Board of Visitors Committee Meetings

Harrison B Wilson Hall, Suite 530, President's Conference Room

700 Park Avenue, Suite 540

Norfolk, VA, 23504

Meeting Book - Board of Visitors Committee Meetings

Audit, Risk, and Compliance Update	
AUDIT RISK AND COMPLIANCE Notification.pdf	3
Audit, Risk, and Compliance Agenda	
Agenda Audit Risk and Compliance Committee - February 2023.pdf	4
Audit, Risk, and Compliance Meeting Minutes November 16, 2022	
ARC 11.16.22 Meeting Minutes DMH.pdf	5
Audit, Risk, and Compliance	
NSU ARC Committee Presentation Feb 2023 FINAL.pdf	10
Strategic Finance Committee Update	
STRATEGIC FINANCE Notification.pdf	21
Strategic Finance Agenda	
BOV SFC February 17 2023 Agenda.pdf	22
Strategic Finance Committee Meeting Minutes November 16, 2022	
Strategic Finance Committee Minute November 16 2022 Final Draft Wilson DRATC 2022-11-26.pdf	23
Strategic Finance Committee	
BOV SFC February 17 2023 Meeting PPT DRATC 2023-02-02.pdf	28
Academic And Student Affairs Update	
ACADEMIC AND STUDENT AFFAIRS Notification.pdf	71
Academic And Student Affairs Agenda	
Agenda - Academic and Student Affairs.pdf	72
Academic And Student Affairs Committee Meeting Minutes November 16, 2022	
BOV ASAC Meeting Minutes 11.16.22 BEW edits.pdf	73
Academic And Student Affairs	
ASAC PPT - February 17 - 2023 rev 3.pdf	82
Governance Committee Update	
GOVERNANCE Notification.pdf	102
Governance Committee	
Agenda Governance Committee - February 17 2023.pdf	103
Governance Committee Meeting Minutes November 16, 2022	
Governance Committee Meeting Minutes November 16 2022.pdf	104

AUDIT, RISK, AND COMPLIANCE COMMITTEE

MEETING TIME 8:30 AM



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

We see the future in you.

AGENDA BOARD OF VISITORS AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING

February 17, 2023 Bishop Kim W. Brown, Chair 8:30 a.m. to 10:30 a.m.

<u>Campus Location</u>: Norfolk State University, 700 Park Avenue, Norfolk, VA 23504 Harrison B. Wilson Hall Suite 530

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the November 16, 2022, Committee Minutes
- III. Approve Virtual Attendance
- IV. Discussion Items (45 min) University Compliance
 - i. NSU Compliance Ecosystem Update
 - ii. Data Security and Privacy Assessment to date
 - iii. Environmental, Health, Safety & Risk Management (EHS) Gap closure
 - iv. NSU Capability Maturity 2022
- IV. Closed Meeting Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia (30 min)
- V. Open Meeting Closed Meeting Certification Actions/Motions
- VI. Public Comment
- VII. Adjournment

Audit, Risk and Compliance Committee

Bishop Kim W. Brown, Chair Heidi W. Abbott Dr. Katrina Chase Gilbert Bland Conrad Hall Delbert Parks

Staff: Derika Burgess, Chief Audit Executive Dr. Dawn M. Hess, Chief Compliance Officer

The President participates in all Committee meetings.

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

BOARD OF VISITORS AUDIT, RISK, AND COMPLIANCE COMMITTEE MEETING MINUTES November 16, 2022

1. Call to Order/Establish Quorum

Bishop Kim Brown, Chair, called the Audit, Risk, and Compliance Committee meeting to order at approximately 2:04 p.m. A quorum was established with a 4-0 roll call.

<u>Committee Members</u> Bishop Kim W. Brown, Chair Ms. Heidi W. Abbott Dr. Katrina Chase Mr. Conrad Hall Mr. Delbert Parks (Virtual)

Committee Members Absent Mr. Gilbert Bland

NSU Administrators and Staff Dr. Javaune Adams-Gaston, President Mrs. Derika L. Burgess, Chief Audit Executive Dr. Dawn Hess, Chief Compliance Officer Dr. Gerald Ellsworth Hunter, Vice President/Chief Financial Officer, Finance and Administration Dr. Justin Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness Ms. Tanya S. White, Chief of Staff Mr. Michael Carpenter, University Registrar Mrs. Sandra Faye Monroe-Davis, Chief Information Officer, Office of Information Technology Chief Brian K. Covington, NSUPD Deputy Chief DeAndre' L. Hyman, NSUPD Mr. Christopher Gregory, Office of Information Technology Mr. Christopher Nelson, Office of Information Technology Mrs. Phillita Peeples, Audit and Compliance Administrative Assistant Ms. Inda Walker, Clerk to the University President and Liaison to the Board of Visitors Mr. Jaylin Drewry, Former SGA President

<u>Counsel Present</u> Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General

2. Approval of the Minutes

Audit, Risk, and Compliance Committee Meeting November 16, 2022 Page 2

Bishop Brown motioned, Ms. Abbott seconded, and the Committee unanimously approved the Audit, Risk, and Compliance Committee minutes for August 31, 2022.

3. Discussion Items

University Compliance

Dr. Hess presented an update to the NSU Compliance Ecosystem and the Compliance Assessment plan for the academic year 2022-2023. She provided an update on the Data Security and Privacy Compliance Assessment, compliance activities, and Gap Closure Plans. Dr. Hess introduced Chief Information Officer, Mrs. Sandra Faye Monroe-Davis to assist in responding to questions about the Data, Security, and Privacy assessment.

- Dr. Hess gave an update on NSU's Compliance Ecosystem. She shared a visual that exhibited the 8 pillars and various subcategories of the ecosystem. All except three (3) subcategories of the ecosystem have been integrated at NSU. The final subcategories Forecasting, Evolving NSU Strategy, and Evolving Needs & Dependencies are currently under development.
- The Environmental Health and Safety Compliance Assessment has concluded with anticipating full gap closure by February 2023. The Privacy and Data Security Compliance Assessment has begun and is in the data collection stage. The Researcher Compensation and Conduct Compliance Assessment is being developed and University Compliance is currently establishing protocols for this assessment.
- The Data Security and Privacy Compliance Assessment for Family Educational Rights and Privacy Act (FERPA)-HB1 not included, and American with Disabilities Act (ADA)-web content accessibility have been completed with no current gaps.
- The Gramm Leach Bliley Act (GLBA) and the Information Security Standard Compliance Assessment are currently under development. Currently policies, procedures, and processes are being reviewed and revised as necessary.
- General Data Protection Regulation (GDPR) and the Payment Card Industry Data Security Standard (PCI DSS): Currently NSU does not have any policies, processes, or procedures in place for GDPR or PCI. It is unclear if a policy is necessary. It is possible that NSU may be able to meet the requirements of these compliance obligations by meeting the requirements of some of the other data security and privacy compliance activities that were already in the pipeline.
- The Federal Information Security Management Act (FISMA) and FERPA HB-1 Virginia House Bill 1 2018 assessment has not officially begun. However, research began 2 weeks ago, and it is believed that NSU will meet the FISMA requirement by

Audit, Risk, and Compliance Committee Meeting November 16, 2022 Page 3

> meeting all the VITA Information Security Standard requirements. University Compliance is currently collaborating with appropriate departments to identify ownership and processes for HB-1.

Internal Audit

Mrs. Burgess provided an overview of the NSU Degree Clearance Audit performed in the Registrar Department. She introduced Mr. Michael Carpenter, University Registrar, to present updates on the implemented corrective actions for the findings of the Summer 2020 Internal Audit.

- When a student applies for graduation, they go through a final set of degree audits in order to ensure they have met all the requirements for graduation at NSU. This process is called the Degree Clearance Audit. The degree clearance audits are conducted internally every semester by special teams in the University Registrar's office.
- Mr. Michael Carpenter, University Registrar, provided updates on the finding details of the Summer 2020 Clearance Audit and how he has implemented corrective actions.
- Mrs. Burgess announced that on November 29, 2022 the Norfolk Department of Emergency Management will be on campus to provide hands-on training for students on emergency preparedness and response.

4. Closed Meeting.

Motion was read by Dr. Chase and seconded by Conrad Hall.

Section 2.2-3711.A. 1 and 4 to discuss (1) personnel matters regarding the evaluation of performance of specific university departments where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and

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

Section 2.2-3711.A. 7 and 8 Consultation with legal counsel employed or retained by NSU regarding specific legal matters requiring the provision of legal advice by such counsel pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university, and/or such consultation with legal counsel and briefings by staff members or consultants; and further, that the following remain for or attend, when called, the Closed Meeting: The President, University Counsel, Auditor, Vice President for Finance and Administration. And that any member of the NSU BOV be permitted to attend or listen by phone.

Audit, Risk, and Compliance Committee Meeting November 16, 2022 Page 4

5. Recommend Approval of Electronic Participation

The Committee unanimously approved the electronic participation for Mr. Delbert Parks with a 4-0 roll call vote. Motion was made by Bishop Kim Brown and seconded by Ms. Heidi Abbott.

6. Open Meeting

Having reconvened in open session, we will now take a roll call vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place. The motion was unanimously approved with a 5-0 roll call vote.

7. Adjournment

There being no further business, the meeting was adjourned with a motion made by Heidi Abbott, seconded by Dr. Chase, and was unanimously approved with a 5-0 roll call vote. Chairman Bishop Brown adjourned the meeting at 2:42 p.m.

Respectfully submitted,

Inda Walker, Board Liaison

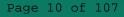
Bishop Kim W. Brown, Chair Audit, Risk and Compliance Committee

NSU BOV AUDIT, RISK, AND COMPLIANCE COMMITTEE MEETING ROLL CALL VOTE NOVEMBER 16, 2022

Item	Bishop Brown	Ms. Abbott	Mr. Bland	Dr. Chase	Mr. Hall	Mr. Parks	Totals
Quorum	Present	Present	Absent	Present	Present	N/A	4-0
Ratify approval of August 31, 2022 minutes	Yes	Yes	N/A	Yes	Yes	N/A	4-0
Closed Meeting Motion	Yes	Yes	N/A	Yes	Yes	N/A	4-0
Approve virtual participation of Mr. Delbert Parks	Yes	Yes	N/A	Yes	Yes	N/A	4-0
Open Session Approval	Yes	Yes	N/A	Yes	Yes	Yes	5-0
Motion to adjourn	Yes	Yes	N/A	Yes	Yes	Yes	5-0



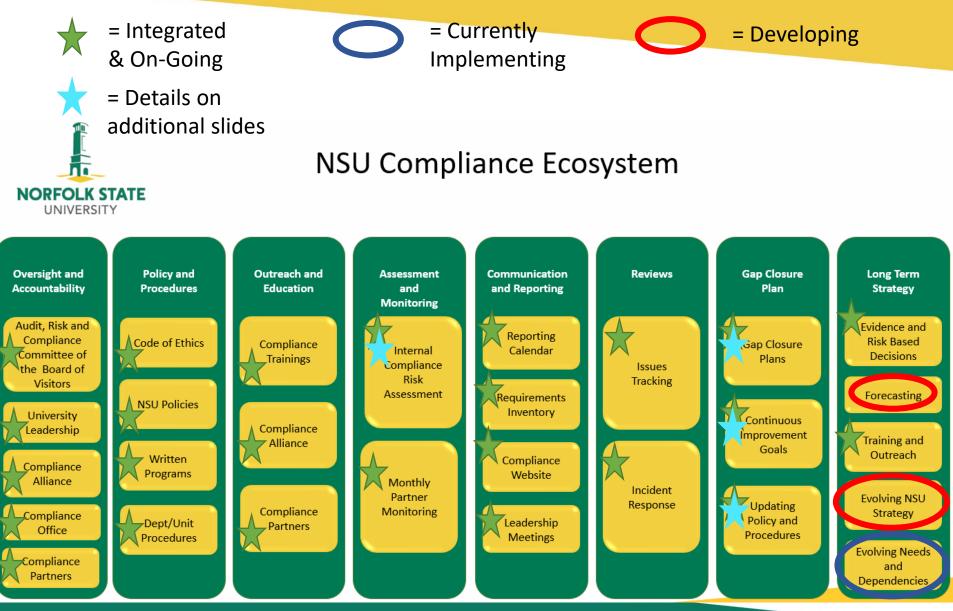
Audit, Risk and Compliance Committee Meeting February 17, 2023



Agenda

- I. University Compliance
 - A. NSU Compliance Ecosystem Update
 - B. Privacy & Data Security Compliance Assessment to Date
 - C. Environmental, Health, Safety & Risk Management (EHS) Compliance Gap Closure to Date
 - D. NSU Capability Maturity 2022
- II. Internal Audit
 - A. Closed Session

University Compliance Office Program Development



Privacy & Data Security Compliance Assessment to Date

Assessment completed with **NO** current gaps:

- American with Disabilities Act (ADA) Web Content Accessibility
- Payment Card Industry Security Standard (PCI DSS)
- Information Security Standard
 - Section 8.1 Access Control
 - Section 8.2 Security Awareness
 - Section 8.5 Configuration Management
 - Section 8.7 Identification and Authentication
 - Section 8.10 Media Protection
 - Section 8.15 System and Services Acquisition

Assessment completed with **best management practices** recommended:

- Family Educational Rights and Privacy Act (FERPA)
- HB1 Virginia Code §23.1-405 (formerly known as HB1 or House Bill 1)



Privacy & Data Security Compliance Assessment to Date

Closed Gaps During Assessment

- Information Security Standard
 - Section 8.14 Risk Assessment Completed Jan 2023
 - Data Classification admin policy,
 - Conducting Risk Assessment BoV policy, and
 - Risk Assessments completed
- Section 8.6 Configuration Management Completed as of Jan 2023
- Section 8.9 System Maintenance Completed as of Jan 2023

Still Accessing

• General Data Protection Regulation (GDPR) – researching applicability



Privacy & Data Security Compliance Assessment to Date

Developing Gap Closure Plan:

- Section 8.13 Personnel Security (employee termination/suspension process)
 - Collaborating with internal stakeholders to develop a process that *encompasses the* organization, defines *responsibilities* and creates *accountability* for *timely notification* - Anticipated date of closure September 2023

Anticipated Changes

- Gramm Leach Bliley Act (GLBA)
 - Privacy Policy (developing, not solely focused on OIT)
 - BoV Policies completed
 - Incidence Response (required for expanded rules)
 - Conducting Risk Assessments
 - Currently in compliance with GLBA rules to expand June 2023

Environmental, Health, Safety & Risk Management (EHS) Compliance Gap Closure to Date

Develop and implement policy/program/procedures by ANTICIPATED CLOSURE DATES below:

3/23

- Chemical Hygiene and Laboratory Safety Plan (revision)
- Hazardous Waste Operations and Emergency Response
- Oil Pollution Act
- 8/23 (Drafts exist)
- Hazard Communication
- Formaldehyde Draft
- Noise Hearing Protection Draft
- Respiratory Protection Draft
- Fall Protection
- Ladder Safety
- Asbestos in General Industry Standard
- Bloodborne Pathogens Standard
- Personal Protective Equipment
- Lockout/Tagout
- Hot Work Permit
- Eyewash
- Driver Safety

Develop and implement a process for informing EHS of procurement (EHS Procurement Process) by 8/23

- Methylene Chloride
- Hazard Communication Standard
- Ladders

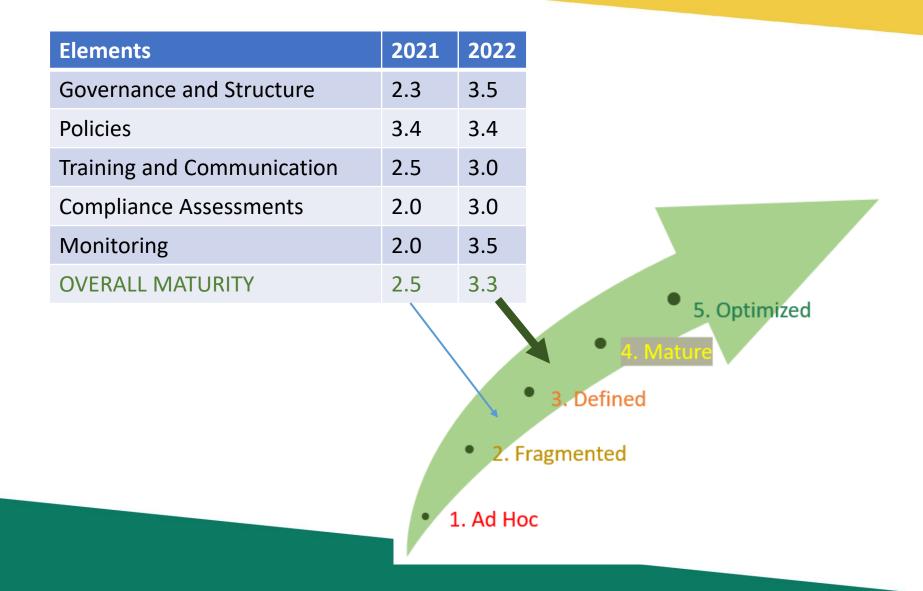
Develop temporary process to keep inventory current until "EHS Procurement Process" is fully implemented

Environmental, Health, Safety & Risk Management (EHS) Compliance Gap Closure to Date

Additional Open Gaps

- Laboratory EHS Management for McDemmond/Research address EHS requirements including lasers, magnets and radiation safety by 8/23
- Public Health Security and Bioterrorism Preparedness and Response Act Collaboration required outside department, anticipated closure 8/23
- Respiratory Protection Determine and respond to outdated equipment by 6/23
- Oil Pollution Act Purchase/install secondary containment and waste storage equipment by 3/23
- Chemical Hygiene and Laboratory Safety Plan (Occupational exposure to hazardous chemicals in laboratories) - Improve communication and document process for communication between those responsible for laboratories and EHS to ensure all required training occurs and other requirements are met and are documented by 3/23 (in draft)

NSU Capability Maturity 2022



As an organization moves up the maturity model, ownership spreads across the organization and becomes embedded 107

Thank You

Internal Audit

Closed Session - Export Control Review

STRATEGIC FINANCE COMMITTEE

MEETING TIME 10:30 AM

Page 21 of 107



BOARD OF VISITORS

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

BOARD OF VISITORS STRATEGIC FINANCE COMMITTEE MEETING AGENDA

BK Fulton, Chair February 17, 2023, Time: 10:30 AM

Zoom Webinar Participation

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

I. Call to Order/Establish Quorum

- II. Recommend Approval of Electronic Participation
- III. Recommend Approval of the November 16, 2022, Committee Minutes

IV. Discussion Items

- A. Quarterly Financial Report
- B. Spring 2023 Forecast Update
- C. Facilities Management Update
 - 1. Maintenance Reserve Projects Update
 - 2. Capital Projects Update
- D. Legislative Affairs Update
- E. Human Resources Update
 - 1. State Sponsored Job Posting Website Page Up System
 - 2. Human Resources Recruitment Digital System Training
- F. Information Technology Update
 - 1. Security Posture
 - 2. APA Audit
 - 3. Infrastructure Improvement Planning
 - 4. Spartan Innovation Academy
- G. University Advancement Update

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

VI. Open Meeting

- Closed Meeting Certification

VII. Adjournment

Strategic Finance Committee

BK Fulton, Chair	Conrad Hall
Dwayne B. Blake	Jay Jamison
The Honorable James W. Dyke, Jr	(Virtual) Delbert Parks

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

The President participates in all Committee meetings.

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

Page 1 of 1

BOARD OF VISITORS STRATEGIC FINANCE COMMITTEE MEETING WEDNESDAY, NOVEMBER 16, 2022

MINUTES

1. Call to Order/Established Quorum

Mr. Fulton, Chair, called the Strategic Finance Committee meeting to order at approximately 10:30 am. A quorum was established with a 5-0 Roll Call vote. Below is a list of individuals who attended.

Participants – Committee Members Mr. BK Fulton, Chair Mr. Dwayne B. Blake The Honorable James W. Dyke, Jr. Mr. Conrad Hall Mr. Jay Jamison

<u>Participant - Counsel</u> Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General

Participants - NSU Administrators and Staff

- Dr. Javaune Adams-Gaston, President
- Mrs. Karla Amaya Gordon, Assistant Vice President for Finance and Administration / University Controller
- Mr. Eric Claville, Executive Advisor to the President (Interim), Governmental Relations
- Mr. Brian Covington, Chief of Police, Police Department
- Dr. Davida Harrell-Williams, Director, Auxiliary Enterprises and Services
- Dr. Gerald Ellsworth Hunter, Vice President & Chief Financial Officer, Finance and Administration
- Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
- Mr. Clifford Porter, Vice President, University Advancement
- Ms. Inda Walker, Office Manager/Board Liaison
- Ms. Martha M. Wilson, Executive Assistant, Finance and Administration

Participants – Guests

Mr. Jeff Turner, Brailsford and Dunlavey, Inc.

Ms. Jill Schoenfeld, Brailsford and Dunlavey, Inc.

Observers - NSU Administrators and Staff

- Mr. Andre Hyman, Deputy Police Chief, Police Department
- Ms. Crystal Jenkins, Executive Director, Norfolk State University Foundation
- Mr. Dennis Jones, Executive Budget Director, Budget and Planning

Mr. Anton Kashiri, Associate Vice President, Facilities Management

Ms. Irma Thomas, Sr. Technical and Finance Analyst to the Vice-President of Finance and Administration

BOARD OF VISITORS

Strategic Finance Committee November 16, 2022 Page 2

> Mr. Michael Wallace, Consultant, Police Department Ms. Tanya White, Chief of Staff, President's Office Mr. James Wright, Associate University Counsel, Office of the University Counsel

Recommend Approval of Virtual Participation
 Mr. Fulton asked for the approval of Mr. Delbert Parks who was participating virtually due
 to medical reason.

 Motioned and seconded with a 5-0 Boll Call vote to approve Virtual Participation of

<u>Motioned and seconded with a 5-0 Roll Call vote to approve Virtual Participation of</u> <u>Mr. Delbert Parks by Mr. Dyke and Mr. Hall, respectively.</u>

3. Recommended Approval of the August 31, Strategic Finance Committee Minutes

<u>Motioned and seconded with a 6-0 Roll Call vote to approve the August 31, 2022, meeting</u> <u>minutes – *Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia* by Mr. Dyke and Mr. Blake, respectively.</u>

4. Discussion Items

Quarterly Financial Report

Dr. Hunter welcomed and thanked everyone for attending, and introduced Mr. Jeff Turner and Ms. Jill Schoenfeld of Brailsford & Dunlavey, Inc., who will be presenting later today. Mrs. Amaya Gordon presented the Quarterly Financial Report as of September 30, 2022. The University's actual revenues totaled \$183,841,000, which includes \$80,763,000 received from Appropriations. Year-end Projections Totaled \$279,50,000 and includes \$10,000,000 that was received in July 2022 for In-State Tuition Affordability. Total Revenue Actuals were \$183,841,000 with Revenue Over Expenses for Actuals being \$100,527,000. The Revenue Over Expenses amount changed because the previous report was based on June 30, 2022, verses September 30, 2022. In addition, the Revenue Over Expenses of \$32,145,000 was due to Auxiliary Enterprises changes.

ARMICS Update

Mrs. Amaya Gordon reported that the Annual Assessment was conducted to provide reasonable assurance of the integrity of fiscal processes related to the submission of transactions to the Commonwealth's general ledger, submission of financial statement directive materials, compliance with laws and regulations, and stewardship over the Commonwealth's assets. Each September the University must certify to the Department of Accounts (DOA) that it is capable of providing reasonable assurance to the internal controls over the recording of financial reporting requirements, compliance with laws and stewardship with respect to operational effectiveness over assets. There were no significant weaknesses identified that required reporting to the DOA.

SAIL Update

BOARD OF VISITORS

Strategic Finance Committee November 16, 2022 Page 3

Dr. Harrell-Williams reported that the Spartan All-Inclusive Learning (SAIL) course material model, which reduces the cost of materials for students and ensures that students have all course materials prior to the first day of class was very successful. Instead of students purchasing materials *a la carte*, the cost is included in their tuition or as a charge. In addition, the NSU Bookstore provides each student with a convenient package for physical books and digital materials, which are delivered directly to the Learning Management System (LMS). In addition, as of September 30, 2022, gross sales were approximately \$2,000,000 and the commission was approximately \$220,000.

Clery Report

Chief Covington presented the Annual Security Report (ASR) mandated by the Clery Act, which requires each higher education institution to publish and distribute criminal statistics by October 1 annually. The ASR serves as a reflection of the institution's current existing policies and procedures, and it requires specific procedures to convey that information. In addition, he reported on the Statement of Policy, which includes procedures for students and others to report criminal actions and other emergencies; security of and access to campus facilities and security considerations; campus law enforcement (enforcement authority; jurisdiction; accurate and prompt reporting; voluntary, and confidential (counselors)); possession, use, sale, and enforcement as it relates to alcohol & drugs; dating violence, domestic violence, sexual assault and stalking (DVSAS) prevention, response, and disciplinary procedures; emergency response and evacuation; and missing student notification. Chief Covington stated that under the Clery Act, institutions are required to disclose information about certain crimes which are enforced by the United States Department of Education. Institutions that do not comply could face a fine in excess of \$59,000 per incident. In addition, the ASR provides students and their families with accurate, complete and timely information about safety on campus so that individuals can make informed decisions about the institution.

Legislative Update

Mr. Claville presented a Legislative PowerPoint, which highlighted very active pre-legislative Question and Answer (Q&A) sessions where the University hosted Lt. Governor of Virginia Winsome Sears who engaged with the NSU students on opportunities; hosted members of the Senate; and meetings with the Legislature to replace University dining facilities and other structures. In addition, Dr. Adams-Gaston reported on important Capital Budget requests that included constructing several campus facilities, e.g., Living Learning Center and Dining Facility, Health Wellness Facility, Lab School, and other projects. The President also stated that the University will host Senator Creigh Deeds on November 30, 2022

Human Resources Update

Dr. Moses reported on the Cardinal System Implementation, which was completed under the leadership of Mrs. Amaya Gordon, stated that the system was completely designed to meet the needs of the University; training is underway for the Electronic Personal Actions (EPA);

BOARD OF VISITORS Strategic Finance Committee November 16, 2022 Page 4

and the HR1 document may have a name change because the new system will allow us to see actions as they occur. Dr. Moses stated he is very happy with the Cardinal System.

Information Technology Update

Dr. Moses presented the BOV UISP #07 (2022) Risk Assessment Policy that provides a foundation for identifying risk, assessing risk, and the steps to take to reduce risk to an acceptable level within IT systems. Risk Assessments account for information technology (IT) threats, vulnerabilities, likelihoods, and impact to operations and assets, individuals, and other partnering organizations, based on the use of NSU's information systems. Effective implementation of risk management is a critical component of a successful IT security program.

Next, Dr. Moses presented the BOV UISP #09 (2022) Incident Response Policy that provides a consistent and effective approach to the management of information security incidents. The framework shall determine the scope and risk of an information security incident, respond appropriately to that incident, communicate the results and risks to all stakeholders, and reduce the likelihood of an incident from occurring or reoccurring.

University Advancement Update

Mr. Porter presented the Five-year Fundraising projections for the Baseline Average included Major Gifts, Alumni/Annual, Planned Giving, Foundations, Athletics/NSUAF, and Academics/NSURIF. The Baseline Average Projections are CY2022, \$7,900,000; CY2023 \$9,100,000; and CY2024, \$10,000,000. The Fundraising Analysis examined the Six-year total dollars raised, cash, pledges, planned gifts, number of donors overall, and number of alumni donors from CY2017-CY2022. Major & Leadership Gifts were discussed included Landmark Foundation, \$5,000,000; Mr. & Mrs. Jim Squires, \$281,255; and many others. The Five-year Endowment Projections were CY2022, \$81 million; to CY2035, \$150 million. Mr. Porter's reported campaign goal is \$75 million.

In addition, Mr. Porter reported updates consisted of the Founders Day Celebratory Activities that included Freshman Convocation and Founders Day Breakfast; Pharrell's "Mighty Dream Connection" Reception, and Urban League and HBCU tutoring Partnership Announcement sponsored by Governor Glenn Youngkin. The University Events Updates included the September 2022 Freshman Convocation that welcomed nearly 1,500 freshmen, and the Founders Day Breakfast with keynote speaker Marc Lamont Hill. In addition, he presented the Communications and Marketing Website updates with visitors of 146,123; page views of 362792, and the top three pages visited on the site were the Homepage, Apply Online, and Academics. In conclusion, Communications and Marketing hosted more than 100 Hampton Roads Black Media Professionals for their 40th Anniversary Celebration Luncheon, October 22, 2022, in the Student Center.

Motioned and seconded with a 6-0 Roll Call vote to proceed with Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia by Mr. Dyke and Mr. Blake. respectively.

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

Open Meeting Closed meeting Certification

Motioned and seconded with a 6-0 Roll Call vote to Open Meeting after Closed Session – *Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia* by Mr. Dyke and Mr. Blake, respectively.

Adjournment

There being no further business, the meeting was adjourned at approximately 12:30 pm.

Respectfully submitted,

BK Fulton, Chair Strategic Finance Committee

Gerald Ellsworth Hunter, PhD, Committee Lead Vice President for Finance and Administration & CFO BOARD OF VISITORS (BOV) STRATEGIC FINANCE COMMITTEE MEETING Friday, February 17, 2023, 10:30 am

BK Fulton, Chair

Dwayne B. Blake

The Honorable James W. Dyke, Jr.

Conrad Hall Jay Jamison

Delbert Parks





BOARD OF VISITORS

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

BOARD OF VISITORS STRATEGIC FINANCE COMMITTEE MEETING AGENDA

BK Fulton, Chair February 17, 2023, Time: 10:30 AM

Zoom Webinar Participation

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

I. Call to Order/Establish Quorum

- II. Recommend Approval of Electronic Participation
- III. Recommend Approval of the November 16, 2022, Committee Minutes

IV. Discussion Items

- A. Quarterly Financial Report
- B. Spring 2023 Forecast Update
- C. Facilities Management Update
 - 1. Maintenance Reserve Projects Update
 - 2. Capital Projects Update
- D. Legislative Affairs Update
- E. Human Resources Update
 - 1. State Sponsored Job Posting Website Page Up System
 - 2. Human Resources Recruitment Digital System Training
- F. Information Technology Update
 - 1. Security Posture
 - 2. APA Audit
 - 3. Infrastructure Improvement Planning
 - 4. Spartan Innovation Academy
- G. University Advancement Update

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

VI. Open Meeting

- Closed Meeting Certification

VII. Adjournment

Strategic Finance Committee

BK Fulton, Chair		Conrad Hall
Dwayne B. Blake		Jay Jamison
The Honorable James W. Dyke,	Jr. (Virtual)	Delbert Parks

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

The President participates in all Committee meetings.

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

Call to Order/Establish Quorum

II. Recommend Approval of Virtual Participation for Board Members

III. Recommend Approval of the November 16, 2022, Committee Minutes



BOARD OF VISITORS Strategic Finance Committee November 16, 2022 Page 1

BOARD OF VISITORS STRATEGIC FINANCE COMMITTEE MEETING WEDNESDAY, NOVEMBER 16, 2022

MINUTES

1. Call to Order/Established Quorum

Mr. Fulton, Chair, called the Strategic Finance Committee meeting to order at approximately 10:30 am. A quorum was established with a 5-0 Roll Call vote. Below is a list of individuals who attended.

Participants – Committee Members Mr. BK Fulton, Chair Mr. Dwayne B. Blake The Honorable James W. Dyke, Jr. Mr. Conrad Hall Mr. Jay Jamison

<u>Participant - Counsel</u> Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General

Participants - NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President

- Mrs. Karla Amaya Gordon, Assistant Vice President for Finance and Administration / University Controller
- Mr. Eric Claville, Executive Advisor to the President (Interim), Governmental Relations
- Mr. Brian Covington, Chief of Police, Police Department
- Dr. Davida Harrell-Williams, Director, Auxiliary Enterprises and Services
- Dr. Gerald Ellsworth Hunter, Vice President & Chief Financial Officer, Finance and Administration
- Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
- Mr. Clifford Porter, Vice President, University Advancement
- Ms. Inda Walker, Office Manager/Board Liaison
- Ms. Martha M. Wilson, Executive Assistant, Finance and Administration

Participants – Guests

Mr. Jeff Turner, Brailsford and Dunlavey, Inc.

Ms. Jill Schoenfeld, Brailsford and Dunlavey, Inc.

BOARD OF VISITORS

Strategic Finance Committee November 16, 2022 Page 2

> Student Government Association Participants None present

Observers - NSU Administrators and Staff

Mr. Andre Hyman, Deputy Police Chief, Police Department

- Ms. Crystal Jenkins, Executive Director, Norfolk State University Foundation
- Mr. Dennis Jones, Executive Budget Director, Budget and Planning
- Mr. Anton Kashiri, Associate Vice President, Facilities Management
- Ms. Irma Thomas, Sr. Technical and Finance Analyst to the Vice-President of Finance and Administration
- Mr. Michael Wallace, Consultant, Police Department
- Ms. Tanya White, Chief of Staff, President's Office
- Mr. James Wright, Associate University Counsel, Office of the University Counsel

2. Recommend Approval of Virtual Participation

Mr. Fulton asked for the approval of Mr. Delbert Parks who was participating virtually due to medical reason.

Motioned and seconded with a 5-0 Roll Call vote to approve Virtual Participation of Mr. Delbert Parks by Mr. Dyke and Mr. Hall, respectively.

3. Recommended Approval of the August 31, Strategic Finance Committee Minutes

<u>Motioned and seconded with a 6-0 Roll Call vote to approve the August 31, 2022, meeting</u> <u>minutes – *Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia* by Mr. Dyke and Mr. <u>Blake, respectively.</u></u>

4. Discussion Items

Quarterly Financial Report

Dr. Hunter welcomed and thanked everyone for attending, and introduced Mr. Jeff Turner and Ms. Jill Schoenfeld of Brailsford & Dunlavey, Inc., who will be presenting later today. Mrs. Amaya Gordon presented the Quarterly Financial Report as of September 30, 2022. The University's actual revenues totaled \$183,841,000, which includes \$80,763,000 received from Appropriations. Year-end Projections Totaled \$279,50,000 and includes \$10,000,000 that was received in July 2022 for In-State Tuition Affordability. Total Revenue Actuals were \$183,841,000 with Revenue Over Expenses for Actuals being \$100,527,000. The Revenue Over Expenses amount changed because the previous report was based on June 30, 2022, verses September 30, 2022. In addition, the Revenue Over Expenses of \$32,145,000 was due to Auxiliary Enterprises changes.

ARMICS Update

Mrs. Amaya Gordon reported that the Annual Assessment was conducted to provide reasonable assurance of the integrity of fiscal processes related to the submission of

BOARD OF VISITORS Strategic Finance Committee November 16, 2022 Page 3

transactions to the Commonwealth's general ledger, submission of financial statement directive materials, compliance with laws and regulations, and stewardship over the Commonwealth's assets. Each September the University must certify to the Department of Accounts (DOA) that it is capable of providing reasonable assurance to the internal controls over the recording of financial reporting requirements, compliance with laws and stewardship with respect to operational effectiveness over assets. There were no significant weaknesses identified that required reporting to the DOA.

SAIL Update

Dr. Harrell-Williams reported that the Spartan All-Inclusive Learning (SAIL) course material model, which reduces the cost of materials for students and ensures that students have all course materials prior to the first day of class was very successful. Instead of students purchasing materials *a la carte*, the cost is included in their tuition or as a charge. In addition, the NSU Bookstore provides each student with a convenient package for physical books and digital materials, which are delivered directly to the Learning Management System (LMS). In addition, as of September 30, 2022, gross sales were approximately \$2,000,000 and the commission was approximately \$220,000.

Clery Report

Chief Covington presented the Annual Security Report (ASR) mandated by the Clery Act, which requires each higher education institution to publish and distribute criminal statistics by October 1 annually. The ASR serves as a reflection of the institution's current existing policies and procedures, and it requires specific procedures to convey that information. In addition, he reported on the Statement of Policy, which includes procedures for students and others to report criminal actions and other emergencies; security of and access to campus facilities and security considerations; campus law enforcement (enforcement authority; jurisdiction; accurate and prompt reporting; voluntary, and confidential (counselors)); possession, use, sale, and enforcement as it relates to alcohol & drugs; dating violence, domestic violence, sexual assault and stalking (DVSAS) prevention, response, and disciplinary procedures; emergency response and evacuation; and missing student notification. Chief Covington stated that under the Clery Act, institutions are required to disclose information about certain crimes which are enforced by the United States Department of Education. Institutions that do not comply could face a fine in excess of \$59,000 per incident. In addition, the ASR provides students and their families with accurate, complete and timely information about safety on campus so that individuals can make informed decision about the institution.

Legislative Update

Mr. Claville presented a Legislative PowerPoint, which highlighted very active pre-legislative Question and Answer (Q&A) sessions where the University hosted Lt. Governor of Virginia Winsome Sears who engaged with the NSU students on opportunities; hosted members of the Senate; and meetings with the Legislature to replace University dining facilities and other structures. In addition, Dr. Adams-Gaston reported on important Capital Budget requests that

BOARD OF VISITORS Strategic Finance Committee November 16, 2022 Page 4

included constructing several campus facilities, e.g., Living Learning Center and Dining Facility, Health Wellness Facility, Lab School, and other projects. The President also stated that the University will host Senator Creigh Deeds on November 30, 2022

Human Resources Update

Dr. Moses reported on the Cardinal System Implementation, which was completed under the leadership of Mrs. Amaya Gordon, stated that the system was completely designed to meet the needs of the University; training is underway for the Electronic Personal Actions (EPA); and the HR1 document may have a name change because the new system will allow us to see actions as they occur. Dr. Moses stated he is very happy with the Cardinal System.

Information Technology Update

Dr. Moses presented the BOV UISP #07 (2022) Risk Assessment Policy that provides a foundation for identifying risk, assessing risk, and the steps to take to reduce risk to an acceptable level within IT systems. Risk Assessments account for information technology (IT) threats, vulnerabilities, likelihoods, and impact to operations and assets, individuals, and other partnering organizations, based on the use of NSU's information systems. Effective implementation of risk management is a critical component of a successful IT security program.

Next, Dr. Moses presented the BOV UISP #09 (2022) Incident Response Policy that provides a consistent and effective approach to the management of information security incidents. The framework shall determine the scope and risk of an information security incident, respond appropriately to that incident, communicate the results and risks to all stakeholders, and reduce the likelihood of an incident from occurring or reoccurring.

University Advancement Update

Mr. Porter presented the Five-year Fundraising projections for the Baseline Average included Major Gifts, Alumni/Annual, Planned Giving, Foundations, Athletics/NSUAF, and Academics/NSURIF. The Baseline Average Projections are CY2022, \$7,900,000; CY2023 \$9,100,000; and CY2024, \$10,000,000. The Fundraising Analysis examined the Six-year total dollars raised, cash, pledges, planned gifts, number of donors overall, and number of alumni donors from CY2017-CY2022. Major & Leadership Gifts were discussed included Landmark Foundation, \$5,000,000; Mr. & Mrs. Jim Squires, \$281,255; and many others. The Five-year Endowment Projections were CY2022, \$81 million; to CY2035, \$150 million. Mr. Porter's reported campaign goal is \$75 million.

BOARD OF VISITORS Strategic Finance Committee November 16, 2022 Page 5

In addition, Mr. Porter reported updates consisted of the Founders Day Celebratory Activities that included Freshman Convocation and Founders Day Breakfast; Pharrell's "Mighty Dream Connection" Reception, and Urban League and HBCU tutoring Partnership Announcement sponsored by Governor Glenn Youngkin. The University Events Updates included the September 2022 Freshman Convocation that welcomed nearly 1,500 freshmen, and the Founders Day Breakfast with keynote speaker Marc Lamont Hill. In addition, he presented the Communications and Marketing Website updates with visitors of 146,123; page views of 362792, and the top three pages visited on the site were the Homepage, Apply Online, and Academics. In conclusion, Communications and Marketing hosted more than 100 Hampton Roads Black Media Professionals for their 40th Anniversary Celebration Luncheon, October 22, 2022, in the Student Center.

Motioned and seconded with a 6-0 Roll Call vote to proceed with Closed Meeting – *Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia* by Mr. Dyke and Mr. Blake. respectively.

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

Open Meeting

Closed meeting Certification

Motioned and seconded with a 6-0 Roll Call vote to Open Meeting after Closed Session – *Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia* by Mr. Dyke and Mr. Blake, respectively.

Adjournment

There being no further business, the meeting was adjourned at approximately 12:30 pm.

Respectfully submitted,

BK Fulton, Chair Strategic Finance Committee

Gerald Ellsworth Hunter, PhD, Committee Lead Vice President for Finance and Administration & CFO Strategic Finance Committee February 2023

Division of Finance and Administration

Gerald Ellsworth Hunter; PhD Vice President & Chief Financial Officer

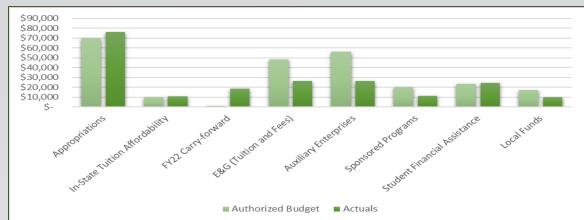


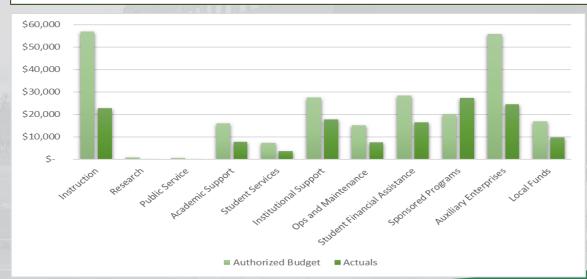


FY 2023 - Condensed Summary of Revenues and Expenses Budget Report - All Funds (Cash Basis) as of December 31, 2022 (Amounts in Thousands)

	<u>/</u>	Authorized		% of Budget	Year-end
Revenues		<u>Budget</u>	Actuals	Collected	Projection
Appropriations	\$	69,759	\$ 76,372	109% \$	5 76,372
In-State Tuition Affordability		10,000	11,000	110%	11,000
FY22 Carry-forward		1,285	18,510	0%	18,510
E&G (Tuition and Fees)		48,579	26,456	54%	51,240
Auxiliary Enterprises		56,247	26,243	47%	56,306
Sponsored Programs		20,232	11,344	56%	40,000
Student Financial Assistance		23,294	24,544	105%	24,544
Local Funds		17,000	9,616	57%	17,000
Total Revenues	\$	246,396	\$ 204,085	83% \$	5 294,972

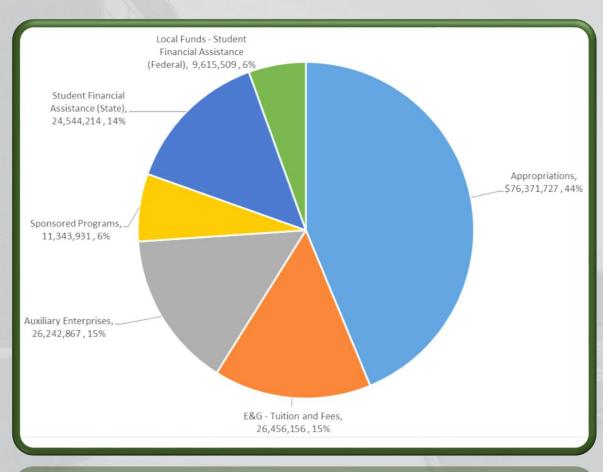
	4	Authorized		% of Budget	Year-end
Expenses		Budget	Actuals	<u>Spent</u>	Projection
Instruction	\$	56,816	\$ 22,720	40%	\$ 56,816
Research		884	255	29%	884
Public Service		642	252	39%	642
Academic Support		16,054	7,860	49%	16,054
Student Services		7,331	3,594	49%	7,331
Institutional Support		27,583	17,881	65%	27,583
Ops and Maintenance		15,180	7,605	50%	15,180
Student Financial Assistance		28,427	16,566	58%	28,427
Sponsored Programs		20,232	27,349	135%	40,000
Auxiliary Enterprises		55,871	24,503	44%	56,247
Local Funds		17,000	9,699	57%	17,000
Total Expenses	\$	246,020	\$ 138,284	56%	\$ 266,164
Revenue Over Expenses	\$	376	\$ 65,801		\$ 28,808







SOURCES OF FUNDS Actuals through December 31, 2022



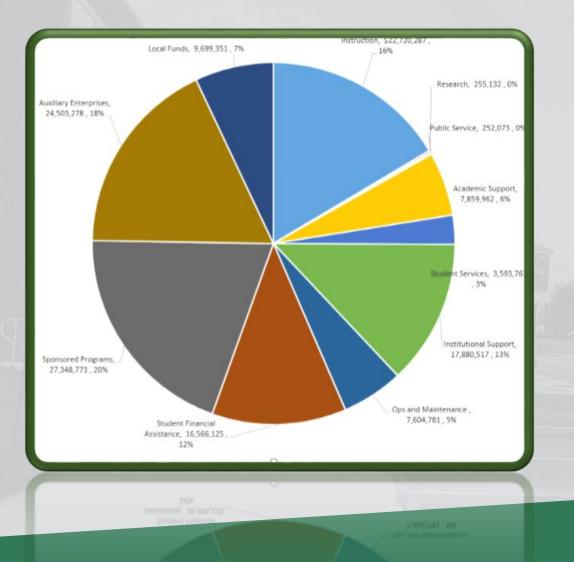
E&G - Tultion and Fees, 26,456,156 , 15%

Revenues Actuals Appropriations 76,371,727 E&G - Tuition and Fees 26,456,156 **Auxiliary Enterprises** 26,242,867 **Sponsored Programs** 11,343,931 Student Financial Assistance (State) 24,544,214 Local Funds - Student Financial Assistance (Federal) 9,615,509 **Total Revenues** 204,084,497



XCT (100'7+7'07

USES OF FUNDS Actuals as of December 31, 2022



Expenses	<u>Actuals</u>
Instruction	\$ 22,720,287
Research	255,132
Public Service	252,073
Academic Support	7,859,962
Student Services	3,593,767
Institutional Support	17,880,517
Ops and Maintenance	7,604,781
Student Financial Assistance	16,566,125
Sponsored Programs	27,348,773
Auxiliary Enterprises	24,503,278
Local Funds	9,699,351
Total Expenses	\$ 138,284,046



Spring 2023 Forecast Update



Norfolk State University Spring 2023 Enrollment Tracking¹ Number of Enrolled Students as of: January 30, 2023

		ENROLLMENT						
	Final Spring 2022	Budgeted Spring 2023	Enrolled as of January 27, 2023	Actual # Enrolled TODAY Spring 2023	Daily Change	Enrolled vs. Budgeted	Enrolled vs. Spring 2022	
IN-STATE								
Undergraduates								
Full-time	2,875	2,939	2,925	2,914	(11)	(25)	39	
Part-time	418	335	387	398	11	63	(20)	
Graduate Students								
Full-time	189	207	176	173	(3)	(34)	(16)	
Part-time	110	74	87	87	0	13	(23)	
Total In-State	3,592	3,555	3,575	3,572	(3)		<mark>(20)</mark>	
OUT-OF-STATE								
Undergraduates								
Full-time	1,092	1,129	1,131	1,124	(7)	(5)	32	
Part-time	94	62	124	128	4	66	34	
Graduate Students								
Full-time	64	69	71	71	0	2	7	
Part-time	36	34	30	30	0	(4)	(6)	
Total Out-of-State	1,286	1,294	1,356	1,353	(3)	59	67	
ENROLLMENT GRAND TOTAL	4,878	4,849	4,931	4,925	(6)	76	47	

PART-TIME HOURS	Final Spring 2022	Budgeted Spring 2023	Enrolled as of January 27, 2023	Actual # Enrolled TODAY Spring 2023	Daily Change	Enrolled vs. Budgeted	Enrolled vs. Spring 2022
IN-STATE							
Undergraduate (hours)	3,080	2,010	2,838	2,937	99	927	(143)
Graduate Students (hours)	519	372	398	398	0	26	(121)
Total Part - time In - State (hours)	3,599	2,382	3,236	3,335	99	953	(264)
OUT-OF-STATE							
Undergraduate (hours)	693	370	950	991	41	621	298
Graduate Students (hours)	144	136	98	98	0	(38)	(46)
Total Part - time Out of State (hours)	837	506	1,048	1,089	41	583	252
Total Part - time Hours	4,436	2,888	4,284	4,424	140	1,536	(12)

Note:

1. 60 financially cleared students enrolled in accelerated online masters degree programs have been removed from the enrollment numbers above. They are enrolled in 510 hours.

Norfolk State University Spring 2023 E&G Tuition Revenue Projection As of January 30, 2023

	Actual # Enrolled TODAY Spring 2023	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	2,914	2,876	8,380,664	8,452,564	(71,900)
Part-time	398				
Graduate Students					
Full-time	173	4,410	762,930	912,870	(149,940)
Part-time	87				
Total In-State	3,572		9,143,594	9,365,434	(221,840)
OUT-OF-STATE					
Undergraduates					
Full-time	1,124	8,460	9,509,040	9,551,340	(42,300)
Part-time	128				
Graduate Students					
Full-time	71	10,436	740,956	720,084	20,872
Part-time	30				
Total Out-of-State	1,353		10,249,996	10,271,424	(21,428)
ENROLLMENT GRAND TOTAL	4,925		19,393,590	19,636,858	(243,268)
PART-TIME HOURS	Actual # Enrolled TODAY Spring 2023	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduate (hours)	2,937	437	1,283,469	878,370	405,099
Graduate Students (hours)	398	746	296,908	276,020	20,888
Total Part - time In - State (hours)	3,335		1,580,377	1,154,390	425,987
OUT-OF-STATE					
Undergraduate (hours)	991	945	936,495	351,540	584,955
Graduate Students (hours)	98	1,455	142,590	197,880	(55,290)
			1 070 095	549,420	529,665
Total Part - time Out of State (hours)	1,089		1,079,085	545,420	
Total Part - time Out of State (hours) Total Part - time Hours	1,089 4,424		2,659,462	1,703,810	955,652

Norfolk State University Spring 2023 AE Mandatory Fee Revenue Projection As of January 30, 2023

	Actual # Enrolled TODAY Spring 2023	Mandatory Fee Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					1
Undergraduates					
Full-time	2,914	1,935	5,638,590	5,686,965	(48,375)
Graduate Students					
Full-time	173	1,935	334,755	400,545	(65,790)
Total In-State	3,087				
OUT-OF-STATE					
Undergraduates					
Full-time	1,124	1,935	2,174,940	2,184,615	(9,675)
Graduate Students					
Full-time	71	1,935	137,385	133,515	3,870
Total Out-of-State	1,195				
ENROLLMENT GRAND TOTAL	4,282				
Total Revenue			8,285,670	8,405,640	(119,970)

Norfolk State University Spring 2023 Out of State Capital Outlay Revenue Projection As of January 30, 2023

	Actual # Enrolled TODAY Spring 2023	Out of State Capital Outlay Fee	Calculated Revenue	Budgeted Revenue	Variance
OUT-OF-STATE					
Undergraduates					
Full-time	1,124	380	427,120	186,380	240,740
Graduate Students					
Full-time	71	380	26,980	11,391	15,589
Total Out-of-State	1,195				
ENROLLMENT GRAND TOTAL					
Annual Obligation	420,789		454,100	197,771	256,329

Facilities Management Update



Maintenance Reserve Projects Update

MCDEMMOND - REPLACE AIR VALVES

Air valves have been replaced. The project is currently in Testing, Adjusting, and Balancing (TABs) which involves measuring and adjusting air and water flows to meet design requirements. The project will be completed within the month.

MCDEMMOND – COVID LAB

The project is scheduled to go out for bid. Construction will begin in the spring with a completion prior to the beginning of fall semester.

MCDEMMOND – QUANTUM PHYSICS LAB

The project is currently in design.

MID-RISE – REPLACE ELEVATORS

One elevator has been replaced in full, the second elevator is waiting for controls and paneling to be delivered.

STUDENT HOUSING – DEHUMIDIFICATION

All student rooms in housing facilities have dehumidifiers installed.

• WILSON HALL – BACK-UP GENERATOR

The generator and enclosure have been installed. The project is currently waiting for Virginia Natural Gas to install a larger gas line to support the gas load.

• ECHOLS HALL – CHILLER

The chiller has been installed

GILL GYM RENOVATIONS

The renovation to the football locker room is underway. The pool locker room and restroom area has been delayed until March with a completion date of October 2023.

BABBETTE NORTH – DEDICATED OUTSIDE AIR

A contractor is in the process of being awarded the project. The project will take two summers to complete.



Capital Projects Update

SCIENCE BUILDING

DEB approved our most recent cost analysis to justify acceptable current construction and value engineering costs provided by SB Ballard. The project budget originally was set at \$90 million, but cost escalation has caused the building to be at \$122 million. The project budget will now be presented to the 6-Pack and the amount of time required for this process is currently unknown. The design team, WPA + SmithGroup continues to progress the "Schematic Design 2" set. The drawings are really a Preliminary Design set, but we are unable to officially move forward until the revised cost has been approved by state legislators. The project will have a Construction Manager at Risk delivery method and SB Ballard is the contractor. Test piles will begin to be installed at the site in the coming months.

FINE ARTS BUILDING

Hanbury + Adjaye Associates has completed a finalized programming document and cost review concepts. Facilities Management and Academics is currently reviewing the programming document. The next round of meetings will take place later during the spring semester. The design team has begun working on preliminary schematic design options. Within the coming month, NSU will be requesting approval from DEB for Construction Management at Risk construction delivery method.

FACILITIES MANAGEMENT BUILDING

The design team, RRMM is working on submitting their cost proposal. Once complete, RRMM will assist NSU in site selection in order to progress the project to programming.



Legislative Affairs Update

□ HB2272/SB1448: Reduced Tuition for Out-of-State Students

Norfolk State University and Virginia State University; reduced rate tuition charges for certain students. Permits the Norfolk State University Board of Visitors and the Virginia State University Board of Visitors to charge reduced rate tuition to any non-Virginia student who is enrolled in a program at the relevant institution that leads to employment in a high-demand field, as determined by the board of visitors of the relevant institution based on data compiled and provided by the Virginia Office of Education Economics.

□ HB1760: Virginia Teacher Residency Training Corps; established.

Establishes the Virginia Teacher Residency Training Corps for the purposes of attaining and retaining public elementary and secondary school teachers in school divisions in the Commonwealth by awarding scholarships to students seeking to obtain teaching degrees and certifications at participating institutions and requiring such students upon completion of their degree or certificate to fill teaching positions for one year for each year of scholarship receipt at a high-need school, as defined pursuant to federal law. The bill also creates the Virginia Teacher Residency Training Corps Scholarship Fund and Program for the purpose of funding such scholarships at the participating institutions of Longwood University, Norfolk State University, Radford University, and Virginia Commonwealth University. Finally, the bill establishes the 12-member Virginia Teacher Residency Training Corps Commission to administer the Program and directs the Commission to begin meeting on or after September 1, 2023, and to establish the parameters for the Program and award the first scholarships prior to the beginning of the 2024-2025 academic year.

BUDGET AMENDMENT: Detailed Planning – Living Learning and Dining Center - \$6,450,000.00

The purpose of this request is for planning and programming support for a New Living Learning Center (LLC) and Dining Facility on the Norfolk State University campus. This facility will consist of 286,471 square feet of academic, residential and community space and a dining operation. The residential area will accommodate 700 beds and is critical to support the current campus operational needs and growth projections.

BUDGET AMENDMENT: 5th Year for Student Athletes - \$250,000.00

□ Provide financial assistance for student athletes in their 5th year of eligibility.



Thank You



Strategic Finance Committee February 2023

Division of Operations Dr. Justin L. Moses, Vice President for **Operations & Chief Strategist for** Institutional Effectiveness





Human Resources Update

Page Up – Job Posting Website (DHRM)

 Digital Recruitment Personnel Form – Campus Wide Training Underway

PageUp





Information Technology Update







- Security Posture
- APA Audit
- Infrastructure
 Improvement Planning
- Spartan Innovation Academy Continuation

Thank You



Strategic Finance Committee February 2023

Division of University Advancement

Clifford Porter, Jr., JD Vice President





Five-Year Fundraising Projections

Baseline Avg.	CY 2022	CY 2023	CY 2024
\$4.3M			
Major Gifts	\$3,000,000	\$3,350,000	\$3,520,000
Alumni/ Annual	\$1,800,000	\$1,950,000	\$2,000,000
Planned Giving	\$600,000	\$775,000	\$925,000
Foundations	\$900,000	\$1,000,000	\$1,555,000
Athletics/ NSUAF	\$800,000	\$975,000	\$1,000,000
Academics/NSURIF	\$800,000	\$975,000	\$1,000,000
Total	\$7,900,000	\$9,100,000	\$10,000,000

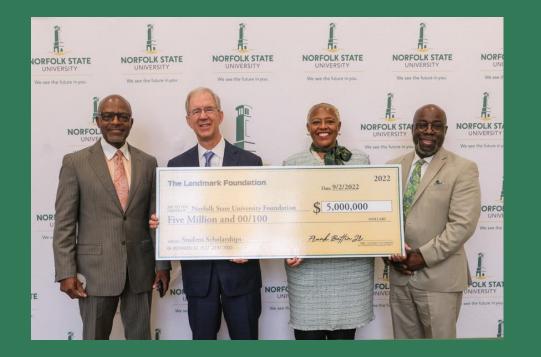


Fundraising Analysis

Calendar Year	Total Dollars Raised	Cash	Pledges	Planned Gifts	No. of Donors Overall	No. of Alumní Donors
CY 2017	\$4,428,520	\$3,512,204	\$564,688	\$351,628	4,052	2,277
CY 2018	\$7,003,612	\$3,673,537	\$1,346,770	\$1,983,305	5, 092	3,007
CY 2019	\$4,697,371	\$3,829,699	\$470,737	\$396,935	4,539	2,688
CY 2020	\$45,838,417	\$43,127,142	\$2,711,275		3,846	2,547
CY202 1	\$10,511,509	\$9,660,978	\$759,421	-	4,132	2,524
CY 2022	\$11,749,907	\$7,499,694	\$4,250,213	-	5,017	3,113



Development & Major Gifts



***** 2022 Major Giving Total :**\$5,069,133**

* 2022 Report on Philanthropy is scheduled for release in May 2023

Solicited and closed \$5M gift from Landmark Foundation. Second largest gift in NSU history.



Alumni Relations and Annual Giving

- * 2022 Alumni Giving totaled \$1,633,219
- * 2022 Alumni Giving Rate 11.1%
- * Spring Phone-a-thon scheduled for April 2023
- * 2023 Faculty Staff Campaign is underway



2023 CALENDAR OF ACTIVITIES

FRIDAY, FEBRUARY 17 7 P.M. UNTIL MIDNIGHT

NSU ATHLETICS SPARTAN EXTRAVAGANZA

Marriott Downtown Norfolk

235 East Main Street | Norfolk, VA 23510 Doors Open: 6 p.m. Hall of Fame | Dinner: 7-8:30 p.m. Casino Costs: Hall of Fame Dinner \$85 Casino Night: \$50 | Combo: \$120 Visit nsuspartanstickets.universitytickets.com to purchase tickets.

The Norfolk State Department of Intercollegiate Athletics will host its Hall of Fame Celebration to recognize the lifetime achievements of outstanding athletes, teams, and individuals. he evening will conclude with a Casino Royale from 9 p.m. u til midnight; which will feature blackjack, poker, roulette, ross and more.

11:30 A.M. - 1:30 P.M.

NSUAA KICKBACK

Norfolk State University | Student Center, 138ABC

Cost: FREE visit igfn.us/f/43jr/n to RSVP.

Join us at our first ever game day kickback! Calling all game lovers to play a round of Spades, Biz Whist, Cornhole, Connect Four, Jenga and more. You can also lead the group in Karaoke and learn the latest line dances.

WOMEN'S GAME • 2 P.M. MEN'S GAME • 4 P.M.

NSU VS. MORGAN STATE UNIV. BASKETBALL GAME*

Norfolk State University | Joseph G. Echols Hall

Cost: \$15 general/\$30 reserved admission visit nsuspartanstickets.universitytickets.com/

Cheer on the NSU Women's and Men's basketball teams along with fellow Spartans! We will also celebrate Mr. Spartan's (NSU Mascot) birthday. This is also Greek night, so feel free to wear your Greek paraphernalia. As a reminder, the NSU Bag Policy is still in effect.

7:30 P.M. – UNTIL NSUAA POST-GAME MEET UP!

Page 58 of 107

MEAC Tournament 2023



2023 TOURNAMENT

LK STATE UNIVERSI

ACTIVITIES

THURSDAY, MARCH 9 8 P.M.

MEAC DISTINGUISHED ALUMNUS AWARD PRESENTATION (Halftime Second Game) Norfolk Scope Arena



For more information contact the Office of Alumni Relations & Annual Giving at (757) 823-8135.

FRIDAY, MARCH 10 10 P.M.-MIDNIGHT NSU HOSPITALITY ZONE

Sheraton Noifolk Waterside | Monticello Rm 777 Waterside Drive | Norfolk, Virginia 23510 Cost: FREE (Refreshments Available) Sponsored by: Alumni Relations, NSUAA and NSUF

SATURDAY, MARCH 11 8-10 A.M.

NSUAA BOARD OF DIRECTORS MEETING Norfolk State University Nursing & General Education Building, Rm 215 Sponsored by: NSUAA

NSU has a group block available at the Sheraton Norfolk Waterside Hotel for \$159 per night. CLICK HERE TO RESERVE YOUR ROOM TODAY.



While in Norfolk don't forget to show your school spirit by visiting the NSU Bookstore. Use your NSUAA membership card to get your 10 percent discount on all NSU merchandise (not including electronic items or textbooks).



Page 59 of 107

Norfolk State University DISTINGUISHED ALUMNI AWARDS 2023

Call for Nominations

NOW IS OUR TIME Campaign for Norfolk State University (Silent Phase Underway)



NSU Foundation Endowment Projections





COMMUNICATIONS and MARKETING

WEB (Nov. 2022-Jan. 2023)

NSU Events Calendar (Spartan E-Daily) Top 3 Events

- Events Calendar Home
- Save the Date, Spring 2023 Opening Session
- Study Abroad Fair Spring 2023

NSU Website

Top 3 Pages Visited

- Homepage
- Site Map
- Apply Online Landing Page

SOCIAL MEDIA - Top Post (Facebook)

Missy Elliot is here, our graduating students are here and our 109th Commencement is underway!

People reached	84
Engagements	14
Likes	1,5
Shares	29
Comments	93

Behold Magazine

The Behold Magazine was mailed to 27,000 alumni, donors and friends.

.738

,756 500



Norfolk State University is with Kiona McPherson. Published by Steve Opfer • December 10, 2022 • @ Alsoy Elliott is here, our graduating students are here, and our

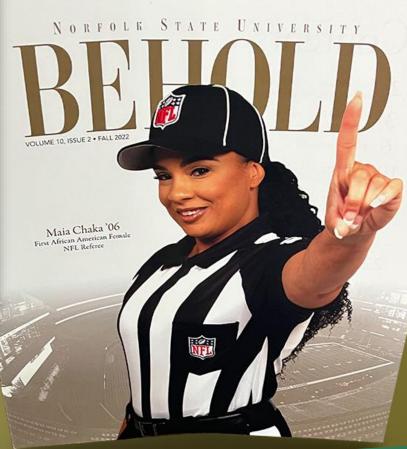


109th commencement is underwa

 84,738
 14,756

 People reached
 Engagements

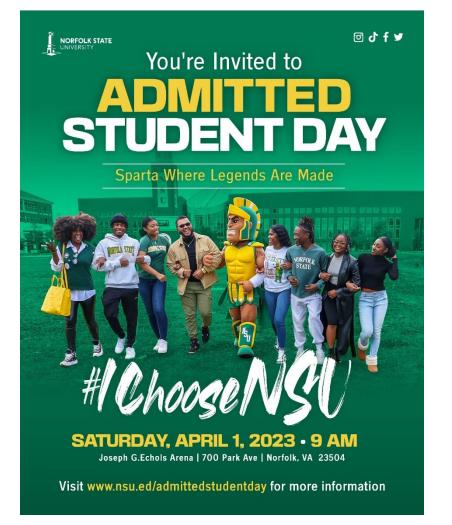
 OO 1.5K
 93 comments 298 shares





Admissions Marketing

C&M creates many of the marketing pieces that help our Office of Admissions celebrate the wonderful students who choose NSU!





New NSU Production House Internship

The Office of Communications and Marketing, the Department of Mass Communications and Journalism, and the School of Graduate Studies and Research are thrilled to announce our new partnership; a communications internship called the Production House.

This paid internship allows those students studying communications, photography, and videography to gain real-life work experience while completing their degree at NSU.



Projects Completed Last Semester: 30+



marketing@nsu.edu



THE PRESIDENT'S



featuring the Lyman Beecher Brooks Society Induction Ceremony



Special Guest Emcee **PHYLICIA RASHAD** Actress, Director, Tony Award Winner, Dean of the Chadwick A. Boseman College of Fine Arts, Howard University

SATURDAY, APRIL 15, 2023 • 7 P.M. Joseph G. Echols Memorial Hall | Norfolk State University Campus





2023 Lyman Beecher Brooks Society Induction Ceremony

The Lyman Beecher Brooks Society recognizes **individuals** whose lifetime giving to Norfolk State University is \$100,000 or greater.





2023 Lyman Beecher Brooks Society Inductees

Rhonda L. Allen '83 Vernita M. Exum '94 Markus J. Gillis '04 Conrad M. Hall Charolette C. Horsey '75 Earlie P. Horsey '76 Clevester Jones '91 Dameron L. Jones '91 Tamara A. Jones '96 Earl E. Lee '84 Marty L. Miller '69 Elizabeth R. Miller Shelvee H. Osborne '79 Delbert H. Parks Carlton L. Perkins '73 James W. Whitehead '76 Joseph L. Wiggins '66





700 Park Avenue | Norfolk, VA 23504

www.nsu.edu



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

VI. Open Meeting– Closed Meeting Certification

VII. Adjournment



Thank You



ACADEMIC AND STUDENT AFFAIRS

MEETING TIME 1:00 PM



BOARD OF VISITORS

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

We see the future in you.

AGENDA

BOARD OF VISITORS

ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING

Friday, February 17, 2023 Mary L. Blunt, Chair 1pm-3pm.

- I. Call to Order/Establish Quorum
- **II. Recommend Approval of Electronic Participation**

III. Recommend Approval of the November 16, 2022 Committee Minutes

IV. Discussion Items

a. Student Affairs Dr. Leonard Brown
Career Services Update
b. Academic Affairs Dr. DoVeanna Fulton
Academic Affairs Initiatives
c. Enrollment Management – Strategic Plan Update Dr. Justin Moses
Spring 2023 Enrollment Snapshot
d. Athletics Update Ms. Melody Webb

V. Public Comment

VI. Adjournment

Academic and Student Affairs Committee

Mary L. Blunt, Chair Heidi W. Abbott Gilbert Bland BK Fulton Jay Jamison Dr. Harold L. Watkins, II

<u>Staff</u>

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

*The President participates in all Committee meetings

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

BOARD OF VISITORS ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES Wednesday, November 16, 2022

I. Call to Order

Ms. Blunt, Chair, called the Academic and Student Affairs Committee meeting to order at approximately 8:31 a.m. A quorum was established with a 5-0 Roll Call vote.

<u>Committee Members Present:</u> Mary L. Blunt, Chair Heidi W. Abbott BK Fulton Jay Jamison Dr. Harold Watkins

Absent Committee Members Gilbert Bland

Additional Board Members: Devon Henry, Rector Dwayne Blake Conrad Hall

<u>Student Representative to the Board Present:</u> Indya Richards, Student Government Association President

Faculty Representative to the Board Dr. Geoffroy de Laforcade

<u>Counsel Present:</u> Pamela Boston, University Counsel and Senior Assistant Attorney General

NSU Administrators and Staff Present: Dr. Javaune Adams-Gaston, President Dr. Leonard Brown, Vice President for Student Affairs Dr. DoVeanna Fulton, Provost and Vice President for Academic Affairs Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness Melody Webb, Athletics Director Tanya White, Chief of Staff Inda Walker, Clerk to the University President and Liaison to the Board of Visitors Yelena Arishina, Special Assistant to the Provost Rasool Shabazz, Project Engineer - Office of Information Technology Christopher Stancil, Office of Information Technology

BOARD OF VISITORS Academic and Student Affairs Committee November 16, 2022 Page 2

<u>Observers – NSU Administrators and Staff:</u> Dr. Saranette Williams, Director of Student Support Services Cheniqua Goode, Counseling Center Dr. Danielle Williams, Student Support Services

II. Approval of Minutes

Dr. Watkins motioned, seconded by Ms. Abbott, the Committee with a 5-0 Roll Call vote approved the August 31, 2022 Academic and Student Affairs Committee minutes.

III. Discussion Items

- Student Affairs Update Dr. Leonard Brown presented the following:
- Dr. Brown presented Saranette William, who spoke about First Generation Week at NSU.
 - Saranette Williams presented the following:
 - Student Support Services (TRiO)
 - The Student Support Services (SSSP) is a federally funded program by the United States Department of Education. The program was established on the campus of Norfolk State University (NSU) in July 1971.
 - The Norfolk State University Student Support Services Program is designed to provide an array of support services for 400 eligible participants. Each participant receives full service while matriculating at NSU. The purpose of the program is to promote retention and graduation. The current grant cycle is from 2020-2025.
 - o 280 First Generation and Low Income
 - 91% of all Pell Grant Recipients come from households with income less than \$24K
 - o 84 First Generation (Only)
 - 94% of all NSU students receive some form of Financial Aid
 - o 24 Low Income (Only)
 - o 25 Students who also receive Disability Services (Only)
 - 66% of the 414 students currently being serviced by SSSP come to the
 - University with a host of deficiencies and need for numerus interventions.
- Timely Care available to all students

- 92 total visits
- 37 of the visits have been after hours
- The visits are receiving great reviews
- 39% male 61% female student appointments
- This program takes pressure off NSU's Counseling center

BOARD OF VISITORS

Academic and Student Affairs Committee November 16, 2022 Page 3

- Counseling centers are overwhelmed across the nation. Timely Care gives our students a timely option.
- Timely Care acts as an extension of the Counseling Center at NSU. Additional needs, such as prescribing medication, are handled through the university.
- Athletics has a full-time counselor and the student athletes use the Student Athlete Health Talk app. Athletics work hand-in-hand with the Counseling Center.
- Academic Affairs Update Dr. DoVeanna S. Fulton presented the following:
 - ONE School of Public Health and NSU's Public Health Initiatives
 - Since the creation of the NSU Public Health Collaborative in Spring of 2021, faculty and staff across campus have been working diligently to build a new Joint School of Public Health with ODU and EVMS.
 - Dr. Li-Wu Chen has been appointed Founding Dean of the ONE School of Public Health. Dr. Chen brings more than 20 years of academic leadership experience in Public Health.
 - The Initial Application Submission or IAS has been submitted to the Council on Education for Public Health (CEPH).
 - Update on SPHI Connections to the ODU/EVMS Merger
 - The SPHI continues to operate based on the O.N.E. partnership (with representatives from each institution and Bonnie Van Lunen of ODU acting as the dean. The entire team will be involved in upcoming meetings in which ODU and EVMS negotiate positions, etc. that will be affected by the merger. These discussions will focus on areas that will directly affect the SPHI faculty at NSU. The next step will involve public health faculty across the three institutions. Then the SPHI leadership team will make their recommendation to the SPHI Provost Council for consideration.
 - Master of Public Health Health Equity (MPH), SCHEV/SACSCOC Review
 - NSU's proposed MPH program is being reviewed by SCHEV. The goal is to matriculate the first cohort in fall 2023.
 - **Faculty Hires** NSU is conducting national searches for faculty and leadership support for this program. The Department of Nursing and Allied Health is in the process of hiring four full-time tenure-track faculty for the MPH program as well as the founding MPH Program Director. We anticipate the program director and faculty will begin their tenure by July 2023.
 - Center for Public Health Initiatives at NSU
 - CPHI was created in February 2022 to collaborate with faculty, staff, and students at NSU and throughout Hampton Roads on public health research, education, practice, and engagement.

BOARD OF VISITORS

Academic and Student Affairs Committee November 16, 2022 Page 4

- The original proposal was for a full-time in-person program; however, it is becoming evident that for working professionals, we will have to offer a more flexible curriculum.
- The accrediting body for this program requires the dean to be at one institution, therefore, the dean will be at ODU. The administrative structure of the O.N.E. School of Public Health will include associate deans at each institution, who will work with faculty and provide leadership. Each institution has used their budgets for hiring. The decisions of the new dean will come to the provost's council for review. This is built into the bylaws of the new school.
- International Partnerships
 - NSU's Office of Global Learning and International Programs, led by Mr. Torian Lee, has established a robust portfolio of programs to expand the University's impact and offer students and faculty greater global educational opportunities. The program includes International University Partnerships, Third Party Provider Study Abroad Programs, Exchange Programs, and <u>NSU</u> Faculty Led Study Abroad Programs.
 - International University Partnerships are University to University partnerships where multiple and varied opportunities are created to enhance teaching, research, and learning at each institution. Over the last academic year NSU signed two important International University Partnerships, one with London Metropolitan University, and the second with the University of the West Indies Mona (Kingston, Jamaica).
 - Third Party Provider Study Abroad Programs allow NSU students to enroll in a university or Study Center for the semester or summer. Over the last academic year NSU signed Third Party Partnerships with
 - CIEE Council on International Educational Exchange
 - ISA International Studies Abroad
 - TEAN The Education Abroad Network
 - AIFS -American Institute for Foreign Study
 - Barcelona SAE
 - Spanish Studies Abroad
 - KEI Knowledge Exchange Institute
 - Exchange Programs allow NSU students to study for a semester or summer at an international university as well as allow Non NSU-Degree seeking international students to study at NSU for a semester. Those programs are offered through ISEP (International Student Exchange Program) and MICEFA (Parisian University Exchange Program) Paris, France Member Universities
 - This year we will conduct five NSU Faculty Led Study Abroad Programs, including:
 - Dr. Jen Malia English– Spring Break Program in London, England
 - Dr. Sharon Alston- Social Work Summer 1 Program in London, England

BOARD OF VISITORS

Academic and Student Affairs Committee November 16, 2022 Page 5

- Mrs. Christy Frederick Fine Arts Summer 1 Program in Florence, Italy
- Mr. Sam Hughes Fine Arts Summer 1 Program in Florence Italy
- Dr. Proshot Kalami Mass Communications Summer 1 Program in Calabria, Italy
- In Spring 2023 One (1) NSU student majoring in Political Science will study at the London South Bank University. In Summer and Fall 2023 - our goal is to send at least Fifty (50) students abroad.
- This cohort of students (from NSU Faculty Led Programs and Third-Party Programs) will return to NSU as the first group of study abroad ambassadors who will help recruit an even larger cohort going forward.
- We hope to have a diversity of majors represented in study abroad so that we can begin our study abroad curriculum mapping project. This will let us keep a running list of pre-approved programs/courses from each academic department for future students' benefit.
- The current initiative is for Title III programs to provide funding for students to get their passports. Torian Lee has also been successful with securing grants to support students.
- Torian Lee has been engaging faculty and departments and encouraging faculty to include and develop international and study-abroad programs in their curriculum, which is the faculty's prerogative. We are trying to provide support and mechanisms for faculty to develop their own international study-abroad programs, which is also a part of the curriculum mapping project.

• Departmental Name Change

- The Department of Technology has proposed changing its name to the Department of Engineering Technology. The new name will attract students looking for engineering education focused on applied methodology. It is the first step towards our ABET accreditation, which will increase student recruitment and retention. The name change will provide greater employment opportunities with the federal government and local employers such as Lockheed Martin and Newport News Shipbuilding who require ABET accredited graduates. Without ABET accreditation, students are hired only as Technicians.
- Enrollment in the Department has been trending upward over the past three years.
- There are currently five (5) full-time faculty members. The department has two full-time positions posted (1 *Computer Engineering Technology* and 1 *Construction Management Engineering Technology*). For ABET accreditation, one additional full-time Construction Management Engineering Technology position will be needed.

BOARD OF VISITORS Academic and Student Affairs Committee November 16, 2022 Page 6

- After reviewing this information and consultation with President Adams-Gaston, the request to change the name of the Department of Technology to the Department of Engineering Technology is approved.
- Enrollment Update Dr. Justin L. Moses presented the following:
 - Enrollment Management Strategic Planning Phases
 - 1. Preparation and Data Analysis
 - 2. Strategy and Action Plan Development
 - 3. Plan Formation and Goal Setting
 - 4. Track Progress and Goals

Enrollment Strategic Plan – Recommended Strategies

- Organizational Silo Reduction and cross divisional collaboration
 - Includes working together in order for our student to get over the finish line. Although these efforts start at the cabinet level, they are worked on by the individuals overseeing the day-to-day operations and making sure students are graduating and experiencing student success.
- Increased automation
 - Student and administrative platforms and systems decrease the time it takes for us to process paperwork so we can focus on advising the student properly.
- Campaign highlighting student and alumni success
 - 2026 population shift. Most universities are worried that this will affect enrollment.
 - This campaign will help us highlight student achievements and alumni experiences.
- Development of comprehensive and centralized data warehouse.
 - Connecting data we are collecting.
- Establishment of proactive and intrusive advising approach.
 - This will help students stay on track and get across the finish line.
- The ultimate goal and strategy are retention.
- It was noted that preparations for the population shift in 2026 have been a huge discussion item at SCHEV. Dr. Moses discussed developing proactive partnerships and pipelines with high schools and middle schools as one of the strategies in addressing the upcoming population shift. Dr. Juan Alexander has been heading this charge.

• Department of Athletics - Ms. Melody Webb presented the following:

• Athletics Strategic Assessment

BOARD OF VISITORS Academic and Student Affairs Committee November 16, 2022 Page 7

- Since NSU Athletics joined Division I level 25 years ago, they have secured 49 championships (10 within the last 3 years), 12 All-Sports Award, and numerous conference and national accolades for student-athletes and coaches.
- NSU Athletics must be intentional about whom they are engaging when attracting and retaining coaches, staff, and student-athletes. NSU's brand must be attractive to be in a position to recruit the ideal spartan.
- The biggest challenge will be how the Athletics Department will continue to grow resources and investments sustainably, while also pouring into areas of improvement.
- While success is the matriculation and graduation of student-athletes, it is also being competitive and positioning NSU for championships. There are opportunities for institutions that are lean, innovative, and creative. To achieve more, NSU must strategically position itself to elevate meticulously up the ranks. Currently, NSU is accomplishing this with its commitment to holistic student-athlete development, measured by academic achievement and post-graduate success.
- The Athletics department is committed to enhancing student-athlete development programming by emphasizing the following:
 - Personal development, mental health, career readiness, diversity, and inclusion.
 - Commitment to retaining top-quality coaches and optimizing the ability for student-athletes to win and consistently compete for championships.
 - Commitment to achieving long-term growth and financial sustainability by building a sustainable funding model which will allow the department to diversify revenue strategies.
- Success does not happen overnight, and most success comes with building blocks. The department's objectives are:
 - Increasing and strengthening the resources and support provided to studentathletes to promote the brand across all platforms and strategic initiatives. This creates sustainability and generates tangible and intangible wealth.
 - Recruitment of talent whether it is competitive salaries for coaches and staff, or scholarship offerings for student-athletes. We must be competitive, matching the industry average for like-institutions to help us recruit and retain the ideal spartan is instrumental in our success to excel beyond the stigma of HBCU.
 - Offering benefits like cost-of-attendance for all our sports that are fully funded, beginning with both men's and women's basketball, and adding other sports to this benefit offering.
- Summer school allows the opportunity for students to get ahead academically to graduate on time or take academic course loads that fit within their athletic season. Summer school also allows teams or student-athletes to get the extra prep time to develop skills to enhance their craft without a rigorous academic schedule.

BOARD OF VISITORS Academic and Student Affairs Committee November 16, 2022 Page 8

- The Athletics Department is continuing to improve athletic facilities and campus facilities, since they play a significant part in recruitment. Improvements include The Smart Tech Café, renovations of existing space, and the implementation of new scoreboards for the football, softball, baseball, and volleyball complexes.
- Branding is vital for NSU's athletics in making it attractive to 5-star talent and nationally known as an institution.
- Strategically aligning the Athletic Department's vision for the future with the strategic plan allows it to continue to put the building blocks in place that will lead to a sustainable program model for future success.

IV. Public Comment

No one signed up for public comment.

V. Adjournment

There being no further business, the meeting was adjourned at approximately 11:42 a.m.

Respectfully submitted,

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

Mary L. Blunt, Chair Academic and Student Affairs Committee

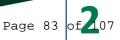
NSU BOV ACADEMIC AND STUDENT AFFAIRS COMMITTEE ROLL CALL VOTE NOVEMBER 16. 2022

Item	Ms. Blunt	Ms. Abbott	Mr. Bland	Mr. Fulton	Mr. Jamison	Dr. Watkins	Totals
Quorum	Present	Present	Absent	Present	Present	Present	5-0
Approval of August 31, 2022 ASAC Minutes	Yes	Yes	Х	Yes	Yes	Yes	5-0
Motion to adjourn meeting	Yes	Yes	Х	Yes	Yes	Yes	5-0

ACADEMIC & STUDENT AFFAIRS COMMITTEE February 17, 2023

Agenda

- 1. Student Affairs
 - Career Services Update
- 2. Academic Affairs Update
 - Academic Affairs Initiatives
- 3. Enrollment Management
 Spring 2023 Enrollment Snapshot
- 4. Athletics Update



The Division of Student Affairs Update

Dr. Leonard E. Brown Vice President for Student Affairs





Career Data Internships



	Internships Posted with Career Services	
Academic Year	Number of Opportunities	Number of Unique Companies
07/01/2019-06/30/2020	2138	644
07/01/2020-06/30/2021	8461	1422
07/01/2021-06/30/2022	17576	2404

	Paid Internships Posted with Career Services	
Academic Year	Number of Opportunities	Number of Unique Companies
07/01/2019-6/30/2020	2111	492
07/01/2020-06/30/2021	7481	1208
07/01/2021-06/30/2022	15935	2112

	Virginia Internships Posted with Career Services	
Academic Year	Number of Opportunities	Number of Unique Companies
07/01/2019-06/30/2020	419	179
07/01/2020-06/30/2021	797	307
07/01/2021-06/30/2022	1771	558

Employers with Internship Opportunities (Over 550 Companies)

Examples

- Adidas
- ACLU of Virginia
- Tiffany & Co.
- Paramount
- Dollar Tree
- ADP, Inc.
- Bloomberg
- Wells Fargo
- PepsiCo
- Oracle
- Virginia Dept. of Transportation
- Verizon
- Naval Supply Systems Command
- General Dynamics Information Tech

Page 87 of 107

- Hertz
- NASA

How many NSU students receive internships?

How many internships lead to jobs with the same company?

Divisional Strategic Plan Goals that Support Career Services

Operational and Process Excellence: We will leverage divisional resources, talent, and partnership opportunities to strengthen our delivery of services, quality of student engagement, and data management.

1.4 Strengthen assessment processes for informed decision-making, not only for what we want to hear, but also for discovering gaps or needs and determining the pulse of our community.

Career Readiness: We will support the holistic development of our community members by attaining and demonstrating competencies, as outlined by NACE and NASPA, to prepare them for their careers and professional endeavors.

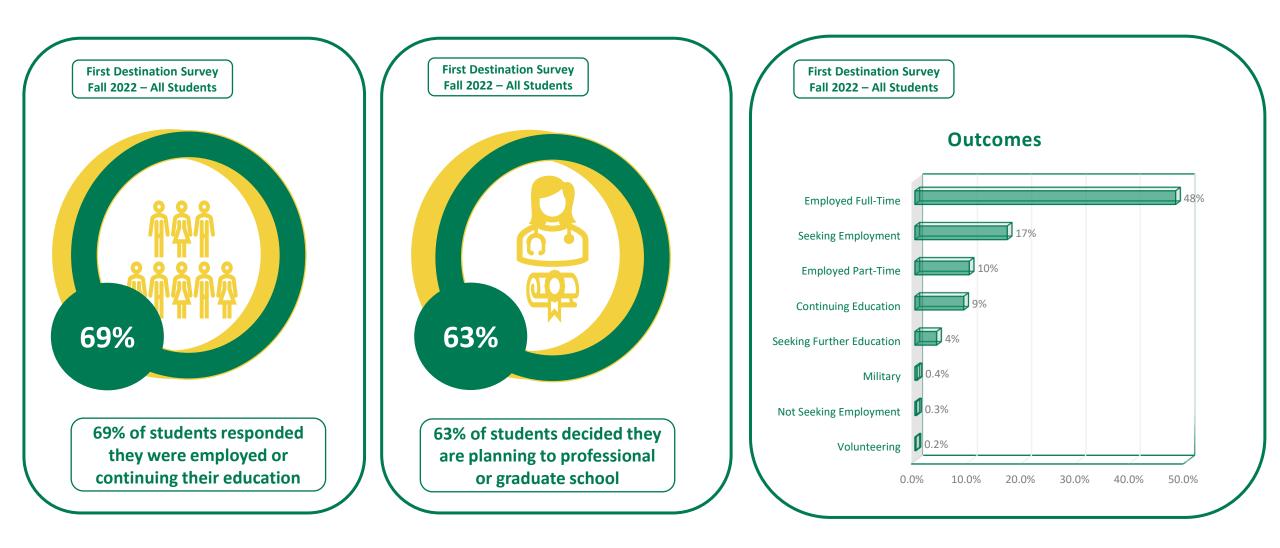
3.2 Establish and employ a first-and-second-year skill to career alignment program using available technological resources (LinkedIn Learning, Clifton Strengths, Strong, etc.)

3.3 Explore a partnership with Academic Affairs to establish a credit-earning career coaching course

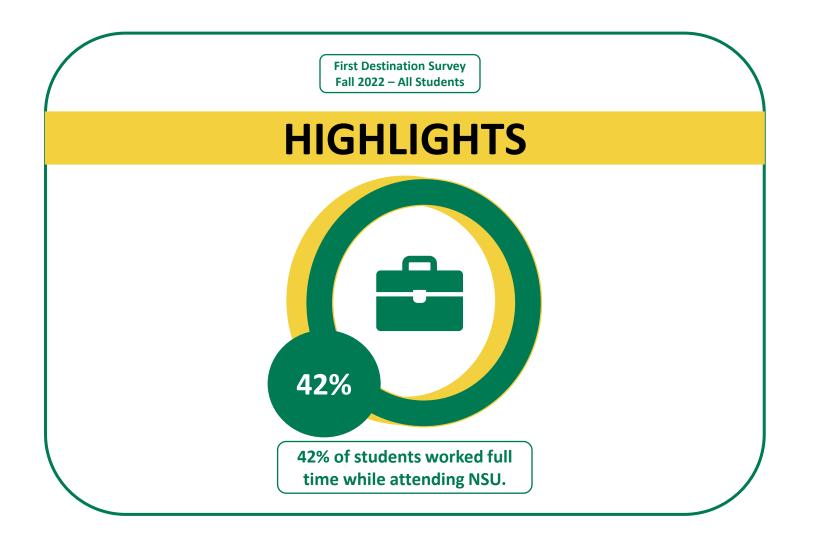
Satisfaction and Retention: We will support our people – our most significant resource – so that they may creatively, unapologetically, intelligently, and passionately support our NSU students and our communities.

5.6 Conduct a staff needs assessment an strategically hire staff to meet divisional priorities and industry best practices

Graduation Exit Survey Results – Class of Fall 2022



Graduation Exit Survey Results – Class of Fall 2022





Internship Readiness Support Approach



Pre-internship workshops and credit earning course during first- and-second-year Performance intervention coaching for underperforming interns 3

Bolster technological self-study resource library (LinkedIn Learning, SuperStrong, Immersion, etc.)



Academic Affairs





- Faculty Workload
- Research Compensation
- Scheduling Optimization
- General Education Curriculum Reform









NSU-EVMS Research and Training Incubator for Collaboration in Health Equity Initiative

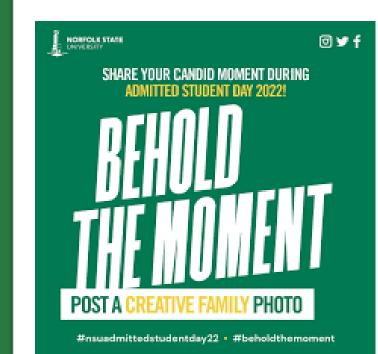
ENRICHE PROGRAM

NSU Partnership with EVMS









Enrollment Management



Enrollment Snapshot

	HEADCOUNT ENROLLMENT	FTE:	FIRST-TIME FRESHMAN	UNDERGRADUATE TRANSFER
School of Business	685	649.67	6	14
School of Education	501	439.08	6	1
College of Liberal Arts	1758	1571.73	9	11
College of Sci., Eng. & Tech.	1705	1543.28	18	16
School of Social Work	336	298.97	2	3
TOTAL:	4985 Spring 2022: 4871	4502.73	41	45

DEPARTMENT OF ATHLETICS





ATHLETICS PERFORMANCE

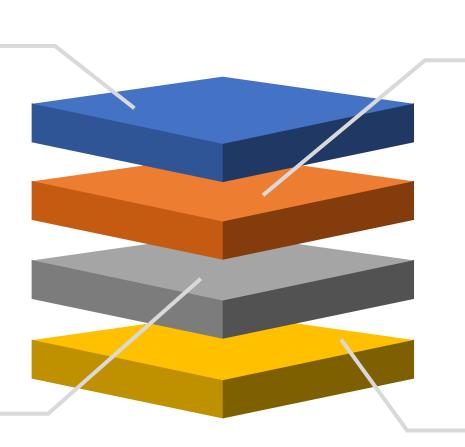
SNAPSHOT

ACADEMICS

Enhance the holistic student-athlete development, measured by academic achievement, student-athlete wellness, graduation and post-graduation success.

EXTERNAL ENGAGEMENT

Enhance operational efficiencies and strategic partnership that build brand equity that increases viewership and revenue streams to gain a competitive advantage and improve financial position.



ATHLETICS

Enhance the visibility of the department and brand by maximizing regional and national competition scheduling to include international tours.

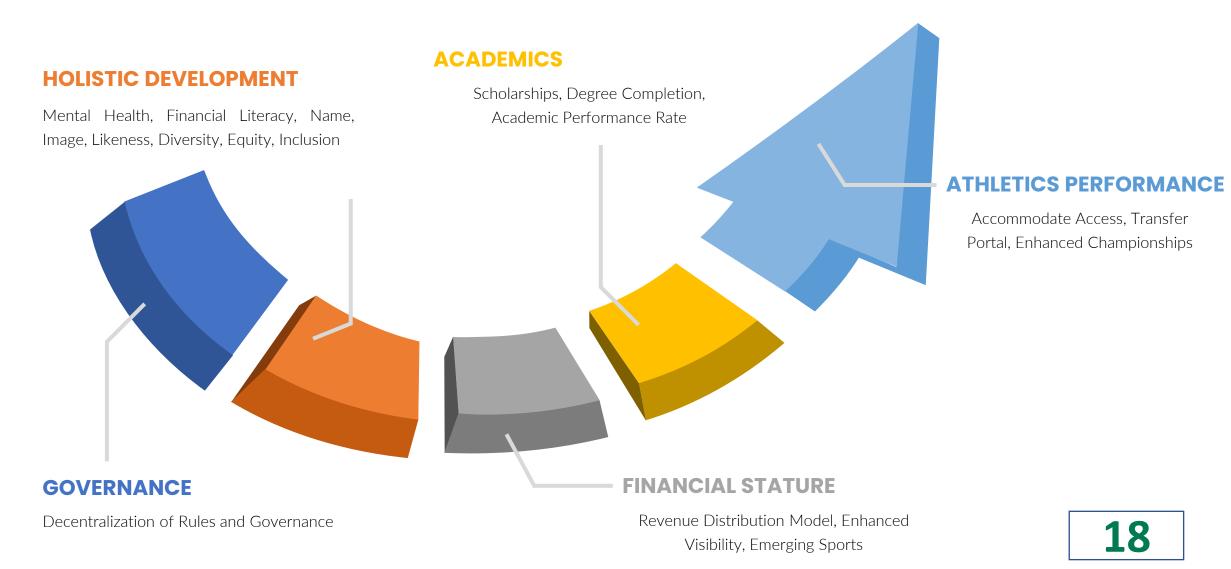
FINANCIAL PLANNING

Enhance the framework that directly supports annual improvement in athletic performance through scholarship and operating budget.



ATHLETICS TRANSFORMATION

Snapshot











GOVERNANCE COMMITTEE

MEETING TIME 3:00 PM



BOARD OF VISITORS

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

AGENDA BOARD OF VISITORS GOVERNANCE COMMITTEE MEETING

Friday, February 17th, 2023 Dwayne Blake, Chair Time 3:00 – 5:00 p.m.

Campus Location:

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

- I. Call to Order/Establish Quorum
- II. Recommend Approval of Electronic Participation
- **III.** Recommend Approval of the November 16, 2022, Governance Committee Minutes
- IV. Updates by Chairman
- V. Closed Meeting

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

- **VI.** Discussion of other items
- VII. Adjournment

Governance Committee

Dwayne B. Blake, Chair Mary L. Blunt Bishop Kim W. Brown Dr. Katrina Chase The Honorable James W. Dyke, Jr. Dr. Harold L. Watkins Staff: Eric Claville, Executive Advisor to the President for Governmental Relations

The President participates in all Committee meetings.

BOARD OF VISITORS GOVERNANCE COMMITTEE MEETING November 16, 2022

MINUTES

1. Call to Order

The Governance Committee Meeting was called to order at 1:00 p.m. A quorum was established with 6-0 Roll Call Vote.

Committee Members Present Dwayne B. Blake, Chair Mary L. Blunt Bishop Kim W. Brown Dr. Katrina Chase The Honorable James W. Dyke, Jr. Dr. Harold L. Watkins

Additional Board Members Present Mrs. Heidi Abbott Mr. Conrad Hall

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

NSU Administrators and Staff Present Dr. Javaune Adams-Gaston, President Mr. Eric Claville, Executive Advisor to the President for Government Relations Ms. Tanya S. White, Chief of Staff Ms. Inda Walker, Clerk to the University President and Liaison to the Board of Visitors Mr. Christopher Gregory, Office of Information Technology Mr. Christopher Stancil, Office of Information Technology

2. Approval of the Minutes

÷

The Committee voted and unanimously approved with a 6-0 Roll Call Vote the minutes for the August 30, 2022 Committee Meeting. The Honorable James Dyke motioned, seconded by Mary Blunt

Review and Discuss Skills Matrix for Board of Visitors. 3.

Mr. Blake stated that we have new Board Members who have a broad skillset in board governance, business, and policy. The new members have helped to close the gap in the areas of higher education policy, financial management, executive experience, and fund-

BOARD OF VISITORS

Governance Committee Meeting November 16, 2022 Page 2

raising; however, we still have a small gap in legal, sponsored research, and higher education career experience.

Looking at the matrix, we have three (3) individuals whose terms expire next year. As we get closer to the time, the individuals can let us know if they wish to continue to serve.

4. Closed Session

<u>Closed Meeting</u>. Motion was read by Mary Blunt and seconded by The Honorable James Dyke and unanimously approved with a 6-0 roll call vote.

Pursuant to Section 2.2-3711(A) 1, 4, 7, and 8 of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

(1) and (4): To discuss personnel matters, including more specifically, discussion on the compensation, goals, and evaluation of performance of a high-level University employee; and

(7) and (8): Consultation with legal counsel and briefing by staff members, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university; along with any necessary consultation with legal counsel regarding matters noted in this motion; and further that the following remain for or attend, when called, the Closed Meeting: the President and Eric Claville.

5. Open Meeting

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

6. <u>Mary Blunt motioned and seconded by Mr. Dyke that the Governance Committee recommends that</u> the board approves a report regarding a high-level University employee and State University, which includes discussion on the subject matter of job performance in a management system with the discussions in closed session. The Board unanimously approved with a 6-0 roll call vote.

7. SCHEV Orientation Report

BOARD OF VISITORS Governance Committee Meeting November 16, 2022 Page 3

- Mr. Blake states that SCHEV was a success and he thanked everyone who attended, stating that Norfolk State University was well represented. It was a great time to learn, network, and connect with other board members across the Commonwealth. He also states that the SCHEV website is a great resource for information.
- One of our main goals was to ensure that NSU's virtual leave policy aligns with the new statute of a 60-mile radius for virtual participation, and it does.
- Several years ago, we developed a financial and operational metrics, which gives a quick snapshot of how the university stands in financials, enrollment, and other areas, as it spanned across committees and incorporated many areas. Mr. Blake would like to review the document first, and possibly present it at the Full Board meeting in December.
- Each board member should have an individual email at the university, i.e. **.edu**. The board members should not **reply-all** in their emails and they should not bcc.

6. Adjournment

There being no further business, Chairman Blake adjourned the meeting at approximately 1:47 p.m.

Respectfully submitted,

Inda B. Walker, Board Liaison

Dwayne B. Blake, Chair Governance Committee

NSU BOV GOVERNANCE COMMITTEE ROLL CALL VOTE NOVEMBER 16, 2022

Item	Mr. Blake	Mrs. Blunt	Bishop Brown	Dr. Chase	Honorable Dyke	Dr. Watkins	Totals
Quorum	Present	Present	Present	Present	Present	Absent	6-0
Approve August 30, 2022 Minutes	Yes	Yes	Yes	Yes	Yes	Yes	6-0
Approve motion to go into Closed Session	Yes	Yes	Yes	Yes	Yes	Yes	6-0
Approve motion to go into Open Session	Yes	Yes	Yes	Yes	Yes	Yes	6-0
Approve report regarding a high-level employee discussed in closed session.	Yes	Yes	Yes	Yes	Yes	Yes	6-0