

Second. it's been moved and properly seconded.

3:12:35

Any discussion?

3:12:38

Any discussion? Hearing none. April, voice vote.

3:12:44

Dr. Best –

3:12:45

Yes.

3:12:46

Mr. Blake – Yes.

3:12:48

Ms. Blunt –

3:12:50

Yes. Bishop Brown – Yes. Dr. DiCroce –

3:12:54

Yes. Mr. Dyke –

3:12:56

Yes. Mr. Fulton – Yes. Mr. Griffith.

3:13:01

Yes. Mr. Helpinstill is absent.

3:13:04

Mr. Henry is absent from the vote. Dr. Jones, Dr. Watkins are absent. Rector Wilmer –

3:13:11

Yes. And April, um,

3:13:14

point of clarity. I need to say motion is carried for the record. Okay. Motion is carried. The Rector does that. Thank you. All right. Moving along, um, Pam, the motion on,

3:13:28

regarding the improvements. I think you to. Hold

3:13:35

On. Pam has, is having an issue connecting.

3:13:43

Hold on a second. Just some, um, folks. I'm sorry.

3:13:44

Hold on one moment. Dr. DiCroce, I'm going to go ahead and send this to you

3:13:49

just in case Pam is not able to connect in. Okay, you want me to make the motion?

3:13:55

Yes, ma'am.

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3:13:56

Okay, just send it on over. I'll do it right now.

3:13:59

All right. Cool. It's written.

3:14:01

I move that effective today, March 19, 2021, in line with current maintenance and beatification efforts on the Norfolk State University Campus,

3:14:12

the NSU

3:14:13

Board of Visitors authorizes the expenditure of up to \$100,000 for maintenance and improvement repairs, which are necessary and appropriate to the University House, which houses the NSU President.

3:14:29

The oversight of this expenditure will be the responsibility of the NSU Vice President for Finance and Administration, Chief Financial Officer, who would coordinate with and report to the Ad-Hoc

3:14:42

or Standing Committee selected by the Rector.

3:14:47

Is there a second?

3:14:49

Second.

3:14:50

It has been moved and properly seconded. Is there any discussion?

3:14:53

Any discussion?

3:14:55

Hearing none, voice vote, April.

3:14:58

Dr. Best – Yes.

3:15:00

Mr. Blake – Yes. Ms. Blunt –

3:15:06

Yes. Bishop Brown –

3:15:09

Before I say yes, Joan. I'm going to say yes obviously, but I think we, it was supposed to be made clear that it's coming out of the maintenance budget. That, that was supposed to be a part of the motion. Pam?

3:15:21

Yeah, I thought that when I spoke with Gerald we put the, we put the word maintenance in there, but maybe. Can you, um? I didn't, I didn't hear it. Maintenance budget. It says, yeah it says, in line with current maintenance and beautification efforts. Yeah,

3:15:38

but its, the money is coming out of the maintenance budget (actually the maintenance reserve).

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3:15:43

Well I, I. Why don't we have a friendly amendment. Friendly amendment.

3:15:48

To say in line with (multiple voices) to the maintenance reserve, to the maintenance and beautification reserve. Right? Or, for the Norfolk State University campus. Yes.

3:16:02

I will make that a second. I accept that.

3:16:04

Yes. Okay. Okay, so, it's a yes, Miss April, for me., And we might want to go back to make sure that those who have voted are fine with the friendly amendment.

3:16:16

No issues.

3:16:17

All right.

3:16:19

Who else has voted? April, we can go through the names quickly. Dr. Best -

3:16:24

Yes. Mr. Blake – Yes. Ms. Blunt – Yes. Bishop Brown –

3:16:29

Yes. Dr. DiCrocce –

3:16:32

Yes. Mr. Dyke – Yes. Mr. Fulton – Yes. Mr. Griffith (laughter) –

3:16:40

Yes, I was on mute. Sorry.

3:16:46

Mr. Helpinstill is absent. Mr. Henry is absent from the vote. Dr. Jones, Dr. Watkins are absent. Rector Wilmer – Yes.

3:16:55

Okay. Thank you, Dr. DiCrocce. Thank you Pam for giving that to us in the moment. And, um, fellow Board members and everyone who is in attendance at this meeting, we thank you for the long, two days for all the hard work and thought leadership.

3:17:12

More importantly, we think the University leadership team under the leadership of President Adams-Gaston. We're so happy to hear the updates and the progressive efforts of this team, the accomplishments, and those things that are to come. Um, Board members, is there anything that we have not addressed that we need to before we close on this meeting?

3:17:34

Besides Mary. Move to adjourn.

3:17:36

Second. Second. What?

3:17:37

Thanks very much.

3:17:39

Mary needs to be encouraged and know what partners are about.

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3:17:45

If I had long flowing locks like yours, I'm sure I would have a better frame of mind (laughter).

3:17:55

All right. Mary, I'm telling you.

3:17:56

I'm going to give you the number afterwards. So, listen. Everyone

3:18:02

have a great day. Good luck to the NSU community on the game Saturday.

3:18:07

And we do appreciate everyone. Dwayne, Dwayne has a finger up.

3:18:11

Yeah, this is a point of personal privilege.

3:18:14

So, um, so, for all of the individuals that are keen on supporting UNCF, you have an opportunity to do so tomorrow evening with the Annual Mayors Masked Ball.

3:18:27

I have the honor of serving as an honorary co-chair and feel free to, um, to go to that. The Mayors Masked Ball for Hampton Roads. I think. I'll send the link out to everybody so that you can see it. If you want to sign up, donate, support. This is a virtual event, right? Yeah. Absolutely. Yes. Yes. Larry, you got anything you want to add? It's a great event. Um, I am deeply appreciative for Dwayne serving as co-chair. He does great work with our Council and it's going to be a lot of fun, um, and we bring those resources back to students. So, thank you Dwayne.

3:19:02

Okay. All right.

3:19:03

What time? What time is the event?

3:19:06

It opens up at 6:30 p.m. And then, I think the National Event, everything rolls out at 7 30.

3:19:12

You got, you got a big screen if it runs past 9:20 right? All right (laughter and multiple voices). We promise it will not go that long. Well, listen everyone the plate has been passed by Dwayne for donations. We're going to move this right along. Everyone have a great rest of the day.

3:19:30

And again, good luck to Norfolk State University for Saturday's game.

3:19:34

Thank you. Good luck.

3:19:35

Bye. Bye.