

AGENDA
BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING

Tuesday, September 21, 2021

BK Fulton, Chair

Time 2:00 p.m.

Campus Location:

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

Zoom Webinar Participation

https://nsu-edu.zoom.us/webinar/register/WN_ZENgoGvIQOmNV08k7Z0Uxg

- I. Call to Order/Establish Quorum
- II. Recommend Approval of Electronic Participation for Board Member Larry Griffith
- III. Recommend Approval of the April 16, 2021 Committee Minutes
- IV. Discussion Items
 - A. Follow Up Items
 - Enrollment Projections/Assumptions
 - Level 2 by 2022 Update (**Resolution**)
 - B. Financial Update
 - Financial Report Ending June 30, 2021 (Including Fixed Cost)
 - Fall 2021 Revenue Forecast
 - C. NSU New On-line Tuition & Fee Recommendation (**Resolution**)
 - D. Crisis and Emergency Management Plan (**Resolution**)
 - E. Six-Year Plan
 - Six-Year Institutional Plan (**Resolution**)
 - 2021 Legislative Priorities (**Resolution**)
 - F. Revenue Diversification Update
 - G. Facilities Update
 - H. Human Resource Update
 - I. Information Technology Update
 - J. Verbal Update on MOU between the BOV and NSUF
- V. **Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**
- VI. Open Meeting
 - Closed Meeting Certification
 - **Naming Opportunity Resolution**
- VII. Adjournment

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

BOARD OF VISITORS

700 Park Ave., HBW Suite 520, Norfolk, Virginia 23504
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Strategic Finance Committee

BK Fulton, Chair

Dwayne B. Blake

The Honorable James W. Dyke, Jr.

Larry A. Griffith

Delbert Parks

Joan G. Wilmer

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

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

Clifford Porter, VP for University Advancement

The President participates in all Committee meetings.

BOARD OF VISITORS (BOV) STRATEGIC FINANCE COMMITTEE MEETING

Tuesday, September 21, 2021

2:00 pm

BK Fulton, Chair

- 
- I. Call to Order/Establish Quorum**
 - II. Recommend Approval of Virtual Participation for Board Member Larry Griffith**
 - III. Recommend Approval of the April 16, 2021 Committee Minutes**

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

April 16, 2021

MINUTES

1. Call to Order

Mr. Henry, Chair, called the Strategic Finance Committee meeting to order at approximately 10:01 a.m. A quorum was established with a 4-0 Roll Call vote. Below is a list of individuals who joined the webinar.

Participants – Committee Members

Mr. Devon M. Henry, Chair
Mr. Dwayne B. Blake
The Honorable James W. Dyke, Jr.
Mr. BK Fulton
Mr. Larry A. Griffith

Participant - Counsel

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

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Dr. Gerald E. Hunter, Vice President, Finance and Administration
Mr. Clifford Porter, Vice President, University Advancement
Ms. Karla Amaya Gordon, Assistant Vice President, Finance and Administration/University, Controller
Mr. Dennis Jones, Executive Director, Planning and Budget
Mr. Anton Kashiri, Associate Vice President Facilities
Ms. Sandra Faye Monroe-Davis, Chief Information Officer
Dr. Karen H. Pruden, Associate Vice President, Human Resources
Mr. Jason Wade, Temporary Employee, University Counsel's Office
Mr. Rasool A. Shabazz, Project Engineer, Office of Information Technology
Mrs. April T. Allbritton, Office Manager/Board Liaison

Observers – NSU Administrators and Staff

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

2. Approval of the Minutes

Mr. Fulton motioned, seconded by Mr. Blake, the Committee with a 4-0 Roll Call vote approved the March 18, 2021, Committee minutes.

3. Discussion Items

Strategic Finance Committee Charter – The Committee members having reviewed the charter in advance made the following motion:

Mr. Griffith motioned, seconded by Mr. Fulton, the Committee with a 4-0 Roll Call vote approved the recommendation of the Strategic Finance Committee Charter to the full Board.

Financial Report – Dr. Hunter presented and responded to the Committee. Selective comments included:

- The FY2021 Financial Report has not changed significantly from the report that was presented last month. The reason for that is there has not been a lot of activity between March and April. The projections are the same and we are looking to finish the year very strong with a \$15 million dollar fund balance. Compare that to prior years, the fund balances has been ranging from \$4 million to \$10 million dollars, which is a strong projection for the year-end. In addition, it does not include the \$18.5 million dollars in federal funds that were received from the second allocation. The reason it does not include those funds is because the funds have not be drawn down and there are specific guidelines that must be followed in order to bring the funds into the institution. The \$18.5 million can be drawn down next year and will appear in the overall institutional financial projections.
- The University is anticipating a third allotment of federal funds that will be a large allocation, which will give the University strong financial position going into the end of this fiscal year; and as well as going into next year. Fall enrollment and the number of students that the University is able to house on campus is really an important piece of the University's financial position. However, if the University runs into financial trouble, the reserve funds will make up for any loss revenues, which is one of the primary uses for the Federal CARES Act funds.
- FY2021 is projecting to generate almost \$32 million dollars from Auxiliaries. If you look at year-end projections under revenue, you will notice that the budget is at \$53.2 million. Over a course of the fiscal year, we've dropped expenditures, refinanced our debt with the new Residential Life facility, and partnered with the state. The University has been allocated with a significant amount of Federal Cares Act funds that will be used on displaced revenues.

A finalized decision on what will be done with the use of the CARES Act funds has not been completed. Dr. Adams-Gaston stated that part of the delay has to do with receiving the funds in order to create a holistic picture.

FY2021-22 Tuition and Fees Recommendation – Dr. Hunter presented the proposed Full Year of Tuition and Fees for Full-Time Students.

- The actual and proposed tuition and fees for full-time students – Schedule A. Resident Undergraduates for Actual Tuition is \$5,752, Mandatory fees are \$3,870, Room \$7,206, Board \$3,638, with a total cost of \$20,466.
- The actual and proposed tuition and fees for full-time students – Schedule A. Resident Graduates for Actual. Tuitions is \$8,820, Mandatory fees are \$3,870, Room is \$7,206; Board is \$3,638, with a total cost of \$23,534.
- Annual Room Charges Babette – Twin Towers for Double Room is \$7206, Triple Room is \$8,202, Resident Room is \$7,206; and Midrise for Double Room \$8,819, Triple Room \$8,442, Resident Assistant Room is \$8,442.
- The New Resident Hall – Non-ADA Compliant for Double Suite is \$9,446, Single \$10,932; and Resident Assistant Room is \$9,446. Non-ADA Compliant Triple Suite \$9,824, and Single is \$10,014. ADA Compliant Triple Suite Config 1 is \$9,918, Single \$10,108; ADA Compliant Triple Suite Config 2, Double Suite is \$9,824, and Single is \$10,014.
- The Strategic Finance Committee reviewed the additional tuition and fees for Nonresidents, part-time students, proposed miscellaneous fees and other fees as well as mandatory Auxiliary Enterprise fees as listed.

The recommendation to the Strategic Finance Committee is to present to the Board of Visitors to hold tuition and fees for FY2021-2022 to level. The goal is to have no increase during this FY for tuition and fees.

Mr. Blake motioned, seconded by Mr. Griffith, the Committee with a 4-0 Roll Call vote approved the FY 2021-22 Tuition and Fees Recommendation to move forward for full Board approval.

FY 2021-22 Operating Budget Recommendation – Dr. Hunter reported to the Strategic Finance Committee the following:

- FY2021-2022 Proposed Budget as of April 5, 2021, which included a recommendation to increase the FY2022 budget, is increased from \$196,478,511 million to \$220,311,926 million. The increase in the budget is \$23,833,415 million dollars. What is included in

BOARD OF VISITORS

Strategic Finance Committee

April 16, 2021

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this increase (the general fund, in-state tuition affordability, unallotted appropriations, ISTA funding unallotted, higher education operating tuition, student financial assistance, SFA July 1, 2020 unallotted appropriation, total student financial assistance; and local funds).

- The FY2021 Expenses total \$194,177,401; however, a recommendation is being requested to increase the FY2022 expenses to \$220,311,926, which is an increase of \$26,134,525 in expenses and included the following (Educational and General instructions, academic support, institutional support, operational maintenance of plant, funding to be budgeted later, Auxiliary Enterprises, student financial assistance, SFA July 1, 2020, unallotted appropriations, total student financial assistance, local funds). In addition, the increase (decrease) in fund balance is at \$2,301,110.
- The Schedule of Changes in General Support for FY2022 highlighted the following: \$4.5 million in Connected Campus, \$2.5 million in School of Public Health, \$6.5 million in Educational & General, \$2 million for Tuition Affordability, \$1.41 million in Student Financial assistance. In addition, there was a \$500,000 decrease in IT Expansion for FY2021.
- The Educational and General Schedule Revenues as of April 5, 2021, for FY2021 are at \$95,609,436 and the proposed request is for \$110,787,886, which is an increase of \$15,178,450.
- The Educational and General Schedule Expenses as of April 5, 2021, for FY2021 are \$90,476,569 and the proposed request is of \$105,655,019, which is an increase of \$15,178,450.
- The Auxiliary Enterprises FY2021 Budget Revenues total \$53,231,883. FY2022 proposed Budget Revenues are projected at \$53,231,883 Educational and General Schedule Revenues as of April 5, 2021, for FY20213 with no increases.
- The Auxiliary Enterprises FY2021 Budget Expense total \$51,078,499. FY2022 proposed Budget expenses are projected at \$53,231,883, which is a \$2,153,384.

Mr. Griffith motioned, seconded by Mr. Fulton, the Committee with a 4-0 Roll Call vote approved the FY 2021-22 Operating Budget Recommendation to move forward for full Board approval.

Debt Management Policy Compliance – Certification – Dr. Hunter and Ms. Amaya Gordon

Mr. Griffith motioned, seconded by Mr. Fulton, the Committee with a 4-0 Roll Call vote approved that consistent with BOV Policy #11 on Debt Management, the Strategic Finance Committee approves the Debt Management Policy Compliance – Certification to move forward for full Board consideration.

Dominion Energy Deed of Easement for Right of Way – Mr. Kashiri presented the Deed of Easement Right of Way documents to be signed by the Board of Visitors’ Rector. He gave a brief summary of why it is necessary to proceed with renovations and improvement repairs from Bozeman Hall to Madison Hall; however, Dominion Energy will not touch any transformer that does not belong to them. In order for them to proceed, Norfolk State University has to grant Dominion Energy the Deed of Easement for Right of Way. The goal is, once all documents are finalized, it will be presented to the Board of Visitor Rector for signature.

Mr. Blake motioned, seconded by Mr. Fulton, the Committee with a 4-0 Roll Call vote approved the recommendation of the Dominion Energy Deed of Easement for Right of Way to move forward for full Board approval with signature authorization granted to the Rector.

Revised Draft BOV/NSUF Memorandum of Understanding – This item was removed from the action items for approval. The revised draft MOU is currently under review by legal.

4. Closed Meeting

Mr. Blake motioned, seconded by Mr. Fulton, the Committee with a 4-0 Roll Call vote moved to adjourn and reconvene in Closed Meeting pursuant to Section 2.2-3711(A) 4, 8, and 9 of the Code of Virginia, for the following purposes, pursuant to the noted subsections: (4) for the protection of the privacy of individuals in personal matters not related to public business; and (8) consultation with legal counsel regarding specific legal matters requiring the provision of legal advice; and (9) for discussion or consideration of matters relating to gifts, bequests, and fund-raising activities; and

Further, President Adams-Gaston; University Counsel and Senior Assistant Attorney General Pamela Boston; and Clifford Porter, Vice President for University Advancement; and any non-committee member of the NSU Board of Visitors who would like to listen, but not participate or vote; are invited to the Closed Meeting.

5. Open Meeting

The Committee having reconvened in the Open Meeting, took a 3-0 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 Committee. Any member of the Committee 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.

Mr. Blake motioned, seconded by Mr. Fulton and with a 3-0 Roll Call vote, the Strategic Finance Committee having met in Closed Meeting to discuss and consider a matter relating to a gift in fundraising activity, the Committee recommends to the full Board of Visitors at its next meeting the naming opportunity discussed in the Closed Meeting.

There being only two Committee members remaining on the webinar, the University Counsel conferred with Deb Love of the Attorney General's Office to confirm that the meeting could continue if no motions or actions are taken.

6. Discussion Items

Advancement Update – Mr. Porter presented the Advancement Update to the Strategic Finance Committee for approval:

- As of December 31, 2020, the total endowment portfolio is \$39.1 million. The unaudited total contributions are \$43,305,677, which include the \$40 million from Ms. Mackenzie Scott in addition to the other cash contributions that have been received.
- The Fundraising Statistics for calendar year 2019 for total raised is \$4,697, 371, which includes cash, pledges, and planned gifts with total number of donors being 4,539. The total dollars from Corporations and Foundations being \$1,318,132. The Fundraising Statistics for calendar year 2020 for total raised is \$6,020,370, which includes cash, pledges, and planned gifts with total number of donors being 3,845. The total dollars from Corporations and Foundations being \$3,838,589, which is a mark increase. Planned giving is something that he is working on to development more. He stated that more people are leaving the Foundation in their wills and a part of their estates.
- The Fundraising Statistics for year-over-year comparison for January1 – February 15, 2020 presents the total raised \$271,085, which includes cash and pledges. The Fundraising Statistics for year-over-year comparison for January1 – March 30, 2021 presents the total raised \$1,118,975.35, which includes cash and pledges which is has increased significantly within the last few weeks.
- Capital Campaign Update – Alexander Haas, campaign firm has completed 31 interviews of staff and volunteers for internal assessment to look at campaign/staff readiness. Alexander Haas will be presenting their findings and recommendation to the Cabinet. Next step is to form the Campaign Strategy Committee members selected and recruited for study report analysis. Committee members are: Mr. Travis Ames, Mr. and Mrs. Stephen Ballard, Bishop Kim Brown, Dr. Tamara Jones, Dr. Patricia Stith, Mr. James Squires, Dr. Ella Ward, and Mayor Kenny Alexander- Honorary Member.
- The Honorable John W. Dyke asked Mr. Porter how many Foundations there are. There are three (3) Foundations: Research Innovation Foundation, Norfolk State University Foundation, and Norfolk State University Athletics Foundation. Honorable Dykes asked Mr. Porter to send the Committee a list of the board members from each of the Foundations.

Gift Processing Procedures and Endowment – Mr. Porter reported the following:

- At the March 19th Board of Visitors (BOV) Meeting, the BOV approved University Advancement's Policy 39, which is the fundraising policy. Within that policy is Advancement's gift processing procedures. For review, pages 5 and 6 of the Policy 39 gives exact procedures for acceptance of gifts to the Foundation on behalf of the institution.
- The Endowment Growth was discussed between Mr. Porter and Dr. Hunter. The current Endowment is at about \$70 million considering the recent additions from the Mackenzie Scott donation. This really does not get us to ground zero. The annual requirements for scholarships are \$4 million dollars as of today. In order to have a \$4 million dollar payout from our endowment, the endowment at a minimum would have to be at \$100 million dollars. We are about \$25-30 million dollars short at this point. Again, this is just to keep us consistent at where we are today. In order for us to grow, the endowment would have to be at \$150 million dollars. The original \$39 million that sits in our endowment prior to Mackenzie Scott, those funds are restricted and are not all designated for scholarship. The goal is to build the endowment capacity in order to generate the type of scholarship revenue that is needed. The idea is to grow the endowment in order to grow the institution.

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

- Colleague/eVA Integration order to have the two programs work together instead separately with a deadline slated for August – September 2021 for completion.
- Human Resources digital HR1 Form, which is a departmental request for personnel action. The goal is to get it digitally automated with a deadline for completion. Phone System Upgrade that is suitable and efficient for the University.
- The Microsoft 365 migration has been completed, and the SQL migration is in process.
- Student Planning Implementation is the other piece that is needed to achieved Level II that create capabilities so students can plan their career and get advisor assistance in an automation fashion.
- VxRail Purchase and Implementation is an infrastructure that will allow us to increase our storage, processing, and memory capabilities, which is like an all-in-one infrastructure. It would be a great tool for departments such as NSU Police Department, which would have the abilities to store video and recordings.
- Wireless Upgrades across the campus are very close to being completed within two-weeks.

7. Public Comment

There was no written or verbal request for public comment.

8. Adjournment

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Strategic Finance Committee
April 16, 2021
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There being no further business, the meeting was adjourned at 12:10 p.m.

Respectfully submitted,

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

Devon M. Henry, Chair
Strategic Finance Committee

NSU BOV STRATEGIC FINANCE COMMITTEE

ROLL CALL VOTE APRIL 16, 2021

Item	Mr. Henry	Mr. Blake	Mr. Dyke	Mr. Fulton	Mr. Griffith	Totals
Quorum	Present	Present	Absent from quorum	Present	Present	4-0
Approval of Minutes	Yes	Yes	Absent from vote	Yes	Yes	4-0
Approval of Charter	Yes	Yes	Absent from vote	Yes	Yes	4-0
Approval of Tuition and Fees	Yes	Yes	Absent from vote	Yes	Yes	4-0
Approval of Operating Budget	Yes	Yes	Absent from vote	Yes	Yes	4-0
Debt Management – Certification	Yes	Yes	Absent from vote	Yes	Yes	4-0
Dominion Deed of Easement	Yes	Yes	Absent from vote	Yes	Yes	4-0
Closed Motion	Yes	Yes	Absent from vote	Yes	Yes	4-0
Closed Motion Certification	Yes	Yes	Absent from vote	Yes	Absent from vote	3-0
Naming Opportunity	Yes	Yes	Absent from vote	Yes	Absent from vote	3-0

ENROLLMENT PROJECTIONS

- In the past, NSU, as a SCHEV member institution, submits enrollment projections to SCHEV on a biennial basis including enrollment and degree estimate sections. Each section contains projections for 8 years (ending in 2027-28)
- SCHEV emphasized the following guidance for how institutions should manage projections:
 - Provide conservative projections
 - That only the first two years of the projections are evaluated
 - Consider unforeseen factors such as economic trends or population/demographic shifts.



ENROLLMENT PROJECTIONS

	2021-22 (Projected)		2022-23 (Projected)		2023-24 (Projected)	
	Total	% In-State	Total	% In-State	Total	% In-State
Total Enrollment (Fall HC)	5,200	75%	5,350	75%	5,500	75%
Undergraduate (Fall HC)	4,551	74%	4,679	74%	4,764	74%
Graduate (Fall HC)	303	77%	320	77%	335	77%
Unclassified (Fall HC)	29	93%	38	93%	40	93%
Annual FTE (Fall, Spring, Summer)	4,549	74%	4,718	74%	4,868	74%
Distance (Fall HC)	317	81%	313	81%	361	81%
Summer	690	83%	690	83%	690	83%

	2024-25 (Projected)		2025-26 (Projected)		2026-27 (Projected)	
	Total	% In-State	Total	% In-State	Total	% In-State
Total Enrollment (Fall HC)	5,650	75%	5,800	75%	5,950	75%
Undergraduate (Fall HC)	4,836	74%	4,908	74%	4,980	74%
Graduate (Fall HC)	373	77%	411	77%	449	77%
Unclassified (Fall HC)	42	93%	44	93%	46	93%
Annual FTE (Fall, Spring, Summer)	5,018	74%	5,168	74%	5,318	74%
Distance (Fall HC)	399	81%	437	81%	475	81%
Summer	690	83%	690	83%	690	83%

	2027-28 (Projected)	
	Total	% In-State
Total Enrollment (Fall HC)	6,100	75%
Undergraduate (Fall HC)	5,052	74%
Graduate (Fall HC)	487	77%
Unclassified (Fall HC)	48	93%
Annual FTE (Fall, Spring, Summer)	5,468	74%
Distance (Fall HC)	513	81%
Summer	690	83%



New Student Orientation VIRTUAL

The mission of the Office of New Student Orientation is to assist newly-entering students in their transition to the University. Through a collaborative, empowering, and comprehensive institutional effort, students and parents are able to holistically address academic, financial, and social needs while preparing for enrollment.

For more information, visit www.nsu.edu/nso

The Office of New Student Orientation is readily available to assist you today.



FUTURE ENROLLMENT TRENDS/STRATEGIES

- NSU must be strategic and innovative as an institution of higher education considering decreases in college-bound individuals. NSU, like many institutions, experiences students leaving after their sophomore year. To address these issues, NSU is developing and implementing several strategies regarding recruitment and retention including but not limited to:
 - Increasing efforts for recruiting in-state students
 - Use of digital tools to provide potential students with exposure to NSU.
 - Collaborating with external agencies
 - Increasing opportunities for funding
 - Continuing articulation agreements with community colleges for transfer
 - Using technologies to efficiently integrate advising, registration, and student planning
 - Adding professional academic advisors at the upper-division level
 - Curriculum Review
 - Collaborative activities for student engagement, mentorship, and professional development

YOU CAN WITH VCAN:
Afford College at NSU
Virginia College Affordability Network

- Free Tuition
- Academic Enrichment

For
Local Pell Eligible Students

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For additional information

Level II Authority by 2022 Update

- Motion to Approve and Recommend Resolution to the Full Board

Goal: Achieve Level II Authority

- May 2021, NSU was awarded unlimited autonomy to purchase goods and services from the Department of General Services, Division of Purchases and Supply, which allows NSU to apply for Level II Authority.
- Level II authority releases the University from many Commonwealth of Virginia administrative and operations requirements.

The Level II Authority Application

- Information Technology Authority
- Procurement Authority



26 Code of Virginia Sections+

2.2-4000. Short title; purpose.

2.2-4018. Exemptions from operation of Article 3.

22.1-18. Report on education and standards of quality for school divisions; when submitted and effective.

22.1-253.13-3. Standard 3. Accreditation, other standards, assessments, and releases from state regulations.

22.1-253.13-6. Standard 6. Planning and public involvement

23.1-100. Definitions.

23.1-203. Duties of Council.

23.1-206. Assessments of the performance of public institutions of higher education

23.1-213. (Effective until July 1, 2022) Definitions.

23.1-226. Exemptions.

23.1-301. Short title; objective; purposes.

23.1-303. Calculation of state general fund share of an institution's basic operations and instruction funding need; cost of education.

23.1-304. Per student enrollment-based funding at public institutions of higher education.

23.1-305. Public institutions of higher education; targeted economic and innovation incentives.

23.1-306. Public institutions of higher education; six-year plans; institutional partnership performance agreements.

23.1-309. Higher Education Advisory Committee established; duties.

23.1-310. Assessment and certification of institutions by the Council

23.1-628. Tuition Assistance Grant Program.

23.1-1001. Financial and administrative management standards for public institutions of higher education.

23.1-1002. Eligibility for restructured financial and administrative operational authority and financial benefits.

23.1-1003 MOU Memoranda of understanding

23.1-1004. Management agreement; eligibility and application

23.1-1100. Definitions.

30-133.1. Additional certifications for public institutions of higher education.

30-231.2. Criteria for awarding and renewal of scholarships

30-231.8. Powers and duties of the Committee

Four Key Code of Virginia Sections

- § 23.1-1003. Memoranda of Understanding
- § 23.1-1002. Eligibility for Restructured Financial and Administrative Operational Authority and Financial Benefits
- § 23.1-206. Assessments of the Performance of Public Institutions of Higher Education
- § 23.1-310. Assessment and Certification of Institutions by the Council

§ 23.1-1003. Memoranda of understanding

A. Each public institution of higher education that meets the state goals set forth in subsection A of § 23.1-1002 may enter into a memorandum of understanding with the appropriate Cabinet Secretary, as designated by the Governor, for restructured operational authority in any operational area adopted by the General Assembly in accordance with law, provided that the authority granted in the memorandum of understanding is consistent with that institution's ability to manage its operations in the particular area and:

1. The institution is certified by the Council pursuant to § 23.1-206 or 23.1-310 for the most recent year that the Council has completed certification;
2. An absolute two-thirds or more of the institution's governing board has voted in the affirmative for a resolution expressing the sense of the board that the institution is qualified to be, and should be, governed by memoranda of understanding;
3. The institution adopts at least one new measure for each area of operational authority for which a memorandum of understanding is requested. Each measure shall be developed in consultation with (i) the appropriate Cabinet Secretary or (ii) the Secretary of Education and the Council if the measure is education-related. Any education-related measure is subject to the approval of the Council; and
4. The institution posts on the Department of General Services' central electronic procurement website all Invitations to Bid, Requests for Proposal, sole source award notices, and emergency award notices to ensure visibility and access to the Commonwealth's procurement opportunities on one website.

B. Within 15 days of receipt of a request from a public institution of higher education to enter into a memorandum of understanding, the Cabinet Secretary receiving the request shall notify the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance of the request. The Cabinet Secretary shall determine within 90 calendar days whether to enter into the requested memorandum of understanding or a modified memorandum of understanding.

C. If the Cabinet Secretary enters into a memorandum of understanding with the public institution of higher education, he shall forward a copy of the governing board's resolution and a copy of the memorandum of understanding to the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance. Each initial memorandum of understanding shall remain in effect for three years. Subsequent memoranda of understanding shall remain in effect for five years.

D. If the Cabinet Secretary does not enter into a memorandum of understanding with the public institution of higher education, he shall notify the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance of the reasons for denying the institution's request. If an institution's request is denied, nothing in this section shall prohibit a public

institution of higher education from submitting a future request to enter into a memorandum of understanding pursuant to this section.

2005, cc. [933](#), [945](#), §§ 23-38.88, 23-38.90; 2006, c. [775](#); 2008, cc. [824](#), [829](#); 2009, cc. [827](#), [845](#); 2011, cc. [332](#), [828](#), [869](#); 2013, cc. [438](#), [482](#); 2014, c. [628](#); 2016, c. [588](#).

The chapters of the acts of assembly referenced in the historical citation at the end of this section(s) may not constitute a comprehensive list of such chapters and may exclude chapters whose provisions have expired.

INFORMATION TECHNOLOGY AUTHORITY

MEMORANDUM OF UNDERSTANDING
BETWEEN
NORFOLK STATE UNIVERSITY
AND
THE COMMONWEALTH OF VIRGINIA

Background

The General Assembly of Virginia (i) enacted at its 2008 Session, and the Governor approved, Chapters 824 and 829 of the 2008 Acts of Assembly of Virginia ("Chapters 824 and 829"), two identical acts that amended and reenacted § 23-38.90 of the Code of Virginia and set forth various criteria and requirements for granting certain operational authority to certain public institutions of higher education in Virginia in the functional areas of information technology, procurement, and capital projects excluding leases of real property, and (ii) enacted at its 2013 Session, and the Governor approved, Chapter 438 of the 2013 Acts of Assembly of Virginia, which also amended and reenacted § 23-38.90 to modify one of the criteria for eligibility for such operational authority (collectively, the "Level 2 legislation"). Specifically, § 1.0 of the second enactment clause of Chapters 824 and 829 provides that "any public institution of higher education in Virginia may be granted additional operational authority in a minimum of two, but not all three of the following functional areas: information technology ...; procurement ...; and capital projects excluding leases of real property For each functional area ... such institution shall be required to enter into a separate and distinct memorandum of understanding with the appropriate Cabinet Secretary or Secretaries, as designated by the Governor, in order to exercise any such operational authority." The University of Mary Washington (the "University") has selected information technology and procurement as the most advantageous functional areas for which to request and be granted additional operational authority.

Grant and Exercise of Authority

This Memorandum of Understanding (MOU) grants to the University the additional operational authority authorized by § 2.0 of the second enactment clause of Chapters 824 and 829 for the functional area of information technology. The University agrees to exercise this information technology authority as granted by this MOU and set forth in § 2.0 of the second enactment clause of Chapters 824 and 829.

University Personnel Responsible for Implementation

With the understanding that it is at all times fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, the information technology authority detailed in § 2.0 of the second enactment clause of Chapters 824 and 829, the University's Board of Visitors has, by its legally permissible procedures, adopted a Board Resolution specifically delegating the duties and responsibilities set forth in § 2.0 of the second enactment clause of Chapters 824 and 829 to the President of the University, and, while continuing to be fully accountable for such duties and responsibilities, the President is authorized to further delegate the implementation of those duties and responsibilities pursuant to the University's usual delegation policies and procedures.

General Criteria Satisfied

- The University received certification pursuant to § 23-9.6:1.01 of the Code of Virginia from the State Council of Higher Education for Virginia (SCHEV) on **Date Required** for the most recent fiscal year (2020-2021) for which SCHEV has completed certification, and shall continue to maintain, that certification.
- The University's Board of Visitors has by at least a two-thirds vote in the affirmative approved a Resolution expressing that the University is qualified to be, and should be, governed by separate MOUs for information technology and procurement authority.
- In consultation with the Secretary of Administration, the Secretary of Finance, the Secretary of Education, the Secretary of Technology, and SCHEV, the University has developed and adopted two new education-related measures and targets for those measures. SCHEV approved these two new education related measures and their respective targets at its **Date Required** meeting.

Functional Criteria for Level II Information Technology Authority Satisfied

- The University has successfully installed and implemented at least one of the following major information technology systems within the last five years: a financial system, a human resources system, or a student information system.
- The University has a chief information officer who reports to the President or to a position of no more than one level below the President.
- The University has developed and its Board of Visitors has adopted an information technology strategic plan and information technology policies, standards, and guidelines governing project management, infrastructure, architecture, ongoing operations, and security, and project auditing.
- The University has at least one information technology project manager on staff who has met the Commonwealth's project management qualification requirements for major projects and has passed both the core and facilitation processes qualifications examinations.

Termination of MOU

The Governor shall have the right and power to void this MOU as provided herein. If the Governor makes a written determination that the University is not in substantial compliance with the terms of this MOU or with the requirements of the Level 2 legislation, (i) the Governor shall provide a copy of that written determination to the Rector of the Board of Visitors of the University and to the members of the General Assembly, and (ii) the University shall develop and implement a plan of corrective action, satisfactory to the Governor, for purposes of coming into substantial compliance with the terms of this MOU and with the requirements of the Level 2 legislation, as soon as practicable, and shall provide a copy of such corrective action plan to the members of the General Assembly. If after a reasonable period of time after the corrective action plan has been implemented by the University, the Governor determines that the University is not yet in substantial compliance with this MOU or the requirements of the Level 2 legislation, the Governor may void this MOU. Upon the Governor voiding this MOU, the University shall not be allowed to exercise any authority pursuant to the Level 2 legislation unless and until the University enters into a subsequent MOU with the Secretary or Secretaries designated by the Governor or the void MOU is reinstated by the General Assembly.

Effective Date and Term of MOU

This MOU shall become effective on the date of the latest signature below and shall remain in effect for three years from that date.

*** * * END OF PAGE * * ***

Agreed to by Norfolk State University:

Javaune Adams-Gaston, PhD
President
Norfolk State University

Date: _____

Agreed to by the Commonwealth of Virginia:

For the Secretary of Technology:

By: _____

Title: _____

Date: _____

For the Secretary of Education:

By: _____

Title: _____

Date: _____

For the Secretary of Finance:

By: _____

Title: _____

Date: _____

PROCUREMENT AUTHORITY
MEMORANDUM OF UNDERSTANDING
BETWEEN
NORFOLK STATE UNIVERSITY
AND
THE COMMONWEALTH OF VIRGINIA

Background

The General Assembly of Virginia (i) enacted at its 2008 Session, and the Governor approved, Chapters 824 and 829 of the 2008 Acts of Assembly of Virginia ("Chapters 824 and 829"), two identical acts that amended and reenacted § 23-38.90 of the Code of Virginia and set forth various criteria and requirements for granting certain operational authority to certain public institutions of higher education in Virginia in the functional areas of information technology, procurement, and capital projects excluding leases of real property, and (ii) enacted at its 2013 Session, and the Governor approved, Chapter 438 of the 2013 Acts of Assembly of Virginia, which also amended and reenacted § 23-38.90 to modify one of the criteria for eligibility for such operational authority (collectively, the "Level 2 legislation"). Specifically, § 1.0 of the second enactment clause of Chapters 824 and 829 provides that "any public institution of higher education in Virginia may be granted additional operational authority in a minimum of two, but not all three of the following functional areas: information technology ...; procurement ...; and capital projects excluding leases of real property For each functional area ... such institution shall be required to enter into a separate and distinct memorandum of understanding with the appropriate Cabinet Secretary or Secretaries, as designated by the Governor, in order to exercise any such operational authority." The University of Mary Washington (the "University") has selected information technology and procurement as the most advantageous functional areas for which to request and be granted additional operational authority.

Grant and Exercise of Authority

This Memorandum of Understanding (MOU) grant to the University the additional Operational authority authorized by § 3.0 of the second enactment clause of Chapters 824 and 829 for the functional area of procurement. The University agrees to exercise this procurement authority as granted by this MOU and set forth in § 3.0 of the second enactment clause of Chapters 824 and 829, the "Rules Governing Procurement of Goods, Services, Insurance, and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia" contained in Attachment 1 to § 3.0 of the second enactment clause of Chapters 824 and 829 and its small, women and minority-owned business (SWaM) plan adopted by its Board of Visitors and approved and certified by the Secretary of Administration.

University Personnel Responsible for Implementation

With the understanding that it is at all times fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, the procurement authority detailed in § 3.0 of the second enactment clause of Chapters 824 and 829 the University's Board of Visitors has, by its legally permissible procedures, adopted a Board Resolution specifically delegating the duties and responsibilities set forth in § 3.0 of the second enactment clause of Chapters 824 and 829 to the President of the University and, while continuing to be fully accountable for such duties and responsibilities, the President is authorized to further delegate the implementation of those

duties and responsibilities pursuant to the University's usual delegation policies and procedures.

General Criteria Satisfied

- The University received certification pursuant to § 23-9.6:1.01 of the Code of Virginia from the State Council of Higher Education for Virginia (SCHEV) on **Date Required** for the most recent fiscal year (2009-10) for which SCHEV has completed certification, and shall continue to maintain, that certification.
- The University's Board of Visitors has by at least a two-thirds vote in the affirmative approved a Resolution expressing that the University is qualified to be and should be, governed by separate MOUs for information technology and procurement authority.
- In consultation with the Secretary of Administration, the Secretary of Finance, the Secretary of Education, the Secretary of Technology, and SCHEV, the University has developed and adopted two new education-related measures and targets for those measures. SCHEV approved these two new education-related measures and their respective targets at its **Date Required** meeting.

Functional Criteria for Level II Procurement Authority Satisfied

- The University has decentralized procurement authority delegated to it by the Department of General Services pursuant to Chapter 11 (§ 2.2-1100 et seq.) of Title 2.2 of the Code of Virginia.
- The University is in full compliance with the requirements of the Virginia Public Procurement Act, Chapter 43 (§ 2.2-43.00 et seq.) of Title 2.2 of the Code of Virginia.
- The University has adopted the "Rules Governing Procurement Goods, Services, Insurance, and Construction by the Public Institution of Higher Education of the Commonwealth of Virginia" contained in Attachment 1 to § 3.0 of the second enactment clause of Chapter 824 and 829 to govern the University's procurement of goods, services, and insurance
- The University's Chief Procurement Officer and all other current buyers have and shall maintain the Virginia Contracting Officer (VCO) certification. Any new buyers hired will attain certification within two years of hiring.
- The University's 2020-21 small, women, and minority-owned business ("SWaM") plan goals and its aspirational SWaM plan goals for 2021-22 and 2022-23 were adopted by its Board of Visitors and have been approved and certified by the Secretary of Administration.
- As its implementing policies and procedures for the procurement authority granted by this MOU, the University will adopt (i) the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and Their Vendors (the "Manual"), other than those provision of the Manual requiring state agency review or approval for procurement covered by Chapter 824 and 829, including by the Department of General Services and its Division of Purchases and Supplies, and (ii) the University's internal procurement policies and procedures to implement the Rules and the Manual.

Termination of MOU

The Governor shall have the right and power to void this MOU as provided herein. If the Governor

makes a written determination that the University is not in substantial compliance with the terms of this MOU or with the requirements of the Level 2 legislation, (i) the Governor shall provide a copy of that written determination to the Rector of the Board of Visitors of the University and to the members of the General Assembly, and (ii) the University shall develop and implement a plan of corrective action, satisfactory to the Governor, for purposes of coming into substantial compliance with the terms of this MOU and with the requirements of the Level 2 legislation, as soon as practicable, and shall provide a copy of such corrective action plan to the members of the General Assembly. If after a reasonable period of time after the corrective action plan has been implemented by the University, the Governor determines that the University is not yet in substantial compliance with this MOU or the requirements of the Level 2 legislation, the Governor may void this MOU. Upon the Governor voiding this MOU, the University shall not be allowed to exercise any authority pursuant to the Level 2 legislation unless and until the University enters into a subsequent MOU with the Secretary or Secretaries designated by the Governor or the void MOU is reinstated by the General Assembly.

Effective Date and Term of MOU

This MOU shall become effective on the date of the latest signature below and shall remain in effect for three years from that date.

***** END OF PAGE *****

Agreed to by Norfolk State University:

Javaune Adams-Gaston, PhD
President
Norfolk State University

Date: _____

Agreed to by the Commonwealth of Virginia:

For the Secretary of Administration:

By: _____

Title: _____

Date: _____

For the Secretary of Education:

By: _____

Title: _____

Date: _____

For the Secretary of Finance:

By: _____

Title: _____

Date: _____

Norfolk State University Board of Visitors
October 15, 2021

RESOLUTION
Norfolk State University Board of Visitors
Level II Authority Application

WHEREAS, the General Assembly of Virginia enacted at its 2008 Session, and the Governor approved, Chapters 824 and 829 of the 2008 Acts of Assembly of Virginia (Chapters 824 and 819), two identical acts that amended and reenacted § 23-38.90 of the Code of Virginia and enable certain operational authority to be granted to certain public institutions of higher education in Virginia in the functional areas of information technology, procurement, and capital projects excluding leases of real property; and

WHEREAS, § 1.0 of the second enactment clause of Chapters 824 and 829 provides that “any public institution of higher education in Virginia may be granted additional operational authority in a minimum of two, but not all three of the following functional areas: information technology ...; procurement ...; and capital projects excluding leases of real property For each functional area ... such institution shall be required to enter into a separate and distinct memorandum of understanding with the appropriate Cabinet Secretary or Secretaries, as designated by the Governor, in order to exercise any such operational authority;” and

WHEREAS, Norfolk State University (University) has determined that the University is qualified to be, and should be, governed by memoranda of understanding as provided by Chapters 824 and 829; and

WHEREAS, the University Administration has recommended that information technology and procurement be selected as the most advantageous functional areas for which to request and be granted additional operational authority; and

WHEREAS, the University Administration has prepared and adopted an information technology strategic plan and information technology policies, standards, and guidelines governing project management, infrastructure, architecture, ongoing operations, security and project auditing; and

WHEREAS, the University Administration has prepared and adopted policies and procedures to govern procurement procedures; and

WHEREAS, the University received certification pursuant to § 23*9.6:1.01 of the Code of Virginia from the State Council of Higher Education for Virginia (SCHEV) on October 15, 2021 for the most recent fiscal year (2021-2022) for which SCHEV has completed certification.

NOW THEREFORE BE IT RESOLVED by the Board of Visitors (Board) of the University that

1. After careful consideration, and with full understanding of the responsibilities it and the University will be assuming if authority pursuant to Chapters 824 and 829 is granted, it is the sense of the Board that the University is qualified to be, and should be, governed by memoranda of understanding as provided in Chapters 824 and 829;
2. The University should select information technology and procurement as the functional areas in which it enters into separate memoranda of understanding with the Secretary or Secretaries designated by the Governor, as provided in Chapters 824 and 829;
3. The Board elects to be governed by, and adopts, §§ 2.0 and 4.0 of the second enactment clause of Chapters 824 and 829, which set forth the General Assembly's Policies for information technology and procurement;

Norfolk State University Board of Visitors
October 15, 2021

4. The Board hereby approves and adopts the information technology strategic plan and information technology policies standards, and guidelines governing project management, infrastructure, architecture, ongoing operations, security and project auditing prepared by the University Administration and presented to the Board;
5. The Board hereby approves and adopts the procurement procedures prepared by the University Administration and presented to the Board;
6. With regard to the procurement of "Capital Professional Services," "Capital Projects," and "Major Capital Projects," as those terms are defined in § 4.0 III of the second enactment clause of Chapters 824 and 829, the Board hereby elects to have all such procurements be governed by the Virginia Public Procurement Act, § 2.2-4300 et seq. of the Code of Virginia ;
7. With the understanding that it is at all times fully and ultimately accountable for the proper fulfillment of the duties and responsibilities set forth in, and for the appropriate implementation of, the information technology and procurement authority detailed in §§ 2.0 and 4.0 of the second enactment clause of Chapters 824 and 829, the Board, by its legally permissible procedures; hereby delegates the duties and responsibilities set forth in §§ 2.0 and 4.0 of the second enactment clause of Chapters 824 and 829 to the President of the University, and, while continuing to be fully accountable for such duties and responsibilities, the President is hereby authorized to further delegate the implementation of those duties and responsibilities pursuant to the University's usual delegation policies and procedures; and
8. The Board hereby delegates to its Executive Committee the authority to review and approve, on behalf of the Board, any additional matters that require Board approval for the University to enter into information technology and procurement memoranda of understanding with the Secretary or Secretaries designated by the Governor, as provided in Chapters 824 and 829, including, but not limited to, two new education-related measures and targets for those measures, which are to be negotiated with and approved by SCHEV, subject to any such approval being presented to the full Board for ratification at its next meeting.

Recommended by:

Gerald Ellsworth Hunter, PhD
Vice President and Chief Financial Officer
Division of Finance and Administration
Norfolk State University

Date

Approved for Board Action:

Javaune Adams-Gaston, PhD
President
Norfolk State University

Date

Adopted: October 15, 2021:

Bishop Kim W. Brown
Secretary
Board of Visitors
Norfolk State University

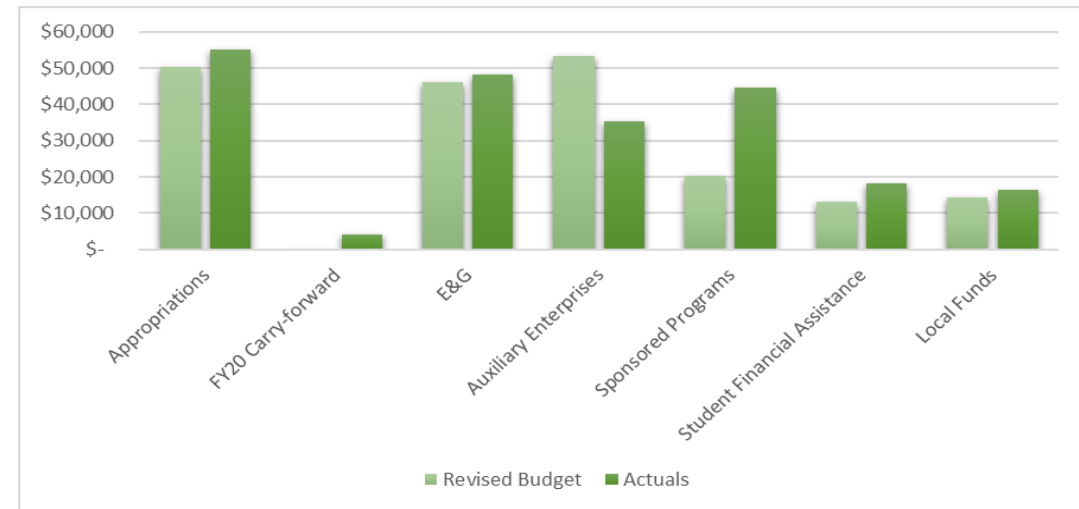
Date

Financial Report Ending June 30, 2021 (Including Fixed Cost)

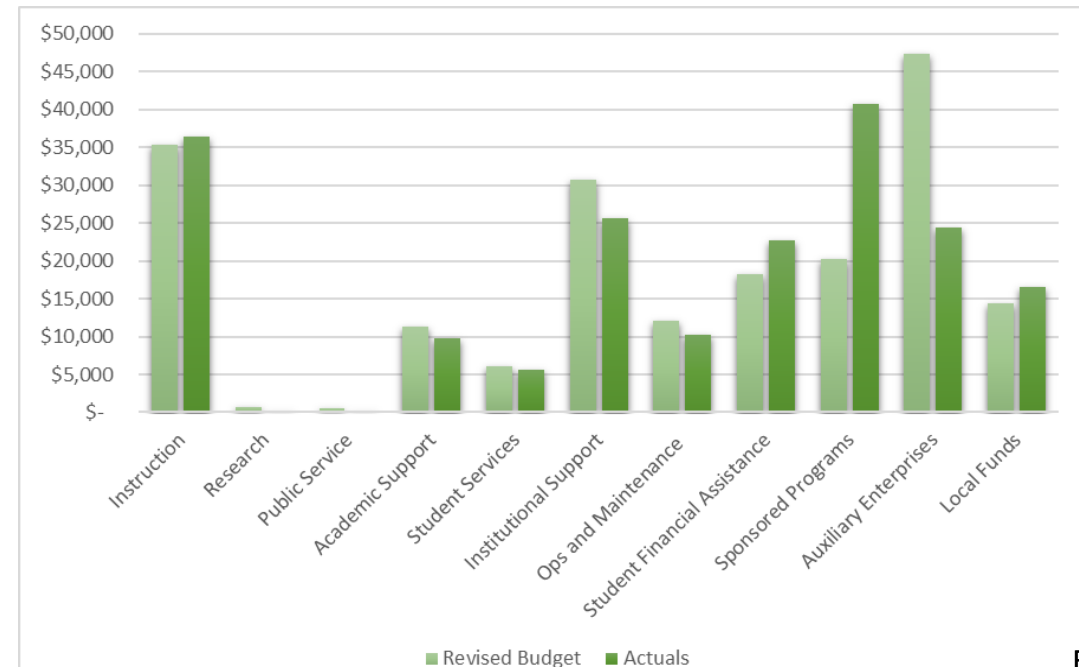
FY 2021 - Condensed Summary of Revenues and Expenses Budget Report - All Funds

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

<u>Revenues</u>	<u>Authorized</u> <u>Budget</u>	<u>Revised</u> <u>Budget</u>	<u>Actuals</u>	<u>% of Budget</u> <u>Collected</u>
Appropriations	\$ 50,395	\$ 50,395	\$ 55,299	110%
FY20 Carry-forward	-	-	4,140	0%
E&G	45,214	46,024	48,169	105%
Auxiliary Enterprises	53,232	53,232	35,196	66%
Sponsored Programs	20,232	20,232	44,552	220%
Student Financial Assistance	13,055	13,055	18,147	139%
Local Funds	14,350	14,350	16,412	114%
Total Revenues	\$ 196,478	\$ 197,288	\$ 221,915	112%

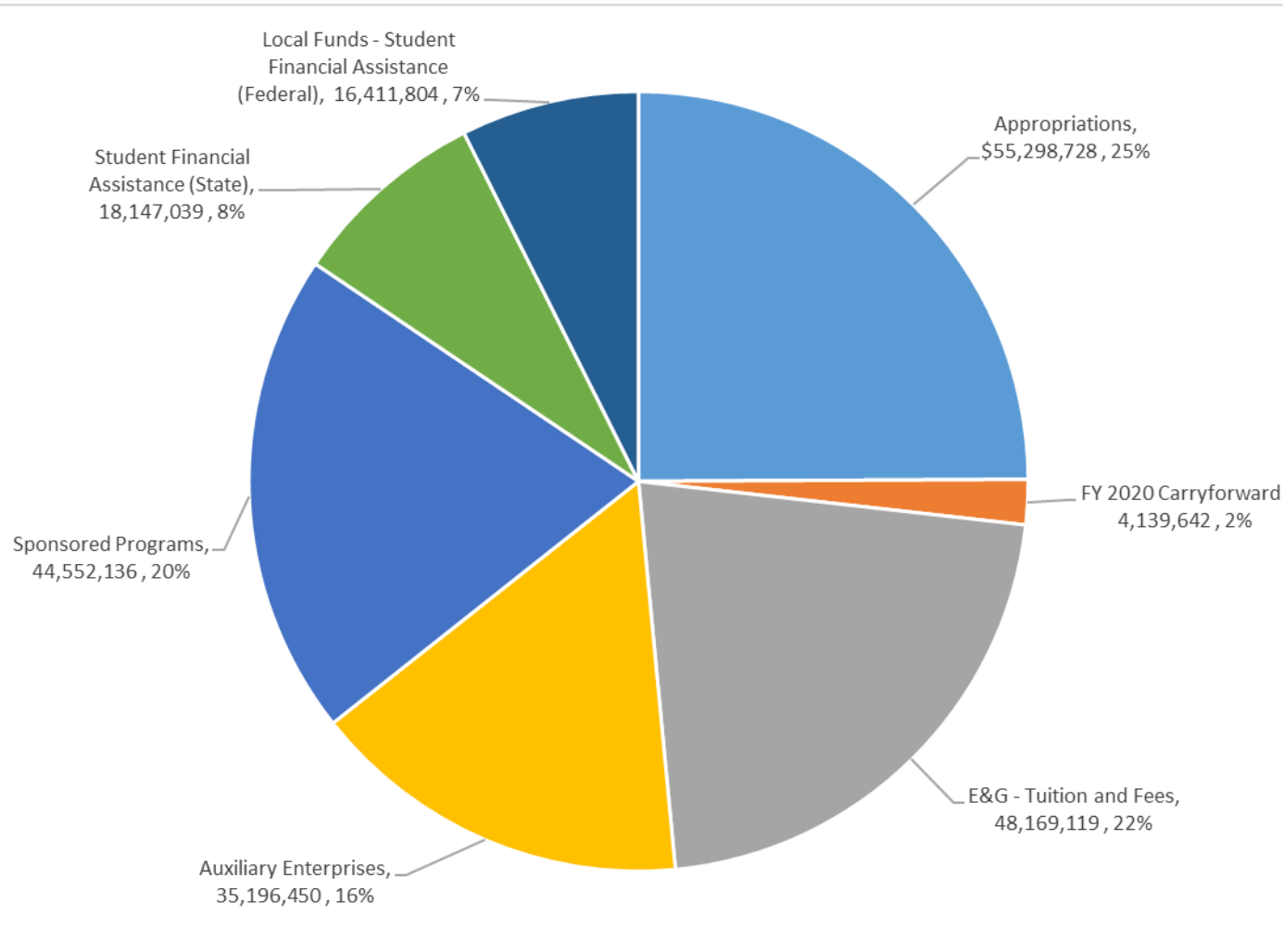


<u>Expenses</u>	<u>Authorized</u> <u>Budget</u>	<u>Revised</u> <u>Budget</u>	<u>Actuals</u>	<u>% of Budget</u> <u>Spent</u>
Instruction	\$ 40,433	\$ 35,360	\$ 36,415	103%
Research	405	683	196	29%
Public Service	563	594	252	42%
Academic Support	12,952	11,366	9,839	87%
Student Services	6,664	6,154	5,663	92%
Institutional Support	15,776	30,711	25,588	83%
Ops and Maintenance	13,683	12,023	10,263	85%
Student Financial Assistance	18,188	18,188	22,787	125%
Sponsored Programs	20,232	20,232	40,681	201%
Auxiliary Enterprises	50,931	47,326	24,481	52%
Local Funds	14,350	14,350	16,594	116%
Total Expenses	\$ 194,177	\$ 196,987	\$ 192,759	98%



SOURCE OF FUNDS

Actuals through June 30, 2021



Revenues

Appropriations

FY 2020 Carryforward

E&G - Tuition and Fees

Auxiliary Enterprises

Sponsored Programs

Student Financial Assistance (State)

Local Funds - Student Financial Assistance (Federal)

Total Revenues

Actuals

\$ 55,298,728

4,139,642

48,169,119

35,196,450

44,552,136

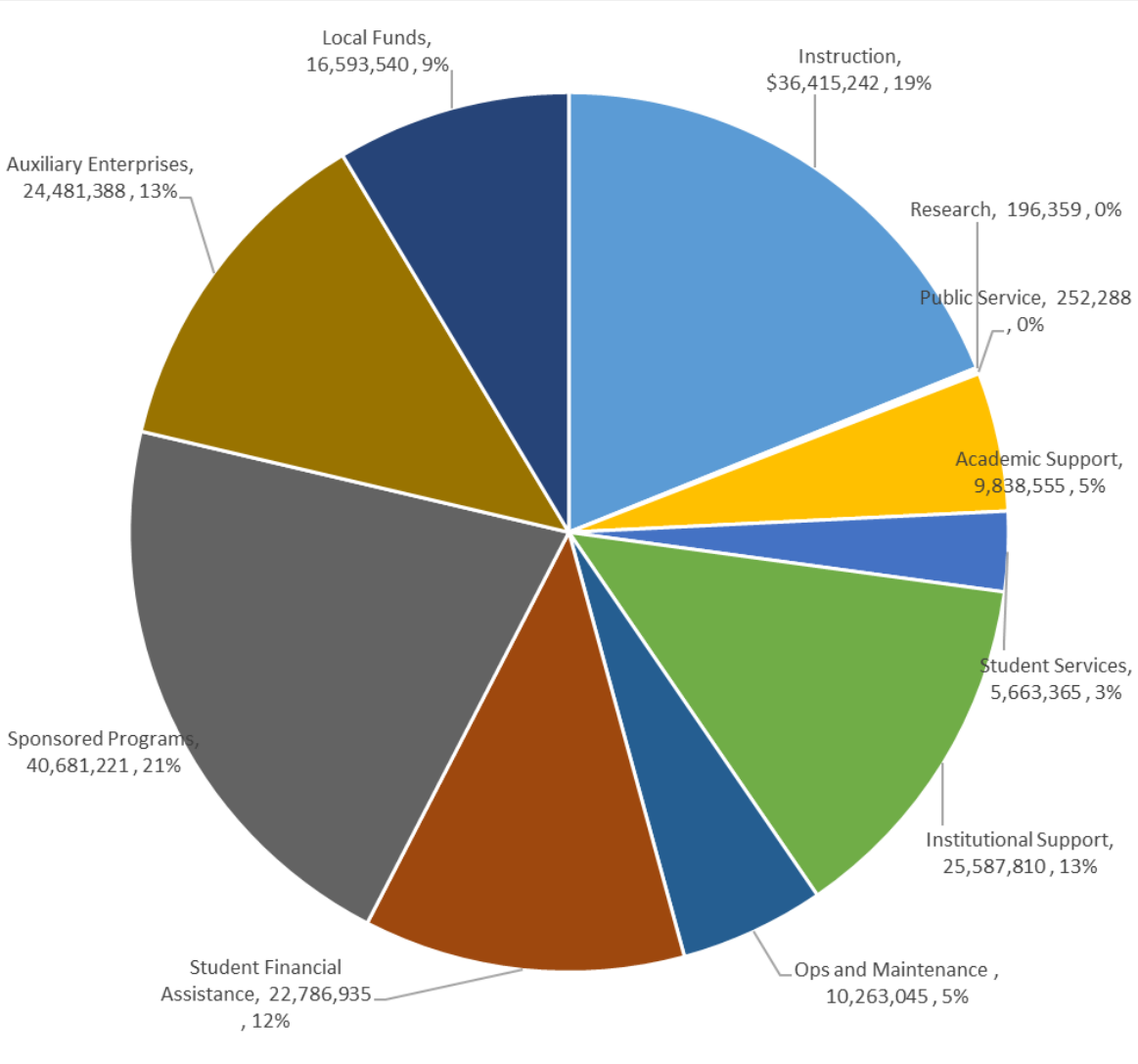
18,147,039

16,411,804

\$ 221,914,918

USES OF FUNDS

Actuals through February 28, 2021



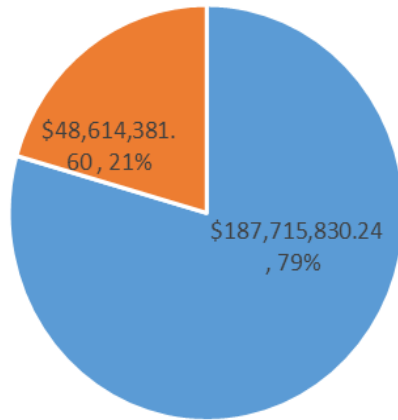
<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 36,415,242
Research	196,359
Public Service	252,288
Academic Support	9,838,555
Student Services	5,663,365
Institutional Support	25,587,810
Ops and Maintenance	10,263,045
Student Financial Assistance	22,786,935
Sponsored Programs	40,681,221
Auxiliary Enterprises	24,481,388
Local Funds	16,593,540
Total Expenses	\$ 192,759,748

Fixed Cost vs. Variable Cost

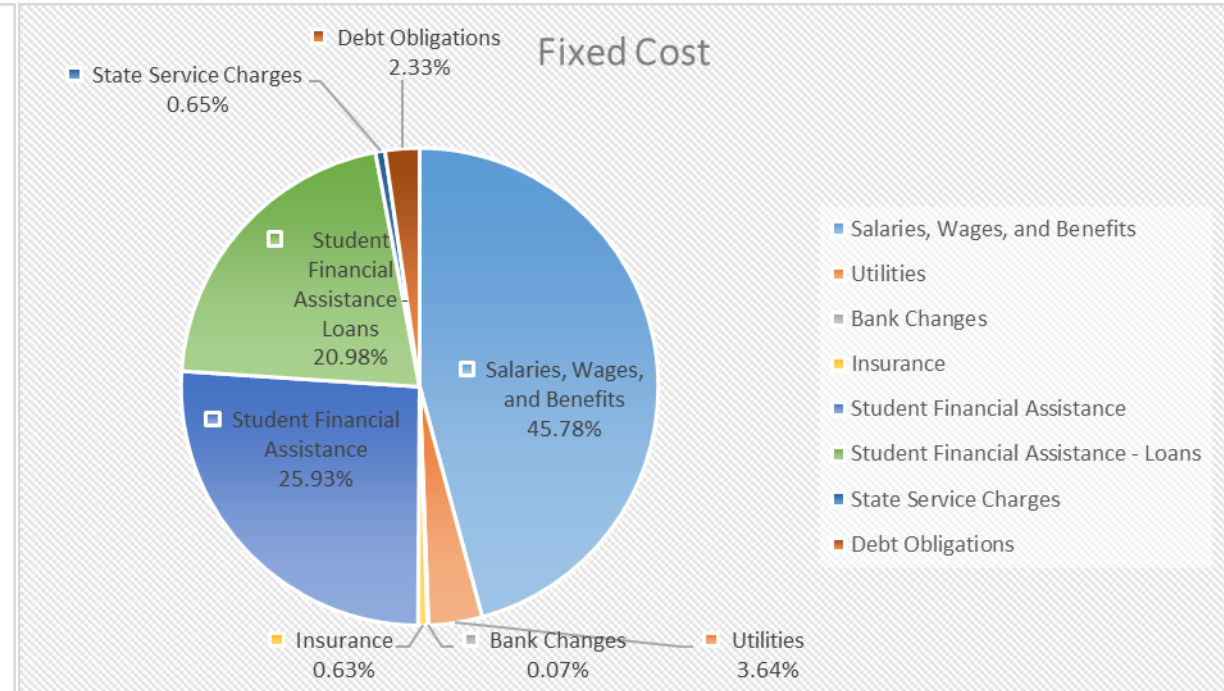
- University expenditures for FY 2021 were 79% fixed and 21% variable cost.
- Fixed cost includes the following categories:
 - Salaries, Wages, and Benefits
 - Utilities
 - Bank Charges
 - Insurance
 - Student Financial Assistance
 - Student Financial Assistance - Loans
 - State Service Charges
 - Debt Obligations
 - Equipment and Building Rental

Fixed Cost vs. Variable Cost

Fixed Cost vs Variable Cost



■ Fixed Cost ■ Variable Cost



Higher Education Emergency Relief Funds (HEERF) Award Status

With Expenditure Summary as of June 30, 2021

HEERF provides direct funding to institutions of higher education to help mitigate financial losses sustained as a result of COVID-19. NSU has received the following allocations under Coronavirus Aid, Relief, and Economic Security (CARES), the Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA), and the American Rescue Plan Act (ARP).

Federal							
Program Name	HEERF 1 - CARES	HEERF II - CRRSA	HEERF III - ARP	Total	Spent as of June 30, 2021	Remaining	Time Period
Student Aid - P425E200385	\$ 3,450,858	\$ 3,450,858	\$ 10,000,096	\$ 16,901,812	\$ 6,901,716	\$ 10,000,096	04/27/2020 -05/13/2022
Institutional Aid - P425F203515	\$ 3,450,857	\$ 8,000,274	\$ 9,842,191	\$ 21,293,322	\$ 9,578,763	\$ 11,714,559	05/26/2020 - 05/13/2022
Historically Black Colleges and Universities - P425J200108	\$ 13,425,519	\$ 18,581,144	\$ 32,406,141	\$ 64,412,804	\$ 13,880,132	\$ 50,532,672	05/21/2020 - 05/20/2022
Total	\$ 20,327,234	\$ 30,032,276	\$ 52,248,428	\$ 102,607,938	\$ 30,360,611	\$ 72,247,327	
Commonwealth of Virginia							
Program Name	CRF	Spent as of June 30, 2021					
Governor's Emergency Education Coronavirus Relief Fund (CRF)	\$ 3,138,480	\$ 3,138,480					
Total	\$ 3,138,480	\$ 3,138,480					
Federal and State Total Award	\$ 105,746,418						
Federal and State Total Expended	\$ 33,499,091						
Federal Award Remaining	\$ 72,247,327						

HIGHER EDUCATION EMERGENCY RELIEF FUND (HEERF) ALLOCATIONS

Program Name	Allocation	Intended Use
CARES Act Higher Education Emergency Relief Fund/Student Aid	\$ 3,450,858	NSU distributed \$1,490,852 to 4,372 students who met the eligibility requirements from the spring 2020 semester and, as of September 30, 2020, distributed \$1,960,006 to 3,588 fall 2020 registered students from the spring 2020 eligibility list.
CARES Act Higher Education Emergency Relief Fund/Institutional Aid	\$ 3,450,857	Used to recover cost associated with student housing, dining and parking refunds
CARES Act Higher Education Emergency Relief Fund/Historically Black Colleges and Universities	\$ 13,425,519	Used \$1.4 million for NSU laptop loaner initiative for new and returning students. The remaining was used to reimburse the University for loss revenues from the Spring 2020, Summer 2020 and Fall 2020.
Governor's Emergency Education Coronavirus Relief Fund (CRF)	\$ 3,138,480	Used \$732,008 was used to COVID-19 testing and contact tracing; \$982,166 was used to facilitate distance learning, including purchasing laptops and iPad; \$838,883 was used for personal protective equipment; \$534,392 was used for janitorial contracted staff; and \$51,031 was used for housing support.

HIGHER EDUCATION EMERGENCY RELIEF FUND (HEERF)

ALLOCATIONS, Cont'd

Program Name	Allocation	Intended Use
Higher Education Emergency Relief Fund II - Coronavirus Response and Relief Supplemental Appropriation (CRRSA) /Student Aid	\$ 3,450,858	Unlike the CARES Act, the CRRSAA requires that institutions prioritize students with exceptional need, such as students who receive Pell Grants, in awarding financial aid grants to students. However, students do not need to be only Pell recipients or students who are eligible for Pell grants. In addition, the CRRSAA explicitly provides that financial aid grants to students may be provided to students exclusively enrolled in distance education. The full amount was distributed to 2,708 students enrolled in the Spring 2021 semester meeting the eligibility requirements.
Higher Education Emergency Relief Fund II - Coronavirus Response and Relief Supplemental Appropriation (CRRSA) /Institutional Aid	\$ 8,000,274	Institutions have expanded flexibility in their use of supplemental Institutional Portion funds. Institutions can use funds to defraying expenses associated with coronavirus (including lost revenue, reimbursement for expenses already incurred, technology costs associated with a transition to distance education, faculty and staff trainings, and payroll); carrying out student support activities authorized by the Higher Education Act of 1965, as amended (HEA), that address needs related to coronavirus; and make additional financial aid grants to students. In the Spring 2021, \$1.0 million of the institutional portion was distributed to 1,031 students meeting the eligibility requirements.
Higher Education Emergency Relief Fund II - Coronavirus Response and Relief Supplemental Appropriation (CRRSA) /Historically Black Colleges and Universities	\$ 18,581,144	Similar to the institutional portion, Institutions can use their supplemental HBCU funding to defraying expenses associated with coronavirus (including lost revenue, reimbursement for expenses already incurred, technology costs associated with a transition to distance education, faculty and staff trainings, and payroll); carrying out student support activities authorized by the Higher Education Act of 1965, as amended (HEA), that address needs related to coronavirus; and make additional financial aid grants to students.

HIGHER EDUCATION EMERGENCY RELIEF FUND (HEERF)

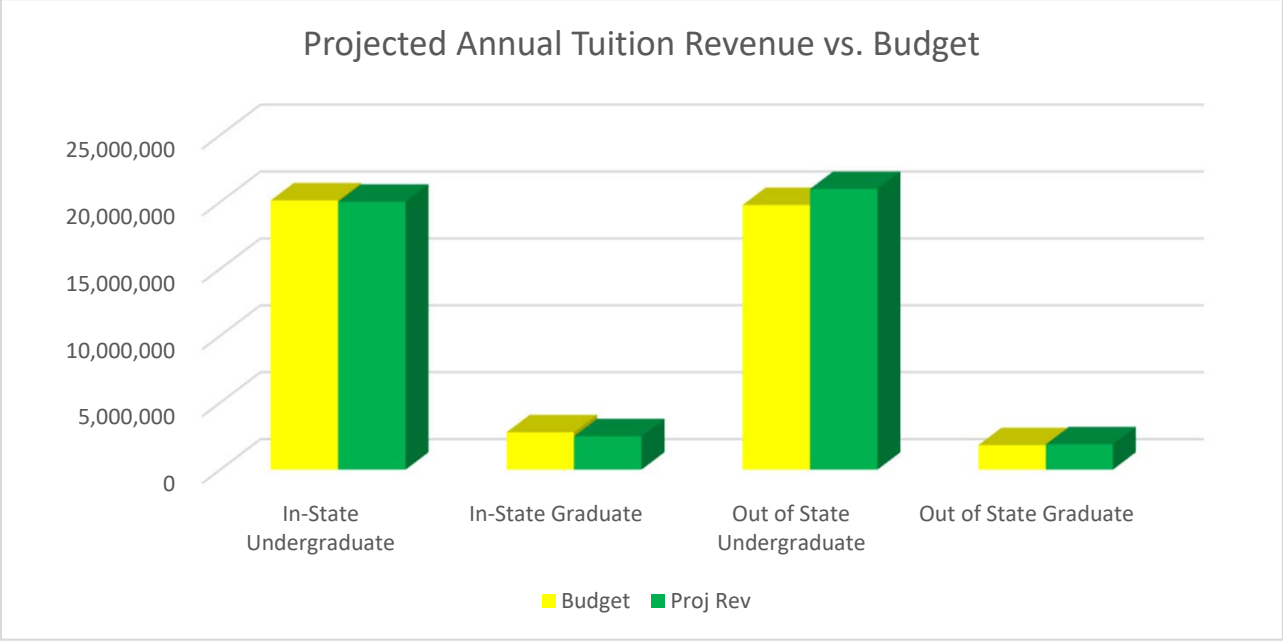
ALLOCATIONS, Cont'd

Program Name	Allocation	Intended Use
Higher Education Emergency Relief Fund III - American Rescue Plan (ARP) /Student Aid	\$ 10,000,096	Students who are or were enrolled in an institution of higher education during the COVID-19 national emergency are eligible for emergency financial aid grants from the HEERF, regardless of whether they completed a Free Application for Federal Student Aid (FAFSA) or are eligible for Title IV. As under the CRRSAA, institutions are directed with the ARP funds to prioritize students with exceptional need, such as students who receive Pell Grants or are undergraduates with extraordinary financial circumstances in awarding emergency financial aid grants to students. Funds will be distributed to students enrolled in the Fall 2021 semester and Spring 2022 semester meeting the eligibility requirements.
Higher Education Emergency Relief Fund III - American Rescue Plan (ARP) /Institutional Aid	\$ 9,842,191	Under the ARP, similar to the CRRSAA, allowable uses under the HEERF III Institutional Portion awards include: • Defraying expenses associated with coronavirus (including lost revenue, reimbursement for expenses already incurred, technology costs associated with a transition to distance education, faculty and staff trainings, and payroll); and • Making additional emergency financial aid grants to students. the ARP has added two new required uses of HEERF III institutional portion grant funds for public and private nonprofit institutions. Namely, a portion of their institutional funds must: (a) implement evidence-based practices to monitor and suppress coronavirus in accordance with public health guidelines; and (b) conduct direct outreach to financial aid applicants about the opportunity to receive a financial aid adjustment due to the recent unemployment of a family member or independent student, or other circumstances, described in section 479A of the HEA. Institutions may also discharge student debt or unpaid balance by discharging the complete balance of the debt as loss revenues and reimbursing themselves through student (with their permission).
Higher Education Emergency Relief Fund III - American Rescue Plan (ARP) /Historically Black Colleges and Universities	\$ 32,406,141	These can be used similar to the ARP Institutional Aid shown above.

Fall 2021 Revenue Forecast

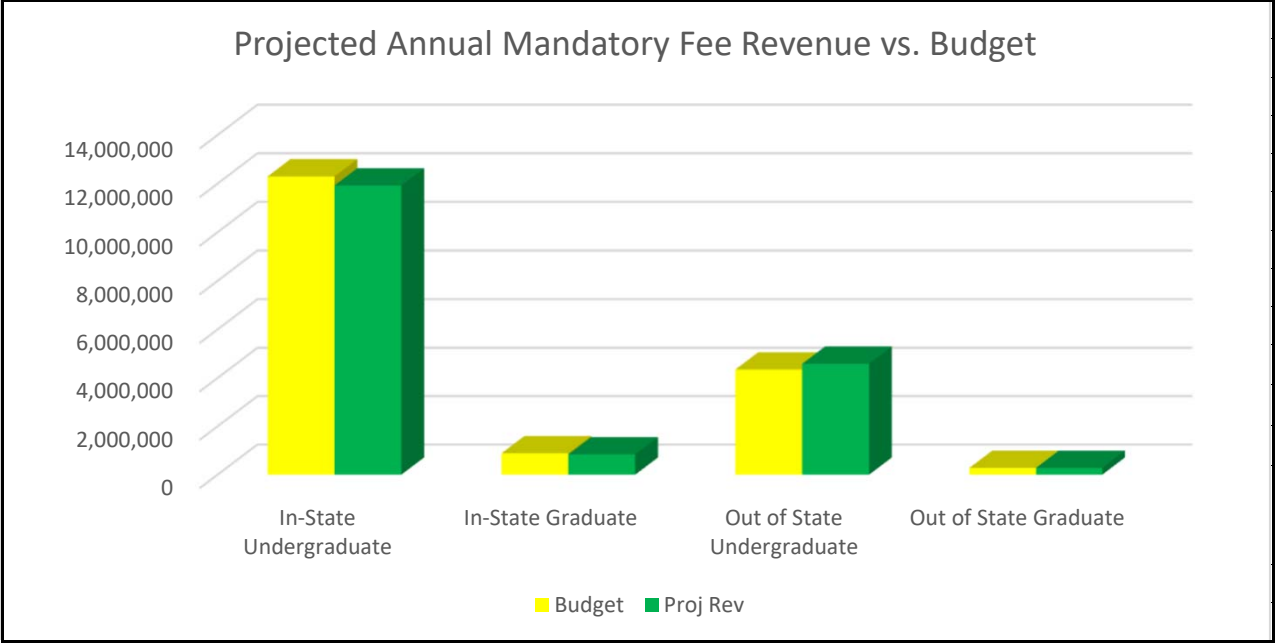
Norfolk State University
Schedule of Projected Tuition Revenue
For Fiscal Year 2022 (As of September 9, 2022)

Projected Revenue (Enrollment Based)						Budget			Difference		
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduates											
Full-time	3,243	2,876	9,326,868	8,395,044	17,721,912	9,620,220	8,659,636	18,279,856	(293,352)	(264,592)	(557,944)
Part-time	416										
Graduate Students											
Full-time	229	4,410	1,009,890	908,460	1,918,350	1,062,810	956,970	2,019,780	(52,920)	(48,510)	(101,430)
Part-time	94										
Total In-State	3,982		10,336,758	9,303,504	19,640,262	10,683,030	9,616,606	20,299,636	(346,272)	(313,102)	(659,374)
OUT-OF-STATE											
Undergraduates											
Full-time	1,248	8,460	10,558,080	9,500,580	20,058,660	10,016,640	9,018,360	19,035,000	541,440	482,220	1,023,660
Part-time	77										
Graduate Students											
Full-time	77	10,436	803,572	720,084	1,523,656	793,136	709,648	1,502,784	10,436	10,436	20,872
Part-time	42										
Total Out-of-State	1,444		11,361,652	10,220,664	21,582,316	10,809,776	9,728,008	20,537,784	551,876	492,656	1,044,532
ENROLLMENT GRAND TOTAL	5,426		21,698,410	19,524,168	41,222,578	21,492,806	19,344,614	40,837,420	205,604	179,554	385,158
PART-TIME HOURS	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduate (hours)	2,931	437	1,280,847	1,024,765	2,305,612	1,022,580	818,064	1,840,644	258,267	206,701	464,968
Graduate Students (hours)	430	746	320,780	256,624	577,404	432,680	346,890	779,570	(111,900)	(90,266)	(202,166)
Total Part - time In - State (hours)	3,361		1,601,627	1,281,389	2,883,016	1,455,260	1,164,954	2,620,214	146,367	116,435	262,802
OUT-OF-STATE											
Undergraduate (hours)	540	945	510,300	408,240	918,540	413,910	328,860	742,770	96,390	79,380	175,770
Graduate Students (hours)	142	1,455	206,610	165,870	372,480	186,240	151,320	337,560	20,370	14,550	34,920
Total Part - time Out of State (hours)	682		716,910	574,110	1,291,020	600,150	480,180	1,080,330	116,760	93,930	210,690
Total Part - time Hours	4,043		2,318,537	1,855,499	4,174,036	2,055,410	1,645,134	3,700,544	263,127	210,365	473,492
Total Revenue			24,016,947	21,379,667	45,396,614	23,548,216	20,989,748	44,537,964	468,731	389,919	858,650



Norfolk State University
Schedule of Projected Mandatory Fee Revenue
For Fiscal Year 2022 (As of September 9, 2022)

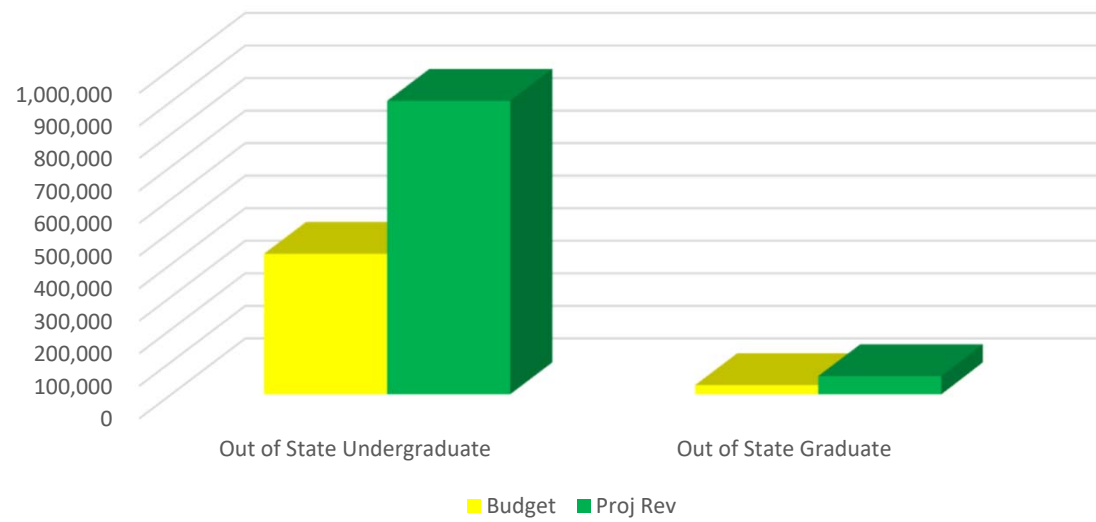
Projected Revenue (Enrollment Based)						Budget			Difference		
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduates											
Full-time	3,243	1,935	6,275,205	5,647,685	11,922,890	6,472,575	5,825,319	12,297,894	(197,370)	(177,634)	(375,004)
Part-time											
Graduate Students											
Full-time	229	1,935	443,115	398,804	841,919	466,335	419,702	886,037	(23,220)	(20,898)	(44,118)
Part-time											
Total In-State	3,472		6,718,320	6,046,489	12,764,809	6,938,910	6,245,021	13,183,931	(220,590)	(198,532)	(419,122)
OUT-OF-STATE											
Undergraduates											
Full-time	1,248	1,935	2,414,880	2,173,392	4,588,272	2,291,040	2,061,936	4,352,976	123,840	111,456	235,296
Part-time											
Graduate Students											
Full-time	77	1,935	148,995	134,096	283,091	147,060	132,354	279,414	1,935	1,742	3,677
Part-time											
Total Out-of-State	1,325		2,563,875	2,307,488	4,871,363	2,438,100	2,194,290	4,632,390	125,775	113,198	238,973
ENROLLMENT GRAND TOTAL	4,797		9,282,195	8,353,977	17,636,172	9,377,010	8,439,311	17,816,321	(94,815)	(85,334)	(180,149)
PART-TIME HOURS											
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduate (hours)	0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)	0	0	0	0	0	0	0	0	0	0	0
Total Part - time In - State (hours)	0		0	0	0	0	0	0	0	0	0
OUT-OF-STATE											
Undergraduate (hours)	0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)	0	0	0	0	0	0	0	0	0	0	0
Total Part - time Out of State (hours)	0		0	0	0	0	0	0	0	0	0
Total Part - time Hours	0		0	0	0	0	0	0	0	0	0
Total Revenue			9,282,195	8,353,977	17,636,172	9,377,010	8,439,311	17,816,321	(94,815)	(85,334)	(180,149)



Norfolk State University
Schedule of Projected Capital Outlay Fee Revenue
For Fiscal Year 2022 (As of September 9, 2022)

	Projected Revenue (Enrollment Based)					Budget			Difference		
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduates											
Full-time	3,243	0	0	0	0	0	0	0	0	0	0
Part-time											
Graduate Students											
Full-time	229	0	0	0	0	0	0	0	0	0	0
Part-time											
Total In-State	3,472		0	0	0	0	0	0	0	0	0
OUT-OF-STATE											
Undergraduates											
Full-time	1,248	380	474,240	426,816	901,056	228,484	202,618	431,102	245,756	224,198	469,954
Part-time											
Graduate Students											
Full-time	77	380	29,260	26,334	55,594	14,662	13,002	27,664	14,598	13,332	27,930
Part-time											
Total Out-of-State	1,325		503,500	453,150	956,650	243,146	215,620	458,766	260,354	237,530	497,884
ENROLLMENT GRAND TOTAL	4,797		503,500	453,150	956,650	243,146	215,620	458,766	260,354	237,530	497,884
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
PART-TIME HOURS											
IN-STATE											
Undergraduate (hours)	0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)	0	0	0	0	0	0	0	0	0	0	0
Total Part - time In - State (hours)	0		0	0	0	0	0	0	0	0	0
OUT-OF-STATE											
Undergraduate (hours)	0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)	0	0	0	0	0	0	0	0	0	0	0
Total Part - time Out of State (hours)	0		0	0	0	0	0	0	0	0	0
Total Part - time Hours	0		0	0	0	0	0	0	0	0	0
Total Revenue			503,500	453,150	956,650	243,146	215,620	458,766	260,354	237,530	497,884

Projected Annual Capital Outlay Fee Revenue vs. Budget



NSU New On-line Tuition & Fees Recommendation



ACADEMIC PARTNERSHIPS



Path to Partnership



NORFOLK STATE
UNIVERSITY

December 15, 2020

Agenda

- 1) About AP
- 2) Potential Partnership Impact
- 3) Cost of Attendance Market Analysis
- 4) Q&A / Next Steps





About AP

AP Comprehensive Services

Integrated Marketing

- Market research & analysis
- Digital marketing
- Employer-based partnerships
- Off-line marketing & PR

Enrollment Management

- Contact center technology
- An assigned in-house enrollment specialist team
- Application & registration support

Student Retention

- In-house retention specialist team
- Retention campaigns
- Engagement strategies
- Interventions for “at risk” students

Academic Support Services

- Program deliver design
- Carousel building
- Course conversion
- Faculty support
- Faculty research grants

Partner Support Services

- Change management; System & processes
- Restructure university infrastructure
- Project management
- Ongoing operational support & optimization



Roles and Responsibilities



- Program Quality
- Admissions Standards
- Admissions Decisions
- Program Curriculum and Instruction*
- Intellectual Property*
- Program Standards
- Conferral of Grades and Degrees



- Market and Program Research & Analysis
- Fully Integrated Marketing Approach
- Analytics & Reporting
- Enrollment Services
- Retention Services
- As requested, Academic Support Services
- University Infrastructure Optimization
- Project Management

Working Professionals Are Motivated Differently



On-Campus Student

Cost

Not as price-sensitive as parents
May be funding education

Program Duration

Semester-based calendar
Is standard

Admission Requirements

Accepted as standard

Accessibility

2-3 semester starts per year
Accepted as standard

Brand

Prestige and campus experience is more important for this audience



Online Student

Cost

With work and family obligations, cost can be most important

Program Duration

Accelerated time to completion is important to career growth

Admission Requirements

Credit for career experience is an important consideration

Accessibility

Quality, accredited programs with multiple start dates important

Brand

Career relevance more important than brand recognition



Cost of Attendance Market Analysis

Competitive Characteristics

Over the following slides, we will examine NSU's portfolio of "High-Demand" programs and their competitive characteristics, specifically cost of attendance (tuition + fees). We will also provide feedback based upon AP's 12+ year and 60+ partner experience and current market research including recommendations on competitive characteristics.

These facets are assumed to build the shared partnership performance, but to be clear it is always NSU's decision (both before, during and after any partnership) as to how to set these and other program attributes. These are solely recommendations and are shared as both lessons learned and as a starting point by which to understand the impact of a possible partnership. Again, these program characteristics are always NSU's decisions!

Cost of Attendance Market Analysis: Education

Institution	State	Program	Total Credits	\$/CH	Tuition
University of Virginia	VA	C&I	30	\$ 601	\$ 18,024
Frostburg State University	MD	C&I	39	\$ 433	\$ 16,887
Marshall University	WV	C&I	36	\$ 419	\$ 15,084
Alabama State University	AL	Early Childhood	30	\$ 592	\$ 17,757
Marshall University	WV	Early Childhood	36	\$ 419	\$ 15,084
Jackson State University	MS	Early Childhood	30	\$ 462	\$ 13,860
Old Dominion University	VA	Ed Leadership	30	\$ 581	\$ 17,430
Radford University	VA	Ed Leadership	33	\$ 514	\$ 16,962
North Carolina Central University	NC	Ed Leadership	33	\$ 274	\$ 9,042
Liberty University	VA	Mental Health Counseling	60	\$ 615	\$ 36,900
Marshall University	WV	Mental Health Counseling	60	\$ 423	\$ 25,380
North Carolina Central University	NC	Mental Health Counseling	60	\$ 257	\$ 15,398
Liberty University	VA	School Counseling	48	\$ 415	\$ 19,920
North Carolina State University	NC	School Counseling	42	\$ 462	\$ 19,399
North Carolina Central University	NC	School Counseling	51	\$ 257	\$ 13,089
Old Dominion University	VA	Special Education	30	\$ 581	\$ 17,430
University of Virginia	VA	Special Education	30	\$ 535	\$ 16,050
Jackson State University	MS	Special Education	30	\$ 462	\$ 13,860
Norfolk State University	Current, Graduate In-State			\$ 746	
Norfolk State University	Current, Graduate Out-of-State			\$ 1,455	
Norfolk State University	Recommended eRate - Total Cost of Attendance (Tuition + Fees)			\$ 450	
	M.A. Urban Education - Admin & Supervision PreK-12		42	\$ 450	\$ 18,900
	M.A. Urban Education - Community Counseling		60	\$ 450	\$ 27,000
	M.A. Urban Education - Curriculum Development and Supervision		39	\$ 450	\$ 17,550
	M.A. Urban Education - Professional School Counseling PreK-12		60	\$ 450	\$ 27,000
	M.A. Urban Education in Subject Area Concentration (MASAC)		36	\$ 450	\$ 16,200
	M.A. Special Education		39	\$ 450	\$ 17,550
	M.A. in Pre-Elementary Education		42	\$ 450	\$ 18,900

Cost of Attendance Market Analysis: Technology

Institution	State	Program	Total Credits	\$/CH	Tuition
Capitol Technology University	MD	Master of Computer Science	30	\$ 618	\$ 18,540
Frostburg State University	MD	Master of Computer Science	30	\$ 590	\$ 17,700
Charleston Southern University	SC	Master of Computer Science	33	\$ 500	\$ 16,500
Regent University	VA	Master of Cybersecurity	30	\$ 675	\$ 20,250
American Public University System	WV	Master of Cybersecurity	36	\$ 370	\$ 13,320
University of Charleston	WV	Master of Cybersecurity	30	\$ 425	\$ 12,750
Colorado State University-Fort Collins	CO	Electrical Engineering	30	\$ 726	\$ 21,780
Oklahoma State University	OK	Electrical Engineering	33	\$ 635	\$ 20,955
Kennesaw State University	GA	Electrical Engineering	30	\$ 383	\$ 11,490
Norfolk State University	Current, Graduate In-State			\$ 746	
Norfolk State University	Current, Graduate Out-of-State			\$ 1,455	
Norfolk State University	Recommended eRate - Total Cost of Attendance (Tuition + Fees)			\$ 450	
		M.S. Computer Science	36	\$ 450	\$ 16,200
		M.S. Cybersecurity	36	\$ 450	\$ 16,200
		M.S. CyberPsychology	42	\$ 450	\$ 18,900
		M.S. Electronics Engineering	44	\$ 450	\$ 19,800



Questions & Next Steps

Assumptions

- Tuition cost is set at \$500; if the tuition rate is \$359 or above, with the assumptions below, there will be a profit.
- There is no consideration of charging out of state rates to students.
- Faculty costs are \$6,000 per faculty per course; plus fringe benefits at 7.65% (only social security and Medicare).
- The teaching faculty will be either adjunct or will be teaching on an overload basis.
- There is no compensation planned for subject matter experts.
- The maximum number of students per course is set at 25.
- The number of students projected to enroll per course is 12.
- There are no additional costs for faculty teaching multiple sections.
- The cost for developing the courses taught will be captured separately; there has been no discussion at this time of the compensation to be paid for course development.
- There is no consideration of any costs needed for tutors or graduate assistants to help with either grading or assisting students.

Norfolk State University
AP/NSU On-line Tuition Model - Spring 2022
Masters of Computer Science (CSC)
TABLE 1

Description	Scenario 1	Scenario 2
Revenue:		
Tuition - Per SCH (Proposed)	\$ 500	\$ 500
Cost per Course	\$ 1,500	\$ 1,500
Number of Students Enrolled	12	25
Total Tuition	\$ 18,000	\$ 37,500
Less Program Attrition (Half of 15%)	\$ (2,700)	\$ (5,625)
Academic Partners Fee (50%)	\$ (7,650)	\$ (15,938)
Net - Tuition Revenue	\$ 7,650	\$ 15,938
Expenses:		
Faculty of Record (cost/course)	\$ 4,500	\$ 4,500
Fringe Benefits @ 0.0765%	\$ 344	\$ 344
Full time Faculty cost	\$ 4,844	\$ 4,844
Total Expenses	\$ 4,844	\$ 4,844
University Net Revenue (Course)	\$ 2,806	\$ 11,094
Number of Sections Taught (Starts/Cohorts)	1	1
Number of Course in Program (Est. 33 SCH)	11	11
University Net Revenue (Program)	\$ 30,866	\$ 122,029
Revenue for 6 Cohorts	\$ 185,196	\$ 732,171

Norfolk State University
AP/NSU On-line Tuition Model - Spring 2022
On-line Graduate Programs (Excluding CSC)
TABLE 2

Description	Scenario 1	Scenario 2
Revenue:		
Tuition - Per SCH (Proposed)	\$ 450	\$ 450
Cost per Course	\$ 1,350	\$ 1,350
Number of Students Enrolled	12	25
Total Tuition	\$ 16,200	\$ 33,750
Less Program Attrition (Half of 15%)	\$ (2,430)	\$ (5,063)
Academic Partners Fee (50%)	\$ (6,885)	\$ (14,344)
Net - Tuition Revenue	\$ 6,885	\$ 14,344
Expenses:		
Faculty of Record (cost/course)	\$ 4,500	\$ 4,500
Fringe Benefits @ 0.0765%	\$ 344	\$ 344
Full time Faculty cost	\$ 4,844	\$ 4,844
Total Expenses	\$ 4,844	\$ 4,844
University Net Revenue (Course)	\$ 2,041	\$ 9,500
Number of Sections Taught (Starts/Cohorts)	1	1
Number of Course in Program (Est. 33 SCH)	12	12
University Net Revenue (Program)	\$ 24,492	\$ 113,997
Revenue for 6 Cohorts	\$ 146,952	\$ 683,982
Revenue for 5 Graduate Programs	\$ 734,760	\$ 3,419,910
Projected Revenue - CSC Program	\$ 185,196	\$ 732,171
Total - Projected New On-line Revenue	\$ 919,956	\$ 4,152,081

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
ONLINE TUITION AND FEES FOR ACADEMIC YEAR 2021 – 2022**

WHEREAS, the Commonwealth of Virginia funding policies and economic forecasts for the foreseeable future as contained in the 2020 - 2022 Biennium Appropriation Act (Act), as amended, play a central role in establishing tuition and fee policy for higher education institutions; and

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

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

WHEREAS, the Board of Visitors has considered the proposed online tuition and miscellaneous online fees as presented by the administration and identified in the attached Schedules E and F, respectively.

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

WHEREAS, the Board of Visitors of Norfolk State University approves the online tuition , room, board, mandatory and miscellaneous fees found in the above referenced and attached Schedules E and F for –2021-2022 academic year; and

WHEREAS, the President shall monitor any subsequent actions of the General Assembly between now and the beginning of Fiscal Year 2021-2022 for legislative impact on the tuition and fees policy and related funding, shall propose changes to the BOV Executive Committee for approval as required by such legislation, and shall report such action to the full Board of Visitors for approval at its next regularly scheduled meeting; and

WHEREAS, in response to emerging needs and changing circumstances, the President is authorized to establish or amend miscellaneous online fees appearing in Schedule F;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and the University Counsel for legal sufficiency, and upon the recommendation of the Board's Finance

and Administration Committee, the Norfolk State University Board of Visitors approves this resolution for the online tuition and fees for academic year 2021-2022 as presented this 15th day of October 2021.

Schedule F Amendment

Proposed On-line Tuition Rates

(Effective Spring 2022)

- M.S., Computer Science (\$500 per SCH)
- M.S., Cyber Psychology (\$450 per SCH)
- M.S., Electrical Engineering (\$450 per SCH)
- M.A., Special Education (\$450 per SCH)
- M.A., Urban Education (\$450 per SCH)
- M.A., Urban Education – MASSAC Programs (\$450 per SCH)

Crisis and Emergency Management Plan (CEMP)



- **Motion to Approve and Recommend Resolution to the full Board**
- CEMP was reorganized to a usable reference and source document format.
- Emergency response departments/areas responsibilities are better defined with identified support agencies external to the University.
- Emergency Support Functions (ESFs) for each emergency response area are identified and defined.
- University leadership and support roles, including the succession of leadership, are designated and defined.
- Draft CEMP was validated during a Zoom Meeting via a detailed tabletop exercise that included all areas/departments/offices of the University with emergency response responsibilities.

**FY 2022 Board Resolution
NORFOLK STATE UNIVERSITY BOARD OF VISITORS**

**RESOLUTION TO APPROVE
CRISIS AND EMERGENCY MANAGEMENT PLAN (CEMP)**

WHEREAS, the Board of Visitors of Norfolk State University is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency services be available to them; and, the **President** is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them.

WHEREAS, the §23.1-804 of the Code of Virginia requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the board of visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

WHEREAS, such a plan has been developed by Norfolk State University in coordination with the Virginia Department of Emergency Management with input from the City of Norfolk, Virginia Emergency Management Agency.

NOW THEREFORE BE IT RESOLVED that the Norfolk State University Board of Visitors, on this 15th day of October 2021, does hereby officially adopt the Norfolk State University Crisis and Emergency Operations Plan, to include plans and procedures for both natural and human caused disasters.

I do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors of Norfolk State University at a meeting held on October 15, 2021.

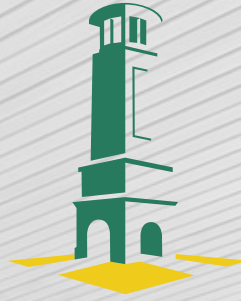
Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date _____

Six-Year Plan - Six-Year Institutional Plan

- Motion to Approve and Recommend Resolution to the Full Board



NORFOLK STATE
UNIVERSITY

NORFOLK STATE UNIVERSITY

2021 SIX YEAR PLAN REVIEW

AUGUST 20, 2021

STRATEGIES (B)

- Expanding the Academic Advising Model
- Enhancing Academic Success Through Curriculum Development
- NSU's Bridge and Beyond (B2) Program
- Student Experiential and Research Learning
- Next-Generation Sequencing
- Focusing on the Total Spartan
- Center for Teaching and Learning
- Supporting Academic Excellence
- Innovative and Transformative Faculty Research and Scholarship
- Writing Center
- Public Health Initiatives
- Accelerated Degree Programs
- Institutional Effectiveness



IN-STATE UNDERGRADUATE TUITION AND FEE INCREASE PLANS (C)

- NSU BOV approved no tuition and fee changes for FY 2021-22 considering the COVID-19 Pandemic impact on students and their families. NSU has maintained no increase in tuition for the last three academic years.
- The provision of financial resources for students in conjunction with a flat tuition rate will help continuing and new students matriculate at NSU
- New resources afforded by the Commonwealth and the Federal government will mitigate some of the financial impact of the pandemic.
- NSU remains committed to providing access to a high-quality education for students of varying economic backgrounds. Tuition increases will occur only as necessary to remain competitive in the higher education ecosystem.



TUITION AND OTHER NONGENERAL FUND (NGF) REVENUE (D) & OTHER BUDGET ITEMS (E)

- To achieve the Six Year Plan goals and other initiatives, tuition and fee increases will be necessary to generate resources.
- Tuition increases for in-state undergraduate students are set at 5% each fiscal year of the biennium which will provide additional E & G revenue of \$5.5 million for the 2022 – 2024 biennium with \$5.1 million for the following biennium. The University plans to fund \$1.6 million of new permanent expenditures with carryforward funding from FY 22.
- Support provided by the Commonwealth will allow the University to reduce planned tuition increases.
- Upgrades and additional funding needed for the Lyman Beecher Brooks Library.





CAPITAL OUTLAY (I)

- The COVID-19 pandemic caused some delay to the planning for projects such as but not limited to the New Science Building, Track Resurfacing, upgrades to Residential Facilities and environmental projects.
- Creating and providing innovative and adaptable learning environments is a priority
- The NSU Capital Outlay Plan is tied directly to NSU's strategic planning and budget processes – in doing so NSU continues to move forward with completing capital projects.

CAPITAL OUTLAY (I)

CAPITAL OUTLAY PLAN PRIORITIES		
RANKING:	CAPITAL OUTLAY REQUEST:	TOTAL PROJECT COST:
1	E.L. HAMM FINE ARTS BUILDING RENOVATION, EXPANSION (128,000 total square footage)	\$67,000,000
2	NEW WELLNESS, HEALTH, AND PHYSICAL EDUCATION BUILDING TO REPLACE GILL GYM	\$58,875,000
3	NEXT GENERATION SEQUENCING	\$5,000,000
4	HVAC RENOVATIONS AT BABBETTE B. TOWERS NORTH & SOUTH HALLS, CHARLES H. SMITH, and LEE S. SMITH HALL	\$6,000,000
5	BABBETTE B. TOWER NORTH & SOUTH HALLS ASBESTOS	\$2,000,000

FY 2022 BOARD RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF
VISITORS RESOLUTION TO APPROVE THE
2021 SIX-YEAR PLAN**

WHEREAS, the Higher Education Opportunity Act of 2011 (TJ21) requires each public institution of higher education in Virginia to prepare and submit a Six-Year Plan; and

WHEREAS, during the 2015 General Assembly session, joint resolutions approved by the House (HJR 555) and Senate (SJ 228) also require that the mission, vision, goals, and strategies expressed in the statewide strategic plan framework guide the development of the strategic plan and the Six-Year Plan at each public institution of higher education; and

WHEREAS, the governing board of each public institution of higher education shall submit a Six-year Plan to the Council (State Council of Higher Education for Virginia), the Governor and the Chairs of the House Committee on Appropriations and the Senate Committee on Finance no later than July 1 of each odd-numbered year, and shall submit amendments to an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly; and

WHEREAS, Norfolk State University prepared a Six-Year Plan in accordance with the requirements and guidelines and the Plan was submitted by the stated deadline of July 1, 2021; and

WHEREAS, the 2021 Six-Year Plan must be formally approved by the Board of Visitors prior to the October 15, 2021, final submission or as soon thereafter;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Provost and Vice President for Academic Affairs, the Vice President for Finance and Administration, the University President, and by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors, after a detailed examination of the Plan for compliance, regulation, input and participation by the BOV, approves this resolution for the 2021 Six-Year Plan as presented this 15th day of October 2021; and

BE IT FURTHER RESOLVED, that the University is authorized to revise the 2021 Six-Year Plan with any changes recommended by the Commonwealth's Higher Education Advisory Committee (HEAC) before the final submission is due on October 1, 2021.

Six-Year Plan - 2021 Legislative Priorities

- Motion to Approve and Recommend Resolution to the Full Board

**Norfolk State University
Schedule of 2022 – 2024 Biennium Funding Requests.
As of September 7, 2021**

1. Expanding the Academic Advising Model (Priority 1)

We are requesting \$200,000 in General Fund Support for the biennium to secure additional advisors to accommodate expansion of the advising model. Having centralized advising will increase retention rates, promotes affordability, and allows for a more transformative and equitable experience for students

General Fund Need: \$200,000

Personnel Need:

2. Curriculum Development (Priority 2)

We are requesting \$600,000 in General Fund Support for the biennium to fund changes to the curricula to include a consciousness of social justice and systemic inequalities. The new curricula will include reform to the General Education, STEM, and Social Work curricula, and will help to develop a transformational and equitable experience for students.

General Fund Need: \$600,000

Personnel Need:

3. NSU's Bridge and Beyond Program (Priority 3)

We are requesting \$3,000,000 in General Fund Support for the biennium to support the Beyond and Bridge (B2) Program, whose mission is to address academic deficiencies in students caused by COVID-19, strengthen academic skills, enhance their first-year experience in college and promote student success. The three-pronged approach of early intervention, community integration, and faculty development provides students with equitable and transformative opportunities for students impacted by the pandemic.

General Fund Need: \$3,000,000

Personnel Need:

4. Student Experiential and Research Learning (Priority 4)

We are requesting \$4,600,000 in General Fund Support for the biennium to fund the integration of student research and experiential learning into academic coursework. This will provide students with

opportunities to work with faculty researchers, internships in businesses, education, and civic organizations, and provide transformational experiences and equitable career opportunities.

General Fund Need: \$4,600,000

Personnel Need:

5. Focusing on the Total Spartan (Priority 5)

We are requesting \$600,000 in General Fund Support for the biennium to support health and wellness initiatives for students, such as wellness advisory committees, individualized student Wellness Plans, and Wellness Check-In Days among other initiatives. These transformative and comprehensive services will ensure a holistic approach to student wellness.

General Fund Need: \$600,000

Personnel Need:

6. Center for Teaching and Learning (Priority 6)

We are requesting \$600,000 in General Fund Support for the biennium to provide faculty and staff with professional development initiatives. The development of faculty and staff will promote retention and student success, provide a transformative student experience, and increase affordability by improving degree completion time and graduation rates.

General Fund Need: \$600,000

Personnel Need:

7. Supporting Academic Excellence (Priority 7)

We are requesting \$800,000 in General Fund Support for the biennium to support high-achieving students in the Honors College by providing them with financial support to alleviate stressors that inhibit students from timely graduation. Along with enrichment programs, this funding will create an affordable and equitable experience for students, and elevate the Honors College to be comparable to others across the country.

General Fund Need: \$800,000

Personnel Need:

8. Writing Center (Priority 9)

We are requesting \$75,000 in General Fund Support in the second year of the biennium to support the Writing Center, which helps students cultivate effective communication skills and multifaceted approaches to writing development. This will result in equitable and transformative outcomes for all students involved.

General Fund Need: \$75,000

Personnel Need: 4

9. Institutional Effectiveness Expansion (Priority 12)

We are requesting \$216,000 in General Fund Support for the biennium to create a more consistent and unified system of data collection across the university. Expanding the infrastructure of the Office of Institutional Research will transform the effectiveness of the office by employing innovative and creative methods of displaying data that is easily accessible by internal and external stakeholders.

General Fund Need: \$216,000

Personnel Need: 1

10. Operation and Maintenance of Plant (Priority 13)

NSU is requesting \$800,000 in additional General Fund support to operate and maintain the New Science Building. The support insures the campus will have the required funding to clean and properly maintain the new building.

General Fund Need: \$800,000

Personnel Need: 6

Capital Requests

Norfolk State University Six-Year Capital Outlay Plan

1. Renovate/Replace Fine Arts Building

This project has been approved for preplanning funding in the amount of \$8,300,000. The project involves the renovation, partial demolition and expansion of the Fine Arts Building for a total building square footage of 128,000. The existing building which houses the fine arts department is not in compliance with the American Disability Act (ADA) and has many deficiencies and security concerns. The proposed renovation and expansion will support all the Fine Arts academic programs as well as address the deficiencies and security concerns. This project is consistent with the University Campus Master Plan. The Commonwealth of Virginia has authorized this project for programming and planning.

Total Project Cost: \$ 148,545,000

2. Construct Wellness, Health and Physical Education Center

The proposed 145,000 square foot facility will create a collegiate environment for the student athletes, athletics staff and coaches. The existing student athletes' study facility is undersized and not conducive for group tutorial services. The proposed structure will accommodate all programs necessary for the recruitment, retention and success of student athletes. The University Campus Master Plan study has determined that there is a need for this facility. This project will be 60% E & G and 40% Auxiliary.

Total Project Cost: \$ 82,874,400

3. Construct Preschool Academy Facility

This project involves the construction of a 25,000 sq. ft. Childcare Facility. The facility will support the growing needs of NSU's Preschool Academy, which is a full and part-time early childhood and care program for children ages 2 ½ through 4 ½ years old. The Preschool Academy also provides field and clinical based, practicum and intern experiences to senior-level students. The facility will be designed in accordance with the National Association for the Education of Young Children (NAEYC) and Virginia Quality Rating and Improvement System (QRIS) guidelines. The facility should promote transparency and ensure total sight and sound of the children. The learning space should promote wellbeing and development of the student. The facility should be equipped with a kitchen, which will provide fresh and nutritious meals distinctively designed for the children. Security and safety need to be primary in design considerations. The center will also have instructional rooms, administration services, staff support areas, laundry and a large multipurpose space, playgrounds and parent drop off.

Total Project Cost: \$ \$17,337,000

Norfolk State University

Six-Year Capital Outlay Plan

DRAFT

4. Construct Dining Facility

This new construction will consist of 70,000 square feet and facility that serves 600-700 students to support the growth in on campus housing population. The facility would be a modern dining facility, which would include a dining hall, lounge seating areas, banquet rooms, staff offices, full kitchen, and temporary table and chair storage space. The dining facility will support student dining and special events.

Total Project Cost: \$ 52,210,750

5. Construct Residential Housing Phase II

This project involves the addition of 400 beds as part of the housing master plan. The project includes a new west dining facility. Phyllis Wheatley will be demolished.

Total Project Cost: \$59,400,000

FY2022 BOARD RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF
VISITORS RESOLUTION TO APPROVE
2021-2022 LEGISLATIVE PRIORITIES**

WHEREAS, the proposed 2021-2022 legislative priorities have been carefully reviewed by the Norfolk State University administration; and

WHEREAS, the University administration has determined that the proposed 2021-2022 legislative priorities reflect the highest needs and initiatives of the University and are aligned with the mission of the University; and

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and by University Counsel for legal sufficiency, and upon the recommendation of the Board's Finance and Administration Committee, the Norfolk State University Board of Visitors approves this resolution for the 2021-2022 Legislative Priorities as presented this 15th day of October, 2021.

Revenue Diversification Update

University Full Potential Revenue Mix

Traditional Revenue Streams		Diversified Revenue Streams
Tuition & Fees	Other Funding	
• Academics ○ Academic Programs (Undergraduate, Postgraduate, Combined) ○ Alternate Academic Graduate Programs (e.g., Scholars Programs) ○ Nontuition Student Fees (e.g., Penalty Fees) ○ Geographic Expansion (e.g., Satellite Campuses)	• Grants, Donations, and Sponsorships ○ Grants ○ Alumni Engagement ○ Scholarships ○ Specific Purpose Donations • Endowment ○ Endowment & Investments ○ Endowment Fund ○ Endowed Professorships	1. Continued Education 2. Research and Innovation 3. Services 4. Asset Utilization 5. Partnerships

University Full Potential Revenue Mix

Diversified Revenue Streams

1. Continued Education

- **Programs**

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

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

- **Workshops**

- **Conferences**

- Dementia/Alzheimer Conference
- Cancer Conference

University Full Potential Revenue Mix

Diversified Revenue Streams

2. Research and Innovation

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

University Full Potential Revenue Mix

Diversified Revenue Streams

3. Services

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

University Full Potential Revenue Mix

Diversified Revenue Streams

4. Asset Utilization

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

University Full Potential Revenue Mix

Diversified Revenue Streams

5. Partnerships

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

University Full Potential Revenue Mix

Diversified Revenue Streams

5. Partnerships Continued

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

Facilities Update

Facilities Report – September 8, 2021

Capital Project Updates

- Science Building
RFP to bring a CM Contractor has been posted, pre-bid meeting is scheduled for September 13. Once CM is selected the project will continue to move forward.
- Facilities Management Building Replacement
Currently working on the RFP for programming and planning
- Fine Arts Building Renovation and Expansion
Currently working on the RFP for programming and planning

Maintenance Reserve Updates

- Robinson Tech Reroof Project
The project documents are being prepared to go out for bid.
- Robinson Tech Cooling Tower Replacement
The cooling tower was replaced on August 30.
- Madison Hall Transformer Replacement
The transformer replacement is currently under construction with an anticipated completion of mid-October.
- Brown Hall Lift
The lift project is currently underway with an anticipated completion of mid-October.
- Lee Smith Outdoor Makeup Air Unit Replacement
The outdoor MAU unit is in the planning stages of being replaced
- Scott Hall Chiller Replacement
The chiller is in the planning stages of being replaced

Dick Price Track Replacement

The track replacement project is scheduled to be complete September 10

COVID Related Project Updates

- Facilities Management continues to provide PPE supplies campus wide to students, faculty and staff.
- Synexis unit installation if student housing is planned to begin in 2020. The Synexis unit uses Dry Hydrogen Peroxide to fight different viruses, bacteria, mold and odors.
- Shepherd's Village HVAC Upgrades

This facilities air quality is considered very poor due to moisture from roof leaks, inadequate supply of fresh air, and mechanical and ventilation systems that are beyond their life expectancies. In order to improve the air quality to CDC Standards the planned approach is to replace the roof membrane, replace the heating, cooling and ventilation system (HVAC). The upgraded HVAC will also provide new dedicated outside air unit for increase in fresh air intake. This project will soon be in design.

- **Babbette Smith North & South Towers HVAC Upgrades**
In order to improve the air quality to CDC Standards the planned approach is install new dedicated outside air equipment that will condition the space and provide humidity control. This project will soon be in design.
 - **Lee Smith & Charles Smith HVAC Upgrades**
In order to improve the air quality to CDC Standards the planned approach is replace the entire mechanical system to include all heating and cooling piping, fan coil units, and fresh air supply systems. This project will soon be in design.
 - **Mid Rise Honors HVAC Upgrades**
In order to improve the air quality to CDC Standards the planned approach is replace the existing domestic water piping and fixtures. This project will soon be in design.
 - **Mid Rise Honors Elevators**
The Two existing elevators are in critical need of modernization of the hydraulic systems. These elevators have become a safety concern as the frequency of repairs have increased which elevates the risk of a student becoming confined during and unexpected outage. These elevators are also a critical function to address any air quality issues that may occur as they are the means to distribute material to the mechanical room which is located in the penthouse of the facility. This project will soon be in design.
 - **Samuel Scott HVAC Upgrades**
In order to improve the air quality to CDC Standards the planned approach is replace the existing mechanical equipment to include all piping & insulation within the mechanical rooms. This project will soon be in design.
- Gill Health & PE Phase 1 and 2 HVAC Upgrades
- In order to improve the air quality to CDC Standards the planned approach is replace the entire first floor mechanical and plumbing systems to include all heating and cooling piping, fan coil units, exhaust systems and fresh air supply systems. This project will soon be in design.
 - **Robinson Tech HVAC Upgrades**
In order to improve the air quality to CDC Standards the planned approach is to replace the original equipment with new ventilation equipment that will allow for additional fresh air supply. This project will soon be in design.

- West Café HVAC Upgrades

In order to improve the air quality to CDC Standards the planned approach is replace the entire mechanical system to include all heating and cooling piping, fan coil units, exhaust systems and fresh air supply systems. This project will soon be in design.

- Scott Dozier HVAC Upgrades

In order to improve the air quality to CDC Standards the planned approach is to provide roof repairs, exterior drainage, address effloresces infiltration, and provide additional heating, cooling and ventilation for proper air quality and temperature controls. This project will soon be in design.

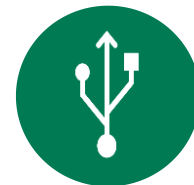
Human Resources Update

HUMAN RESOURCES



CARDINAL SYSTEM UPGRADES

Upgrades to the system will ensure efficiency for personnel and related processes.



DIGITAL HR FORMS FOR RECRUITMENT

HR in conjunction with OIT is continuing to develop an electronic form for recruitment actions.

Information Technology Update

INFORMATION TECHNOLOGY



TWO-FACTOR AUTHENTICATION

Providing for additional security and protection for the institution.



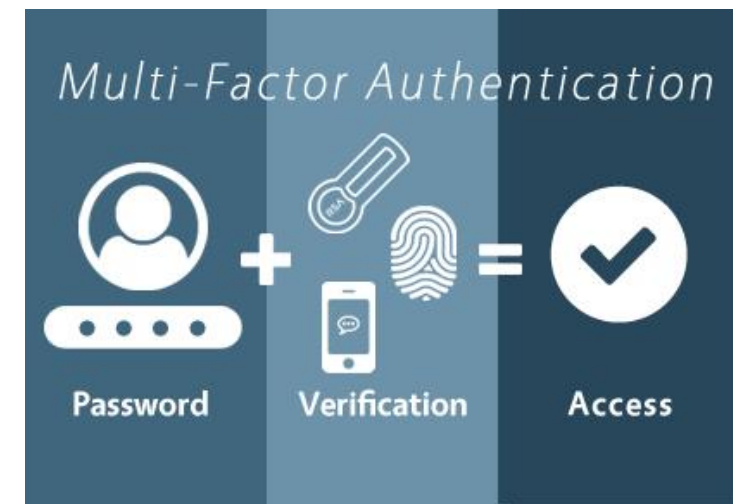
SPARTAN INNOVATION ACADEMY

OIT CIO and Staff have been heavily involved in the implementation of the collaboration with Apple. There will be continued work with this long-term project.



INFRASTRUCTURE & PERSONNEL

Continued projects to address OIT infrastructure issues such as wireless networking upgrades and staff growth to support institutional needs.



Verbal Update on the MOU between the Board of Visitors and NSU Foundation.

The MOU is scheduled for approval by the
BOV/NSUF Liaison Committee.

Adjournment



NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk, VA 23504

www.nsu.edu

