

# Board of Visitors Committee Meetings

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

700 Park Avenue, Suite 540

Norfolk, VA, 23504

September 12, 2023



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

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# **Audit, Risk, and Compliance**

**AGENDA**  
**BOARD OF VISITORS**  
**AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING**  
*Tuesday, September 12, 2023*  
*Dr. Harold Watkins, II, Chair*  
*8:30 a.m. – 9:30 a.m.*

Campus Location:

Norfolk State University, 700 Park Avenue, Norfolk, VA 23504  
Wilson Hall 5<sup>th</sup> Floor, Suite 530

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of the April 11, 2023, Committee Minutes**
- III. Discussion Items**
  - a. University Compliance
    - i. Compliance Monitoring and Gap Closures from Prior Assessments
    - ii. Compliance Assessment 2023-2024
  - b. Internal Audit Grant Pre-Award Audit
- IV. Public Comment**
- V. Adjournment**

**Audit, Risk and Compliance Committee**

*Dr. Harold Watkins, II, Chair*

The Honorable James W. Dyke, Jr.

Gilbert Bland

BK Fulton

Dwayne B. Blake

Conrad Hall

*Staff:*

*Derika Burgess, Chief Audit Executive*

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

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*The President participates in all Committee meetings.*

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

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**BOARD OF VISITORS**  
**AUDIT, RISK, AND COMPLIANCE COMMITTEE INFORMATION SESSION**  
April 11, 2023

**1. Welcome**

Bishop Kim Brown, Chair, commenced the Audit, Risk, and Compliance Committee information session approximately 8:40 a.m. A quorum was not established.

Committee Members Present

Bishop Kim W. Brown, Chair  
Ms. Heidi W. Abbott (Virtual)  
Dr. Katrina Chase  
Mr. Conrad Hall  
Mr. Delbert Parks (Virtual)

Committee Members Absent

Mr. Gilbert Bland

Counsel Present

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

NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President  
Dr. Tanya S. White, Chief of Staff  
Mrs. Derika L. Burgess, Chief Audit Executive  
Dr. Dawn Hess, Chief Compliance Officer  
Mr. Christopher Stancil, Office of Information Technology  
Dr. Leonard E. Brown, Vice President for Student Affairs  
Dr. DoVeanna S. Fulton, Provost and Vice President for Academic Affairs  
Dr. Gerald Ellsworth Hunter, Vice President/Chief Financial Officer, Finance and Administration  
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness  
Mr. Clifford Porter, Vice President for University Advancement  
Chief Brian K. Covington, NSU Police Department  
Deputy Chief DeAndre' L. Hyman, NSU Police Department  
Dr. Aurelia Williams, Vice Provost for Academic Administration  
Ms. Phillita Peeples, Audit and Compliance Administrative Assistant  
Ms. Inda Walker, Clerk to the University President and Liaison to the Board of Visitors

**Board of Visitors****Audit, Risk, and Compliance Committee Information Session**

April 11, 2023

**2. Discussion Items****University Compliance**

Dr. Hess collaborated with Chief Covington to address identified findings from the Clery Act internal audit conducted in August 2021. The Clery Act requires all colleges and universities that participate in federal financial aid programs to keep and disclose information about crime on and near their respective campuses. Dr. Hess introduced Chief Covington to present updates on compliance gap closures and progress toward implementation:

- **Clery Geography Mapping**
  - Campus map was revised to include Clery Geography and was made available online June 2022
- **Governance and Management Oversight**
  - Created a functioning Clery Compliance Team
- **Compiling Data – Daily Crime and Fire Logs**
  - Supervisor report and daily bulletin are no longer used as daily crime logs. Clery officer updates bulletin to resolve conflicting data.
- **Compiling Data – Hierarchy Rules**
  - Trained all current officers and working on a process to train all incoming officers on Hierarchy Rules
- **Collecting Data – Campus Security Authorities (CSA)**
  - Developed and implemented Campus Security Authority policy (will soon be published on the NSU Policy Webpage)
- **Training, Education and Awareness**
  - Trained all officers on new CSA policy and working on a process to training incoming officers
  - Partnered with Human Resources
    - Incorporated into new employee on-boarding UPD presentation including Campus Security Authority information.
    - Posting links to Clery report on HR webpage
  - Revisiting Violence Prevention Committee and Threat Assessment Team policies
    - Currently the University is in compliance with our policy on Violence Prevention and Threat Assessment. Forthcoming, the Department of Education will be releasing new Virginia codes that become effective July 1.

**Board of Visitors****Audit, Risk, and Compliance Committee Information Session**

April 11, 2023

An Environmental Health and Safety Compliance Assessment was conducted and led into research areas. The interconnection has resulted in some compliance gaps and audit challenges. Dr. Hess introduced Dr. Williams to speak about Compliance Interconnectedness via Research and a plan of action.

- **Designated Interim Vice Provost of Research and Innovation**
  - Dr. Aurelia Williams is currently the Interim Vice Provost for Research and Innovation. The permanent position is currently being advertised.
- **Development of a Communication and Procedural plan for the acquisition of new chemicals, hazardous materials and equipment used in research (including EHSRM and Export Control)**
  - Developing a communication and procedural plan for initiatives particularly as it relates to the acquisition of new chemicals, hazardous materials, etc.
- **Connected with Academic Affairs**
  - Developing a position for Laboratory Safety to ensure that Principal Investigators are compliant with their documentation and ensure that all faculty and students are aware of the procedures when handling chemicals, hazardous materials, and hazardous equipment.
  - Developing educational training for the Principal Investigators as well as utilizing MOAT training module system for annual certification of faculty and students.
  - Cynthia Duhe'-Harris is currently Interim Export Control Compliance officer.
  - An Export Control policy has been developed and reviewed by the Attorney General's office. Dr. Williams has collaborated with Chris Skinner, who was authorized by the Office of the Attorney General, to assist in developing the Export Control program.
  - Interim Export Control Compliance officer, Cynthia Duhe'-Harris will be helping to develop the Export Control program at Norfolk State University.

Dr. Hess presented an update on Compliance Assessments for 2023-2024

- **Environmental Health and Safety & Risk Management and Buildings Services and Grounds**
  - Gap closures in progress
- **Researcher Compensation and Misconduct**
  - Gap closures in progress
- **Americans with Disabilities**
  - Assessment to commence Fall 2023 with planning and scoping currently in progress

**Board of Visitors**

**Audit, Risk, and Compliance Committee Information Session**

April 11, 2023

**3. Internal Audit**

Mrs. Burgess presented an updated 2023 chart that reflects the current audit plan. The audit plan is used to identify areas of potential risk. The Office of Internal Audit performs a risk assessment around established priorities and goals annually. These are collected from various departments and units across campus including the institution's strategic plan.

- As of April, 3 audits have been performed.
  - The process to develop and submit research proposals
  - Compliance with federal export control regulations
  - Controls over confiscated property and evidence
- Next, review processes used to perform employment verifications, drivers' licenses, and backgrounds checks. The Internal Audit department will review how we identify and maintain physically safe grounds and workspaces by winter.
- The updated audit plan reflects proposed auditable areas:
  - gas and maintenance
  - purchase cards
  - recycling program
  - physical therapy
  - recovery programs

**4. Adjournment**

Chairman Bishop Brown adjourned the meeting at 9:26 a.m.

Respectfully submitted,

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Inda Walker, Board Liaison

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



# NORFOLK STATE UNIVERSITY

Audit, Risk and Compliance Committee Meeting  
September 12, 2023

# Agenda

## I. University Compliance, Dr. Dawn M. Hess

- A. NSU Compliance Ecosystem
- B. Compliance Monitoring and Gap Closures from Prior Assessments/Partnerships
- C. Compliance Assessment 2023-2024

## II. Internal Audit, Ms. Derika Burgess

- A. Planned Audit Activities 2023-2024, Ms. Derika Burgess

# University Compliance Office Program Development

★ = Integrated & On-Going

○ = Currently Implementing

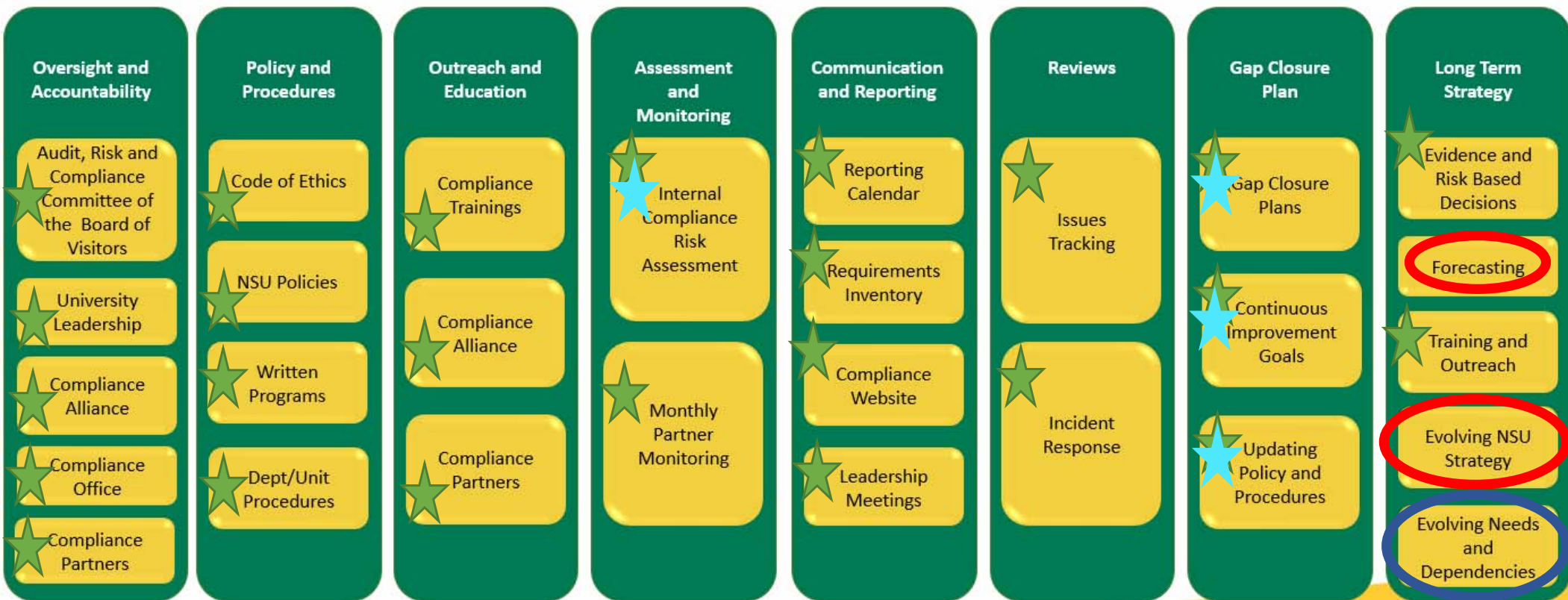
○ = Developing

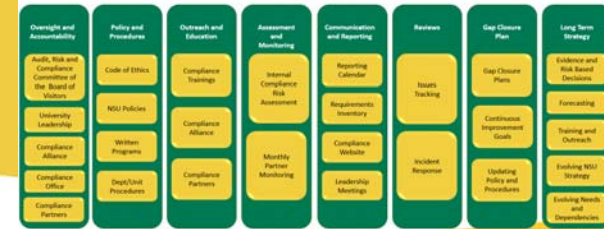
★ = Details on additional slides



NORFOLK STATE  
UNIVERSITY

## NSU Compliance Ecosystem





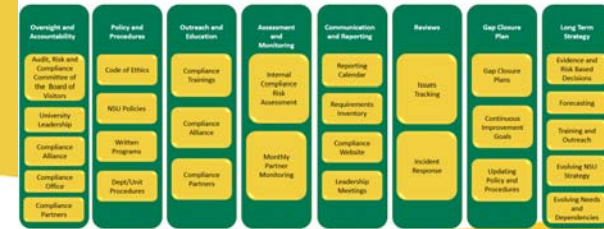
# Compliance Monitoring: Policies and Programs Updates

- Violence Prevention Committee and Threat Assessment Team Policy – Board of Visitors Policy #22 in draft
- Clery Act Compliance Policy - Administrative Policy 47 posted for 30-day public comment 8/29/23
  - Timely Warning
  - Campus Security Authorities
- Civility in the Workplace - Administrative Policy in draft

# Compliance Monitoring Prior Assessment

## MONITORING: Gap Closure Activities from Compliance Assessment, 3/2022

Compliance Topic	Regulatory Agencies/ Stakeholders	NSU Connections & Internal Stakeholders	Key Influencers	Titles	
<b>Environmental Health and Safety &amp; Risk Management and Buildings Services and Grounds</b>	<ul style="list-style-type: none"> <li>• OSHA</li> <li>• US EPA</li> <li>• VA Department of Environmental Quality</li> <li>• Criminal Code of Federal Government</li> <li>• US Department of Transportation</li> <li>• US Public Health</li> <li>• VA Maintenance Code</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental, Health &amp; Safety and Risk Management</li> <li>• Facilities Management</li> <li>• Information Technology</li> <li>• Student Health</li> <li>• Human Resources</li> <li>• Academic Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Large number of unrelated compliance requirements</li> <li>• Broad internal connections</li> <li>• Few internal/external submissions (lack of many checks/balances)</li> <li>• Potential for significant fines, life safety concerns, reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>• Pesticide, Federal Insecticide, Fungicide and Rodenticide Act</li> <li>• Virginia Pesticide Control Act</li> <li>• Asbestos in General Industry Standard, and Construction Standard</li> <li>• Chemical Hygiene and Laboratory Safety</li> <li>• Control of Hazardous Energy</li> <li>• Emergency Action Plans OSHA</li> <li>• Formaldehyde Standard</li> <li>• General Duty Clause OSHA</li> <li>• Guarding and Use of Hand &amp; Portable Power Tools</li> <li>• VA Automobile and CarCare (VACCS)</li> <li>• Public Health Security and Bioterrorism Preparedness and Response Act</li> </ul>	<ul style="list-style-type: none"> <li>• Hazard Communication Standard</li> <li>• Lead in General Industry Standard, and Construction Standard</li> <li>• Personal Protective Equipment General Industry</li> <li>• Respiratory Protection</li> <li>• Welding, Cutting, Brazing</li> <li>• OSHA 300 Workplace Injuries</li> <li>• VA Workers' Compensation (VWCC)</li> <li>• Elevators</li> <li>• Oil Pollution Act</li> <li>• Hazardous Materials Transportation Act</li> <li>• Motor Carrier Act</li> <li>• Management of Used Oil</li> <li>• Stormwater Discharge</li> </ul>

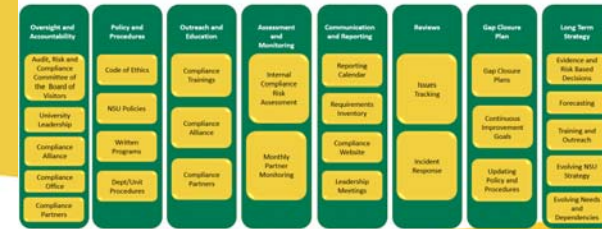


# Compliance Monitoring: EHS Policies and Programs Update

- Environmental, Health and Safety Policy – Administrative Policy 42 posted for 30-day public comment 8/29/23

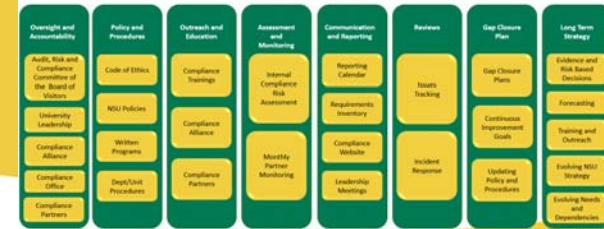
## Programs/Plans (in draft):

- Chemical Hygiene and Laboratory Safety Plan
- Hearing Conservation Program
- Lockout/Tagout (LOTO) Program
- Bloodborne Pathogen Exposure Control Plan
- Asbestos Management Plan
- Hazard Communication Program
- Hot Work Program
- Respiratory Protection Program
- Personal Protective Equipment (PPE) Program
- Fall Protection Program
- Methylene Chloride SOP (Bio/Chem)
- Formaldehyde SOP (Bio/Chem)
- Spill Prevention, Control and Countermeasures (SPCC) Plan – working with consulting group to complete



# Compliance Partnership, Summer 2023: NSU Drivers - Policies and Programs Update

- Driver Authorization Administrative Policy 42-01 in draft
  - Driver Authorization Form
  - Driver Record Authorization Form
  
- Utility Vehicle Golf Cart Administrative Policy 42-03 in draft
  - Utility Vehicle Golf Cart Request Form



# COMPLIANCE ASSESSMENT

## 2023-2024

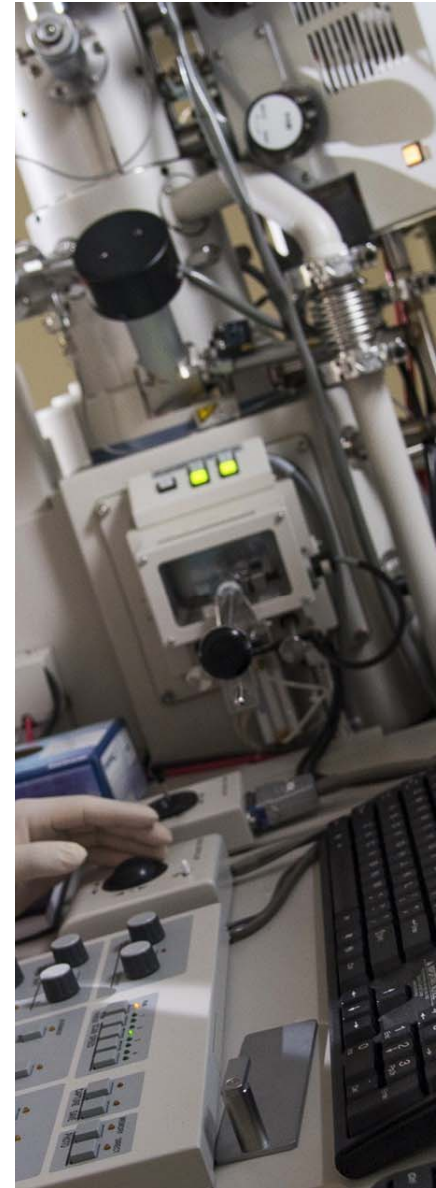
### Conduct initial compliance assessment

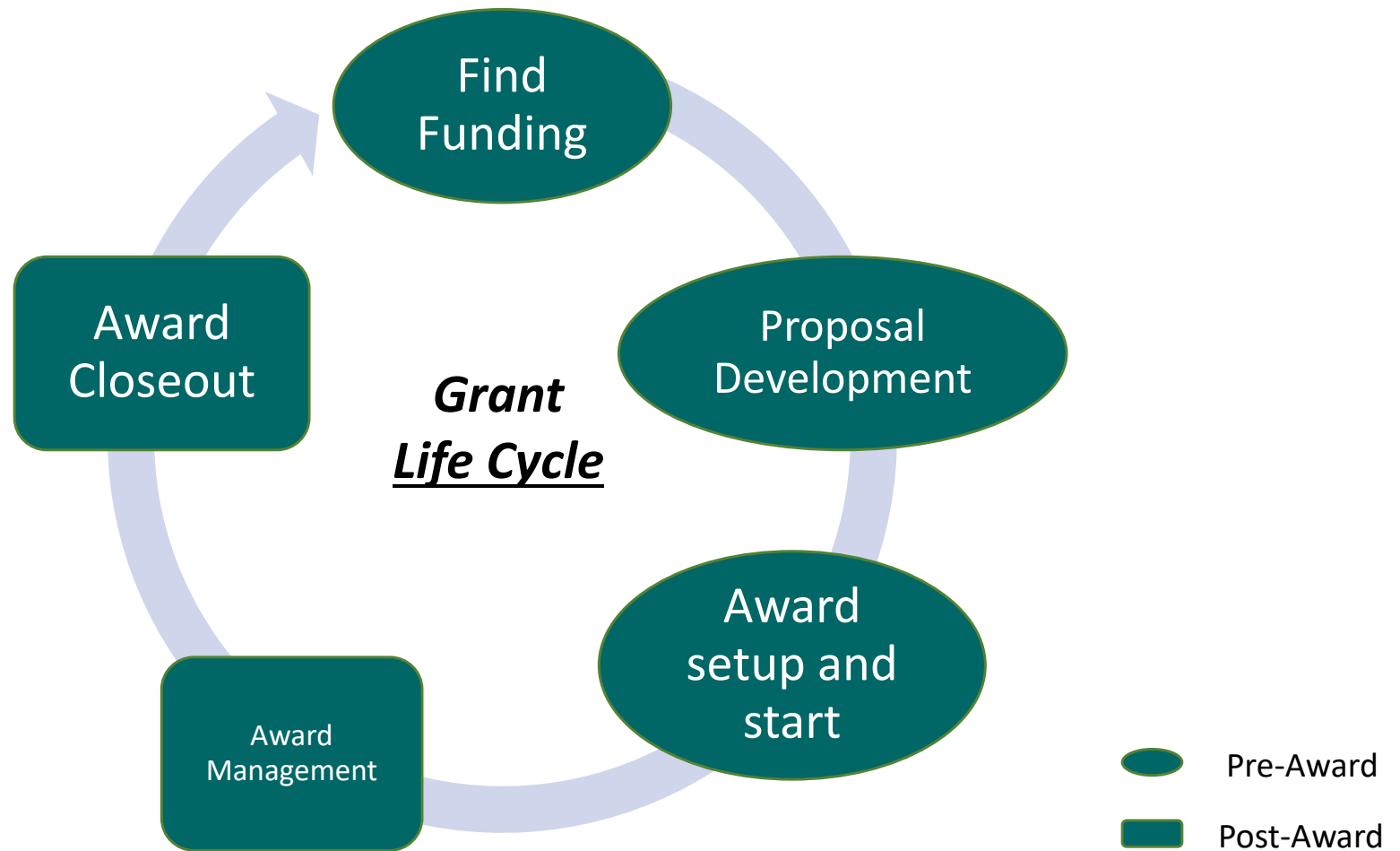
Compliance Topic	Regulatory Agencies/ Stakeholders	NSU Connections & Internal Stakeholders	Key Influencers	Titles
<b>Americans with Disabilities</b>	<ul style="list-style-type: none"> <li>•Federal Civil Rights law</li> <li>•U.S Equal Employment Opportunity Commission (EEOC) enforces Title I of the ADA</li> <li>• U.S. Department of Justice enforces ADA regulations governing state and local government services (Title II) and public accommodations (Title III) and Section 504</li> </ul>	<ul style="list-style-type: none"> <li>•Human Resources</li> <li>•Office of Access and Equal Opportunity</li> <li>•Facilities, Buildings &amp; Grounds</li> <li>•Office of Accessibility Services/International Student Services (OASIS)</li> <li>•Housing and Residence Life</li> <li>•Academic Affairs</li> <li>•Web and other Communications</li> </ul>	<ul style="list-style-type: none"> <li>•Multiple internal stakeholders with loose internal connections</li> <li>•Potential for significant fines, reputational damage</li> <li>•Few internal/external submissions and dates (lack of checks/balances)</li> </ul>	<ul style="list-style-type: none"> <li>•Americans with Disabilities Act (ADA)</li> <li>•Section 504 of the Rehabilitation Act of 1973</li> </ul>

# NSU Grant Pre-Awards Process

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Internal Audit Review  
Summer 2023





## Office of Sponsored Programs

Grantor Role	Lifecycle Step	Applicant Role
Agency formally advertises funding opportunity and publishes details	Find Funding	Researcher will search and find opportunity
		Intent to Submit Form to OSP
Grantor receives application	Proposal Development	Proposal and related documents are developed
		Internal Approval Form
		OSP forwards proposal to grantor
Selects awardee	Award Setup and Start	OSP parameters of the grant with PI and grants and contracts
		Research begins

## Office of Sponsored Programs



## Funding

- Identifies potential sponsors

- Acts as official negotiator and contact with sponsoring agencies

## Documentation

Prepares transmittal letters

## Copies, Packages, and mails proposals

Compiles electronic submission of proposals

## Reviews format and content

## Agreements

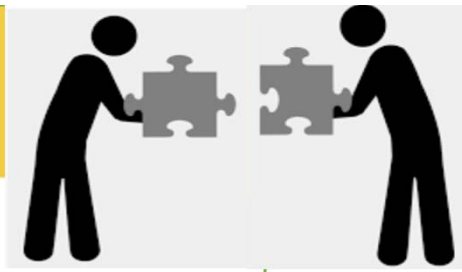
Reviews and approves:

- 1.budgets,
- 2.proposals,
- 3.internal forms,
- 4.external partnerships
- 5.contracts

## Training

Provides online training and instructions and assistance thru entire grant cycle

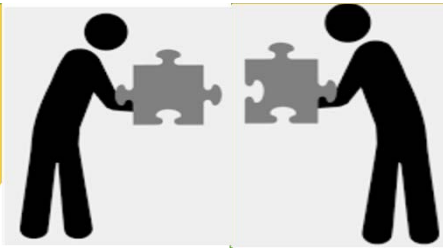
## Findings



## Mgmt. Updates

- Policies and Procedures: not formalized; others such as Animal Care and Use, Researcher Misconduct and Intellectual property are outdated or unavailable on the OSP website.
  - Management Oversight: Approval or review is not required by the Office of the Provost even in the event of exceptions or additional cost. As a result, stakeholders and management are unaware of the true costs associated with the grant.
  - Equipment: Federal Code 2CFR 200.d maintenance procedures to keep the property in good working condition. In addition, The Office of Sponsored Programs attest by submission of a proposal that the university complies with these federal guidelines. However, there is no process to monitor maintenance, usage, and operability of equipment.
- Policies and Procedures: Draft policies have been created on Proposal Submissions, Animal Care, Research Misconduct and Research Compensation and all online links have been updated.
  - Management Oversight: an OSP form has been updated to include grant construction costs and facility usage. We are still working to determine the best option to determine senior management involvement.
  - Equipment: Deans and Chairs will provide a report to management on status of federally funded research equipment.

## Findings



## Mgmt. Updates

- Training: delivered via a power point presentation accessed online, as a result, there is no opportunity for PIs to ask and obtain answers to questions nor track training participation. Therefore, the level of researcher engagement cannot be determined.
  - Process: Proposals are not submitted in accordance with suggested process flows or timelines found on the website. In addition, spending on awards occurs well after project start date.
  - Performance: A document repository is needed to reflect proposal volume and workload. As a result, audit is unable to use metrics such as the volume of proposals submitted, incomplete or un- funded.
- Training: A list of topics have been submitted. A formal schedule and materials are still in development.
  - Process: A single set of standards and timelines have been developed that will be enforced thru the Proposal Submission Policy
  - Performance: Development of a monitoring activity or tracker is being discussed

## Conclusion

Because there are multiple instances of non-compliance with organizational and federal requirements, the audit is rated as unsatisfactory. Internal Audit concurs with Office that the personnel shortage in the department has 1. moved sole focus to submitting proposals 2. impeded their ability to provide customers with prompt service. 3. contributed to a lack of departmental oversight and accountability. If the practices noted in the audit are not corrected it can result in decreased funding, and performance and compliance issues.



# Thank you

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NSU Grants

Pre-Award Process Review



# **Academic and Student Affairs**

**AGENDA**  
**BOARD OF VISITORS**  
**ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING**  
*Tuesday, September 12, 2023*  
*Delbert Parks, Chair*  
*9:30 a.m. to 11:00 a.m.*

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the April 11, 2023, Committee Minutes**
- IV. Discussion Items**
  - a. Academic Affairs Updates ..... Dr. DoVeanna Fulton
  - b. Enrollment Management Updates ..... Dr. Justin Moses
  - c. Athletics Update ..... Ms. Melody Webb
  - d. Student Affairs Updates ..... Dr. Leonard Brown
- V. Closed Session - Pursuant to §2.2-3711A.1, 4, 7, and 8, Code of Virginia**
- VI. Public Comment**
- VII. Adjournment**

**Academic and Student Affairs Committee**

- Delbert Parks, Chair
- Mike Andrews
- Dwayne Blake
- Bishop Kim W. Brown
- The Honorable James W. Dyke, Jr.
- Jay Jamison

**Staff:**

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

\*The President participates in all Committee meeting

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

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**BOARD OF VISITORS**

Academic and Student Affairs Committee

April 11, 2023

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**BOARD OF VISITORS  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES  
April 11, 2023**

**I. Call to Order**

Mrs. Mary Blunt, Chair, called the Academic and Student Affairs Committee meeting to order at 10:30 a.m. A quorum was established with a 4-0 Roll Call vote.

**Committee Members Present**

Mary L. Blunt, Chair

Conrad Hall

Jay Jamison

Dr. Harold L. Watkins, II

**Committee Members Virtual**

Heidi W. Abbott (Virtual)

BK Fulton (Virtual)

**Committee Members Absent**

Gilbert Bland

**Additional Committee Members**

Katrina Chase

**Counsel Present**

Pamela Boston, University Counsel and Senior Assistant Attorney General

**NSU Administrators and Staff Present:**

Dr. Javaune Adams-Gaston, President

Dr. Gerald Hunter, Vice President of Finance & Administration

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

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

Melody Webb, Athletics Director

Dr. Juan Alexander, Associate Vice President for Enrollment Management

Marlisa Sanders, Assistant Director of Admissions for Special Programs

Tiffany Little, Assistant Director of Admissions for Special Programs

Tanya White, Chief of Staff

Christopher Stancil, OIT

Inda Walker, Clerk to the University President and Liaison to the Board of Visitors

**II. Recommend Approval of Electronic Participation**

## **BOARD OF VISITORS**

Academic and Student Affairs Committee

April 11, 2023

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Mr. Hall raised a motion, seconded by Mr. Jamison, and with a 4-0 Roll Call vote, the Committee unanimously approved the virtual participation of Board Members Heidi Abbott and BK Fulton.

### **III. Recommend Approval of the February 17, 2023, Committee Meeting**

Mr. Hall raised a motion, seconded by Mr. Watkins, and with a 6-0 Roll Call vote, the Committee unanimously approved the February 17, 2023 Academic and Student Affairs Committee Meeting minutes.

### **IV. Discussion Items**

- **Enrollment Management Updates – VCAN Program – Dr. Justin Moses**  
VCAN (Virginia College Affordability Network) –VCAN has aided NSU in promoting enrollment growth of in-state students while also providing college access for our students. The program offers a scholarship to students if they live within 45 miles of Norfolk or within 45 miles the city of Petersburg where Virginia State University is located. Requirements are that the student has to have at least a 2.3 GPA to be admitted as a first year student: a completed FAFSA on file, eligible for the Pell Grant based on their FAFSA application. As a result of the recent expansion of the radius, 25 miles to 45 miles, more students can take advantage of the scholarship.
  - In the fall of 2021, 127 participated in the program. Most of the students came from Newport News, behind that, of course, is Norfolk, Chesapeake, Virginia Beach and a decent amount from Suffolk, Hampton, and Portsmouth. A similar breakdown can be seen for the Fall 2022 cohort, we have an increase to 181 students. Combined we currently have 308 students between the two cohorts. The upcoming cohort, as of now has 208 students as of two weeks ago. This morning, Dr. Alexander shared that we have fifty more students. The number may increase.
  - We have a sizable number of our students taking advantage of this program; we are getting more students to access but also for the Commonwealth of Virginia, we have more students that are looking to stay here in this region; that makes Norfolk State a much more viable option. Students can take advantage of this, we can provide them with the financial support that they need, as well as the academic and non-academic support.
  - Mr. Hall asked Dr. Moses about the source of the money – Response: The money comes from the state. As of now we have had \$4.4 million distributed to our VCAN scholars. The goal is to graduate a total of six hundred students from the VCAN program.

Dr. Alexander noted that the geographic area covers as far as close to Charles City, past Smithfield is the furthest distance covered, up to Mathews County.

Dr. Moses further commented that over the next year, we will produce data to see where we are with respect to the student success rates of the VCAN students. Ms.

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Academic and Student Affairs Committee

April 11, 2023

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Tiffany Little and Ms. Marlisa Sanders are two of the VCAN advisors who support our VCAN students. They connect with them at the beginning of the admissions process, meet with them often once they arrive, and offer general support whenever it is needed. We hope to have more VCAN scholars and hope to graduate them all.

### ○ **Athletics – Melody Webb – A brief update on Athletics**

- If you were to ask a student athlete what they think success is, I am sure you can get many different answers. I am also just as certain if you were to ask a fan, a spectator, or an alum what success is, it will also look different from the student-athlete response. Success has made different responses, but it is up to us how we define it for Norfolk State University. As much as we speak of success we must also speak of failure. Failure is not only okay, but it is necessary because it teaches essential lessons that will help student-athletes find success and encourages patience, persistence, and perseverance. It teaches them how to overcome adversity, which is the greatest lesson in sports.
- A few more P's I would like to use are Process, Progress, and Performance. Following the Process, and demonstrating progress leads to outstanding performances. It is a lot of work that goes on behind the scenes that makes everything look easy. Our student-athletes, coaches, and staff deserve and receive much praise. All athletes may see success at some point whether it is an individual achievement, team achievement, game by game or seasonal accolades but few enjoy the journey of achieving it.
- Many will never see the success of conference championships throughout their tenure across the country. Ex. – Howard University won the men's basketball championship this year, which was the first time they won in thirty years. Many think it should be easy, but championships are few, far, and in-between. One of the greatest coaches of all time, Coach K, coached forty-seven seasons and only won thirteen championships. Results matter but the journey is just as instrumental.
- The department overall has done some amazing things over the year and produced some outstanding athletes:
  - We secured the cross-country championship.
  - We secured the men's track and field championship 3 X and praying for the 4<sup>th</sup> we compete on May 10<sup>th</sup> on campus.
  - We secured the women's basketball championship. This is the second time in D1 history and the first since 2002. Finished for the first time in the Top 25 Mid Major Poll.
  - We had three runner-up finishes with Men's Basketball being a heartbreaking loss. Then our Women's Cross Country and Women's Track and Field also secured runner up and took second place.

In addition to championships, we had a host of player and coach accolades:

## BOARD OF VISITORS

Academic and Student Affairs Committee

April 11, 2023

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- We had three Coach of the Year awards, MEAC Player of the Year, National HBCU Player of the Year, 1<sup>st</sup> Team All-Conference Honors, and a slew of other accolades that accompanies such feats.
- One that I am extremely proud of is how we are continuing to tell our story. NSU Athletics has been ranked top 100 the last few months and waiting on the official ranking for March. With our best ranking being 78 out of approximately 363 DI institutions.

We are doing great things and how we tell our story will continue to allow us to celebrate our amazing student-athletes and coaches. We are on our way but with all things, it takes a little time to ensure we are continuing to grow in the right areas to ensure sustainability and to ensure we are competitive and not just fielding a team.

Data: Title IX compliance can be measured in multiple ways, including whether the overall program's gender breakdown is proportionate to that of the general student body. And yet, the study found Division I athletics could not match that standard when examining data from 2020; women accounted for 54% of the undergraduate student body in Division I compared to that aforementioned 47.1% rate.

### V. Closed Meeting

Motion was read by James Jamison, that the Committee adjourn and reconvene in Closed Meeting pursuant to: Section 2.2-3711(A) 1 and 8 of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

(1) To discuss personnel matters, including more specifically, discussion of assignment, appointment, promotion, salaries, performance evaluations, as well as the promotion of, and granting tenure to certain university employees; and

(8) Consultation with legal counsel regarding specific matters requiring the provision of legal advice; 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, the Provost, University Legal Counsel; and any non-committee member of the NSU Board of Visitors who would like to listen, but not participate or vote. Motion was seconded by Mr. Hall and with a 6-0 Roll Call Vote the Committee unanimously agreed.

### VI. Open Meeting

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

**BOARD OF VISITORS**

Academic and Student Affairs Committee

April 11, 2023

Page 5

Motion was read by Dr. Watkins: Madam Chair, having heard, considered, and discussed in closed meeting the qualifications, attributes and recommendation by the Provost and President of the candidates for promotion and tenure, I recommend that this Committee approve the recommended candidates for tenure and promotion, as discussed in closed meeting, and that these recommendations and approvals be provided to the Full Board of Visitors at its next meeting for consideration and potential approval. Seconded by Mr. Hall, and with a 4-0 Roll Call Vote, the Committee unanimously approved.

**VI. Public Comment**

There was no public comment.

**VI. Adjournment**

Meeting was adjourned at approximately 12:30 p.m.

Respectfully submitted,

---

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

---

Mary L Blunt, Chair  
Academic and Student Affairs Committee

# **Norfolk State University**

## **Board of Visitors**

**Academic and Student Affairs Subcommittee Meeting**  
**September 12, 2023**



# Agenda

- **Approval of minutes from the April 11, 2023 meeting**
- **Academic Affairs Update**
- **Enrollment Management Update**
- **Athletics Update**
- **Student Affairs Update**



# Academic Affairs: General Education Curriculum Reform Initiative Status

## Objectives:

- Improve Student Success in Gateway Courses
- Provide General Education that Meets 21<sup>st</sup> Century Demands
- Develop T-Shape Professionals

## Completed:

- Review of other general education models and reform processes followed by other universities
- Workshop to consider NSU General Education needs
- Develop model for NSU

## Next Steps:

- Develop/revise courses
- Implement model and assess



# Academic Affairs: Course Scheduling Optimization Initiative

## Objective:

For Norfolk State University to effectively use technology and have an and have an official and effective course scheduling process.

## Completed:

- Discovery
- Review
- Project Outcomes

## Next Steps:

- Identify Technological Platform
- Develop Implementation Plan
- Train Faculty and Staff Schedulers



# Academic Affairs: Faculty Workload Initiative Status

## Project Overview and Objective:

Assist Norfolk State University leadership in understanding current faculty workload and designing an equitable process so that the implementation of the workload policy facilitates faculty productivity and appropriate financial impacts for strategic progress.



### PHASE 1: Data Collection



### PHASE 2: Presentations for faculty and administrators to explore usefulness of models



### PHASE 3: Design input mechanisms and instruction



### PHASE 4: Process the data with one or two models for units. Prepare detailed reports for the Provost, Deans, Department chairs for each model



### PHASE 5: Process the data for faculty with selections for weighting

# SACS-COC Fifth Year Report & QEP Status

---

**NOTIFICATION:** President and Accreditation Liaison are notified 11 months in advance of the report due date

---

**SUBMISSION:** Report must be submitted to the SACSCOC no later than March 15<sup>th</sup> of the year the submission is due

---

**REVIEW:** SACSCOC sends report to an off-site review committee

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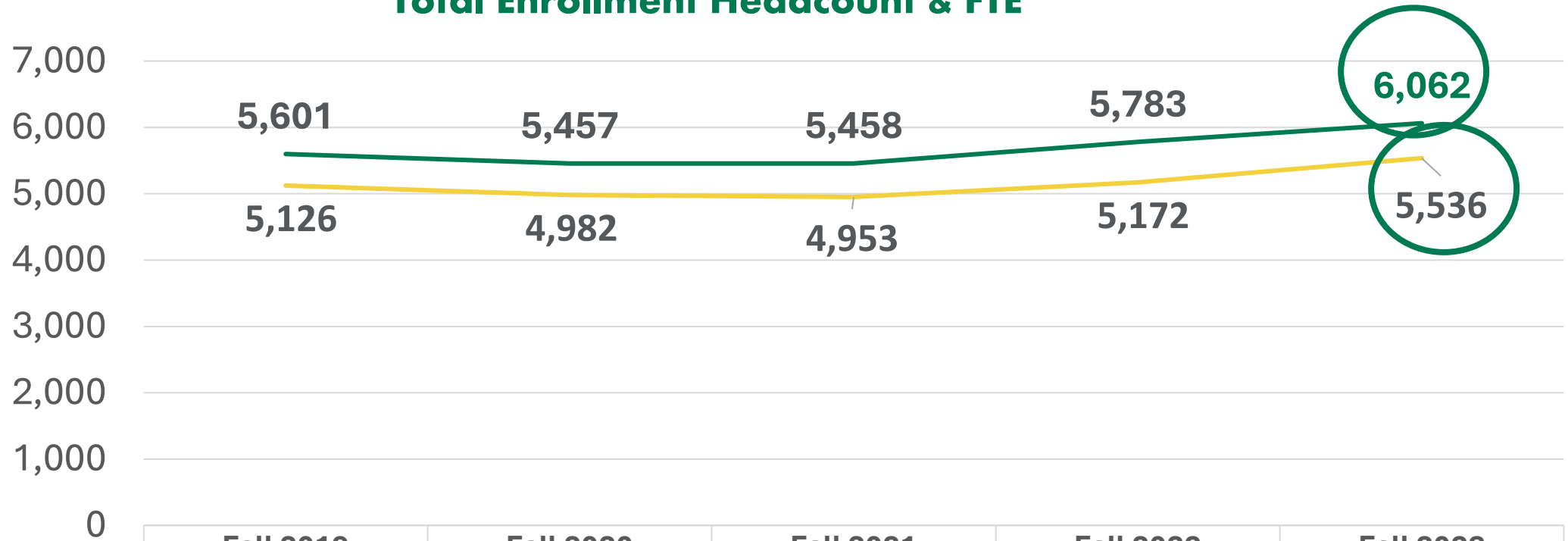
**RESULTS:** Institution receives the review results in July of the submission year

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**OUTCOMES:** Conclusion 1: No additional information request  
Conclusion 2: **Referral Report requested**

# Enrollment Update:

## Total Enrollment Headcount & FTE

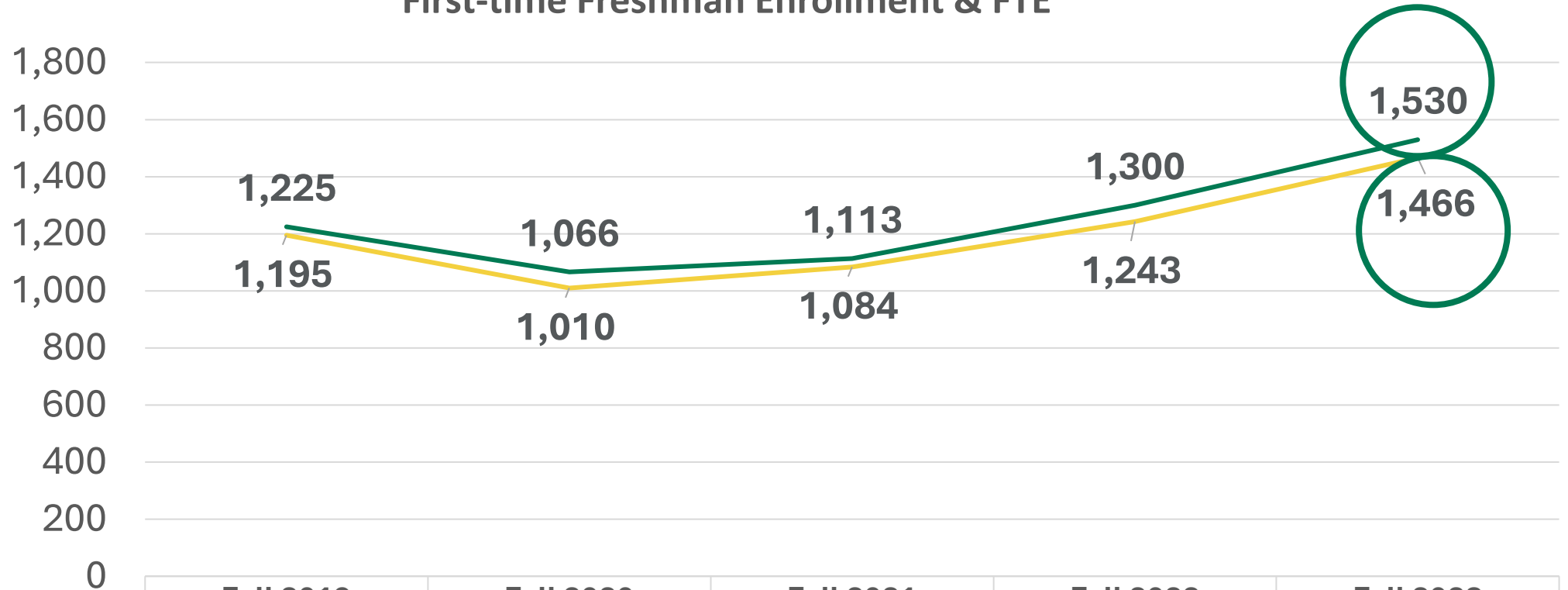


	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Total Headcount	5,601	5,457	5,458	5,783	6,062
FTE	5,126	4,982	4,953	5,172	5,536

— Total Headcount — FTE

# Enrollment Update:

First-time Freshman Enrollment & FTE

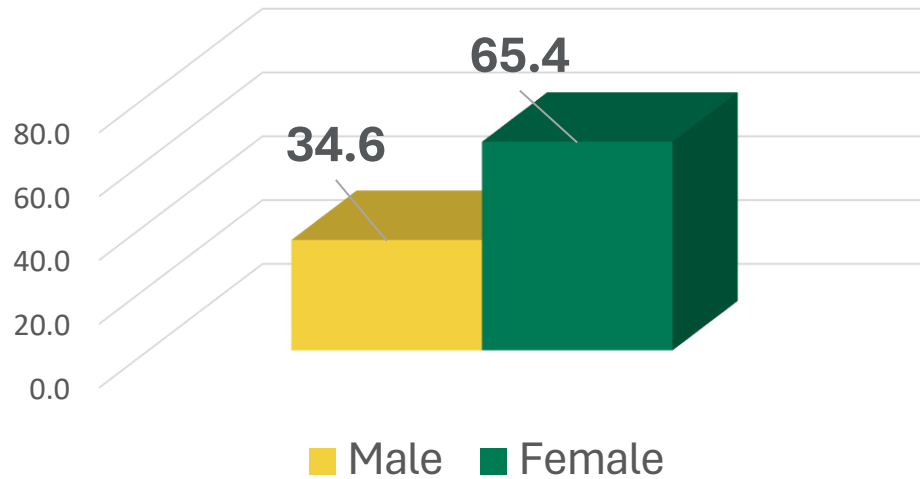


	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
First-time FR	1,225	1,066	1,113	1,300	1,530
FTF FTE	1,195	1,010	1,084	1,243	1,466

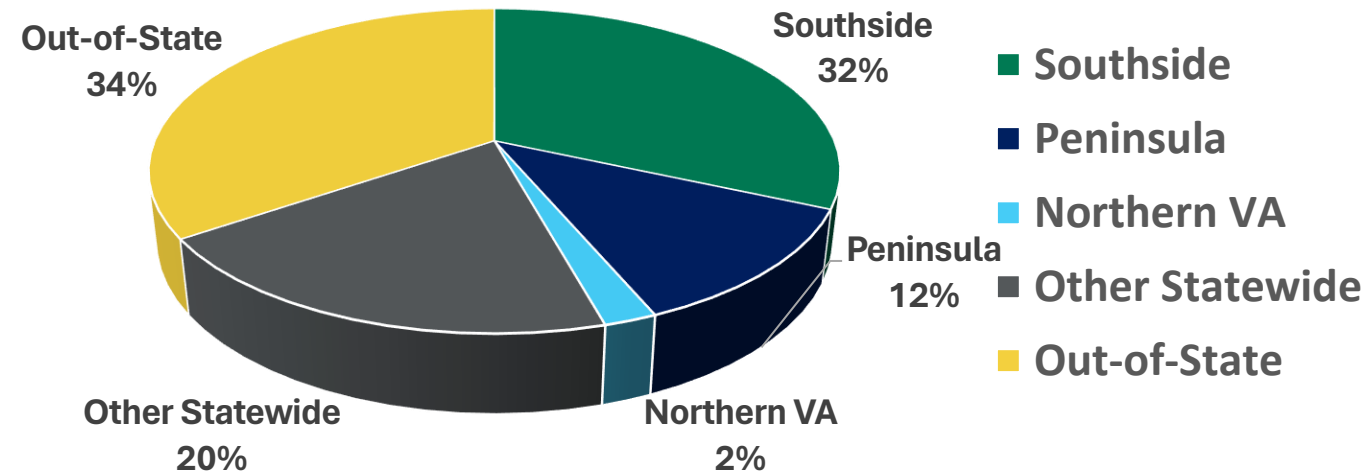
— First-time FR — FTF FTE

# Freshman Profile

## First-time Freshman by Gender



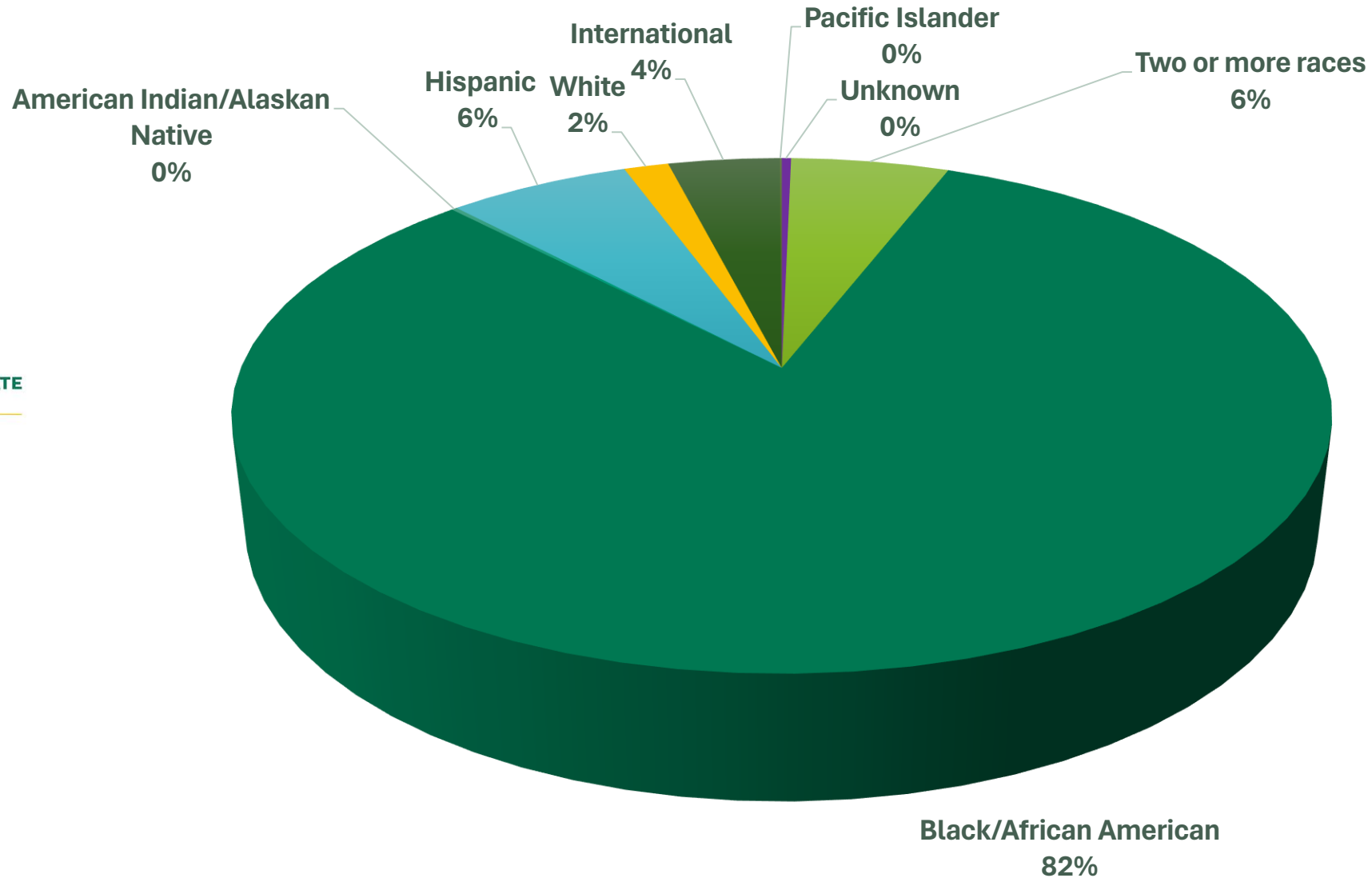
## First-time Freshman by Region



Cohort Year	Fall 2019	Fall 2020	Fall 2021	Fall 2022
# of Freshman	1225	1066	1113	1300
Rate	68%	66%	70%	72%

# Freshman Profile:

First-time Freshman by Race/Ethnicity



# NSU Athletics Update

## Affiliation: NCAA Division I

## Conference: Mid-Eastern Athletic Conference

### Sports at NSU:

- Baseball
- Bowling
- Cross Country Women
- Cross Country Men
- Basketball Women
- Basketball Men
- Football
- Softball
- Tennis Women
- Tennis Men
- Track Indoor Women
- Track Indoor Men
- Track Outdoor Men
- Track Outdoor Men
- Volleyball

### Student Athletes:

300 (Approximately)

### MEAC Championships:

- Men's Basketball (3): 2012, 2021, 2022
- Women's Basketball (2): 2002, 2023
- Baseball (1): 2021
- Men's Indoor Track & Field (12): 1998, 2001, 2006-13, 2022-23
- Men's Outdoor Track & Field (11): 1998, 2001, 2006-12, 2022-23
- Men's Cross Country (15): 2000-2006, 2008-11, 2017, 2019, 2021-22
- Women's Indoor Track & Field (2): 2000, 2010
- Women's Outdoor Track & Field (2): 2001, 2011 \*\*
- Women's Cross Country (2): 2009 \*\*, 2019, 2021
- Bowling (1): 2012

### D1 Post Season Era:

- Football (1): 2011 (FCS Playoffs) \*\*
- Men's Basketball (9): 2012 (NCAA), 2013 (NIT), 2014-17 (CIT), 2019 (NIT), 2021 (NCAA), 2022 (NCAA)
- Women's Basketball (3): 2002 (NCAA), 2022 (WNIT), 2023 (NCAA)
- Men's Cross Country (11): 2002-03, 2005-07, 2009-11 (NCAA Regional), 2017, 2019, 2021
- Women's Cross Country (1): 2009 (NCAA Regional)
- Bowling (1): 2013 (USBC Intercollegiate Team Championship)

# Athletics Highlights

## Academic Excellence

- NCAA Grant Recipient
- CLEAR Leadership Academy
- Intrusive Advising
- Academic Support
- Highest GSR Recorded



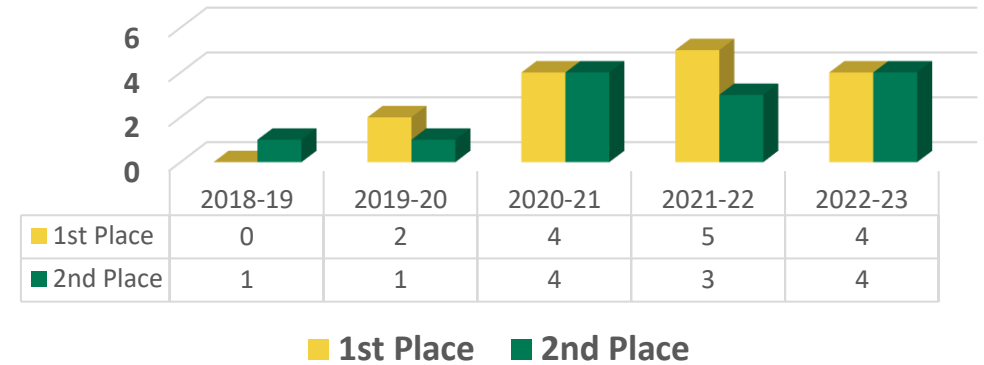
## Athletic Excellence

- Last 3 years total “12” Championships and “13” runner-up finishes
- MEAC Male Student Athlete of the YEAR (All-Sports)
- Women basketball ranked #1 in the country in scoring defense and field goal percentage defense.
- Host NCAA/MEAC Championships

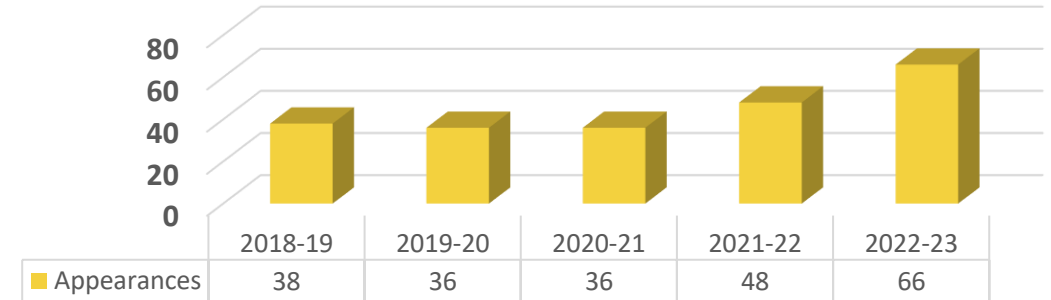
## Accomplishments

- Interactive Programming and Applications
- Rank 9<sup>th</sup> in the country in Social Media Interactions Non-FBS
- Rank 79<sup>th</sup> in the country in Social Media Interactions amongst all DI
- Golf Simulator
- All Team Locker Room Access
- SMART Tech Café
- Leadership Academy

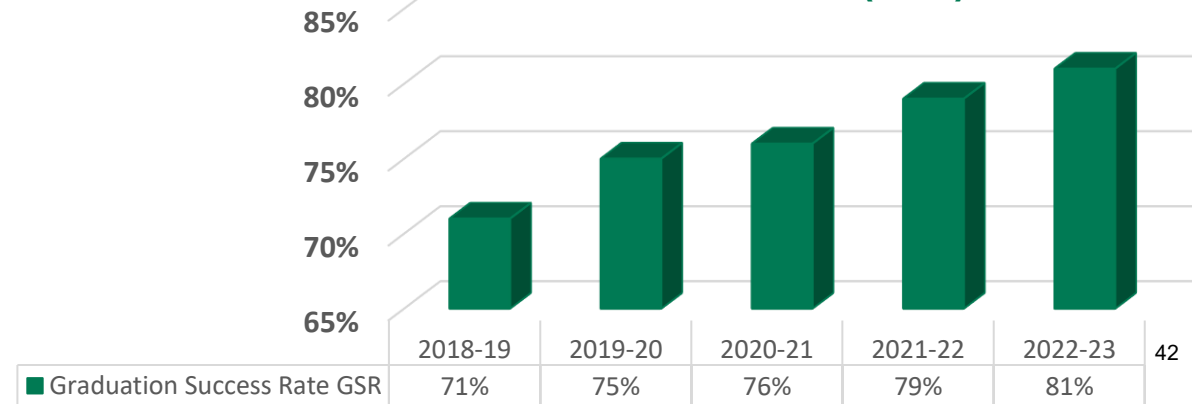
## Championship Excellence



## Branding/TV Appearances



## Graduation Success Rate (GSR)



# Fallen Spartan



**Jahari George**  
**2003 - 2023**

# Division of Student Affairs Overview

Vice President for Student Affairs		
Dean of Students	Sr. Associate Vice President for Student Affairs	Assistant Vice President for Campus Life & Diversity
<ul style="list-style-type: none"><li>• <b>Counseling Services</b></li><li>• <b>Health and Wellness</b></li><li>• <b>Spartan Health Services</b></li><li>• <b>Student Advocacy</b></li><li>• <b>Student Conduct</b></li><li>• <b>Student Support Services</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Career Services</b></li><li>• <b>Military Services &amp; Veterans Affairs</b></li><li>• <b>Student Affairs Assessment</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Housing &amp; Residential Life</b></li><li>• <b>Student Activities &amp; Leadership</b></li></ul>



**Destinee Jackson**  
**Oliver Hill Intern**

**Office of the Virginia Attorney General**

**“My internship has provided me with resources and connections that have allowed for professional development and exposure to a network of individuals in high-ranking positions!”**

# Post-Graduate Outcomes

Outcome:	Spring 2022	Spring 2023
<b>Employed/Graduate School</b>	69%	71% (64% is national average)
<b>Seeking Employment</b>	18%	18%
<b>Plan to Attend Graduate School</b>	12%	10%
<b>Gap year</b>	1%	1%

# Outcome Internship Report from Handshake using the Commonwealth Reporting Methodology

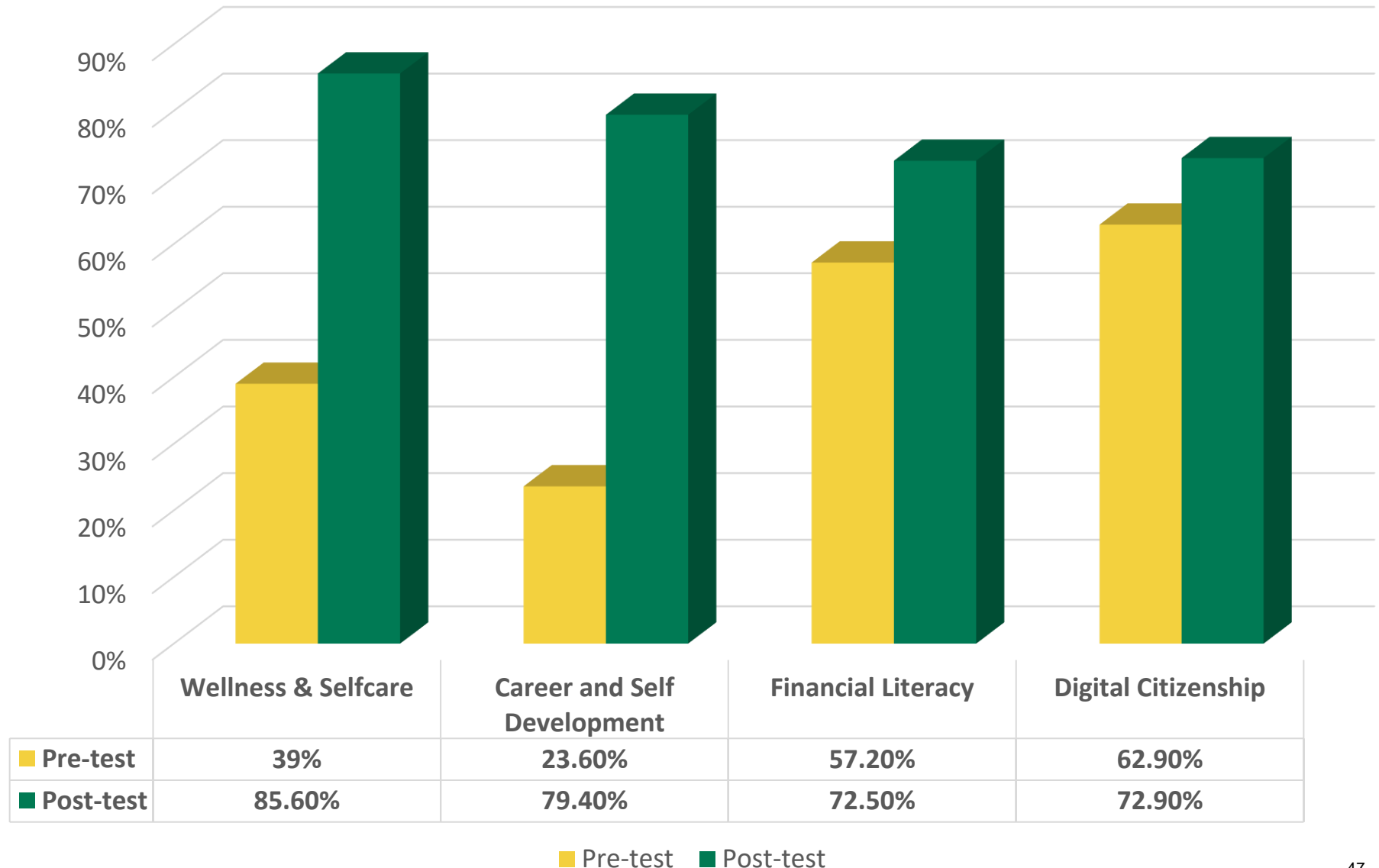
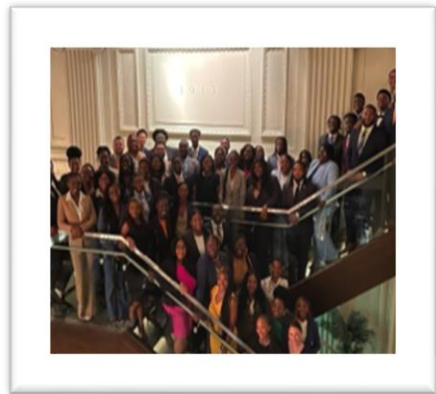


**Mark Swift, II**  
Process Engineer (Dry Etch) Intern  
[INTEL]

“The phenomenal preparation from my engineering professors at Norfolk State University has allowed me to stand out as a graduate intern at intel.

Virginia Internships Posted with Career Services		
Academic Year	# of Opportunities	# of Unique Companies
7/1/2022 – Present	1952	589
7/1/2021 – 6/30/2022	1771	558
7/1/2020 – 6/30/2021	797	307
7/1/2019 – 6/30/2020	419	179
Paid Internships Posted with Career Services		
Academic Year	# of Opportunities	# of Unique Companies
7/1/2022 – Present	19154	2311
7/1/2021 – 6/30/2022	15935	2112
7/1/2020 – 6/30/2021	7481	1208
7/1/2019 – 6/30/2020	2111	492

# Promise to Persist Outcomes



# Counseling Services

- 17% of NSU students are registered
- 58% of usage is after hours
- 52% of TalkNow users are male



# Division Highlights & Housing Update



- Received the 2023 First Generation College Celebration Grant
- Recognized as a Military Friendly School
- Student Wellness Summit
- Constructive Dialogue Institute
- Dungy Leadership Institute
- Spartan Campus Employment Program
- The Ultimate Barbershop Talk (Men's Conference)



# Ideal Spartan

The poster has a black background with a gold starburst trail on the left. At the top left is a small illustration of a Spartan warrior. At the top right is the Norfolk State University logo (a lighthouse) and the text "NORFOLK STATE UNIVERSITY". In the center is a circular photo of Jordan D. Moody, a Black man with glasses wearing a green blazer and a yellow tie. To the right of the photo is a gold seal with a serrated edge that reads "Grand Ideal Spartan Award Recipient" and "2022-2023 Academic Year". Below the photo is a gold banner with the name "Jordan D. Moody" and his details: "Sophomore, History Education Major" and "Newport News, Virginia". At the bottom is a paragraph of text.

**NORFOLK STATE UNIVERSITY**

*Congratulations*

**Grand Ideal Spartan Award Recipient**  
2022-2023  
Academic Year

**Jordan D. Moody**  
Sophomore, History Education Major  
Newport News, Virginia

The Division of Student Affairs, in collaboration with the Ideal Spartan Committee, presents Jordan D. Moody as the **Grand Ideal Spartan Recipient** for the 2022-2023 Academic Year! Jordan was nominated by the campus community and was selected based on his contributions to the University environment. Jordan exhibits Ideal Spartan traits that foster Civility, Pride, Engagement, Curiosity, Integrity, and Excellence.

# Thank You!

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

**September 12, 2023**

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

*Tuesday, September 12th, 2023*

*Heidi Abbott, Chair*

*11:00 – 12:00 Noon*

**Campus Location:**

Norfolk State University  
700 Park Avenue, Norfolk, VA 23504  
HB Wilson Hall, President's Conference Room, 5th Fl., Suite 530

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the April 11, 2023, Governance Committee Minutes**
- IV. Welcome by the Chair**
- V. Responsibilities of Governance Committee**
- VI. Skills Matrix and future Board of Visitors**
- VII. Discussion of other items**
- VIII. Adjournment**

**Governance Committee**

Heidi Abbott, Chair  
BK Fulton  
Delbert Parks  
Dr. Katrina Chase  
Mike Andrews  
Gilbert Bland

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

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*The President participates in all Committee meetings.*

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

**BOARD OF VISITORS  
GOVERNANCE COMMITTEE MEETING  
April 11, 2023**

**MINUTES**

**1. Call to Order**

The Governance Committee Meeting was called to order at approximately 1:16 p.m. A quorum was established with 5-0 Roll Call Vote.

Committee Members Present

Dwayne B. Blake, Chair  
Mary L. Blunt  
Bishop Kim W. Brown  
Dr. Katrina Chase  
Dr. Harold L. Watkins

Committee Members Virtual

The Honorable James W. Dyke, Jr.

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  
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  
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration  
Mr. Clifford Porter, Vice President, University Advancement  
Melody Webb, Athletics Director  
Dr. Tanya White, Chief of Staff  
Ms. Inda Walker, Clerk to the University President and Liaison to the Board of Visitors  
Mr. Christopher Stancil, Office of Information Technology

**2. Approval of the Minutes**

The Committee voted and unanimously approved with a 5-0 Roll Call Vote the minutes for the February 17, 2023 Committee Meeting. Mary Blunt motioned, seconded by Dr. Chase.

### **3. Updates by Chairman.**

As was stated in the prior Committee Meeting, three Board Members are up for renewal, Mary Blunt, Heidi Abbott, and Bishop Brown. Mrs. Blunt has informed the Chairman that she does not desire to renew. Chairman Blake thanked Mrs. Blunt for her service. We now have one opening that needs to be filled. The Commonwealth will provide an input for the replacement, but we do have an opportunity to revise an input. We would like to have someone with a background in legal, higher education, and sponsored research. The process is more formal than in the past. A person has to fill out an application and get an interview. If anyone has a person in mind, pass that name on to Dr. Adams-Gaston.

### **4. Closed Session**

**Closed Meeting.** Motion was read by Mary Blunt and seconded by Dr. Harold Watkins, and was unanimously approved with a 5-0 roll call vote.

**Pursuant to Section 2.2-3711(A) 1, 4, 7, and 8 of the Code of Virginia,** I move that this Norfolk State University Board of Visitors Committee go into Closed Session for the for the following purposes pursuant to the Noted Subsections 1 and 4, to discuss personnel matters, more specifically assignment appointment promotion, salaries, performance evaluation of specific employees and evaluation of performance departments or schools. Research evaluation will necessarily involve discussion of a performance of a specific certain university employees and to discuss compensation goals evaluation of performance of a high level University employee and discussion or evaluation of performance of departments of the university unnecessarily involves discussion regarding performance of individual employees and the protection of the privacy of individuals and personnel and personal matters not related to public business and Sections 7 and 8. A consultation with legal counsel and briefings by staff members where such consultation or briefing and 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 optional further that the following remain for or attend when called to the closed meeting, the President, the OAG Education Chief, University Counsel, Athletics Director, and Ex Adviser to the President or the Government Relations, Provost, and the VP for Finance. And that any member of the NSU Board of Visitors be permitted to attend virtually or by phone

### **5. Open Meeting**

Mr. Dyke joined the meeting.

Chair: having reconvened in open session we will now take a roll call vote so that each member of this Governance Committee can certify that the actions taken by this committee in closed session were pursuant to 2.2-3711 A 1 and 8 of the code Virginia, or for (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters, as were identified in the motion by which the closed meeting was convened were heard, discussed, or

considered in the meeting by the Committee and any member of the Committee who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place. The Committee unanimously approved with a 5-0 roll call vote.

Motioned by Mary Blunt: (1) Having heard, considered, and discussed in closed meeting the proposed contract salary changes and termination terms and condition changes of an NSU employee identified in the closed meeting; (2) the proposed contract salary change and other contract term considerations of a second NSU employee identified and discussed in the closed meeting; (3) the proposed salary change of a third employee identified and discussed in the closed meeting. That these recommendations and approvals be provided to the full board of visitors at its next meeting for consideration and potential approval. Seconded by Dr. Katrina Chase, the Committee unanimously approved with a 5-0 roll call vote.

## **5. Discussion of other items**

The committee unanimously approved with a 5-0 roll call vote to recommend the slate of officers for the 2022-2024 fiscal year. The slate includes:

Devon Henry, Rector

Bishop Kim Brown, Vice Rector

Dwayne Blake, Secretary

Motioned by Mary Blunt and seconded by The Honorable Jim Dyke. Dwayne Blake and Bishop Brown abstained from voting. Mr. Dyke and Conrad Hall completed the vote.

There being no further business, Chairman Blake adjourned the meeting at p.m.

Respectfully submitted,

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Inda B. Walker, Board Liaison

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Dwayne B. Blake, Chair  
Governance Committee

**NSU BOV GOVERNANCE COMMITTEE  
ROLL CALL VOTE APRIL 11, 2023**

<b>Item</b>	<b>Mr. Blake</b>	<b>Mrs. Blunt</b>	<b>Bishop Brown</b>	<b>Dr. Chase</b>	<b>Honorable Dyke</b>	<b>Dr. Watkins</b>	<b>Conrad Hall</b>	<b>Totals</b>
Quorum	Present	Present	Absent	Present	Absent	Present		5-0
Approve February 17, 2023 Minutes	Yes	Yes	Yes	Yes	--	Yes		5-0
Approve motion to go into Closed Session	Yes	Yes	Yes	Yes	--	Yes		5-0
Approve motion to go into Open Session	Yes	Yes	Yes	Yes	--	Yes		5-0
Approve Virtual Participation	Yes	Yes	Yes	Yes	--	Yes		5-0
Approve Recommendation of 2022-2024 Slate of Officers	--	Yes	--	Yes	Yes	Yes	Yes	5-0

# AGENDA

- ☐ Welcome by Chair
- ☐ Discussion of Governance Committee Responsibilities
- ☐ Skills Matrix
  - ☐ A skills matrix is maintained to outline the skill capabilities of the Board and the needs for future Board reappointments.
  - ☐ Eric Claville, Executive Advisor to the President maintains the Skills Matrix and will request information from members to update.
- ☐ Areas of Need to Board of Visitors
  - ☐ Based upon the 2022-2023 Skills Matrix developed for Norfolk State University Board of Visitors, the following are areas of expertise need:
    - ☐ Legal
    - ☐ Sponsored Research
    - ☐ Higher Education
  - ☐ Discussion of continuing education for the Board to diversify its knowledge base to increase the effectiveness of board service.
- ☐ Open Discussion of Other Items
- ☐ Adjournment

# QUESTIONS & DISCUSSION

# BOARD OF VISITORS (BOV) STRATEGIC FINANCE COMMITTEE MEETING

Tuesday, September 12, 2023, 1:00 PM

**Jay Jamison, *Chair***

**Dwayne B. Blake**

**The Honorable James W. Dyke, Jr.**

**Conrad Hall**

**Delbert Parks**

**Bishop Kim Brown**

**BOARD OF VISITORS  
STRATEGIC FINANCE COMMITTEE MEETING**

**AGENDA**

Jay Jamison, Chair  
September 12, 2023  
1:00 p.m.

Campus Location

700 Park Avenue, Norfolk, VA 23504  
HB Wilson Hall, President's Conference Room, 5<sup>th</sup> Fl., Suite 530

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the Committee Minutes**
- IV. Discussion Items**
  - A. Quarterly Financial Report (As of June 30, 2023)
  - B. Fall 2023 Revenue Forecast Update
  - C. Six-year Plan Overview
    - 1. Resolution to Approve 2023 Six-Year Plan
  - D. Facilities Management Update
  - E. Legislative Affairs Update
  - F. Human Resources Update
  - G. Information Technology Update
  - H. University Advancement Update
    - 1. Naming Resolution
- V. Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**
- VI. Open Meeting**
  - Closed Meeting Certification
- VII. Adjournment**

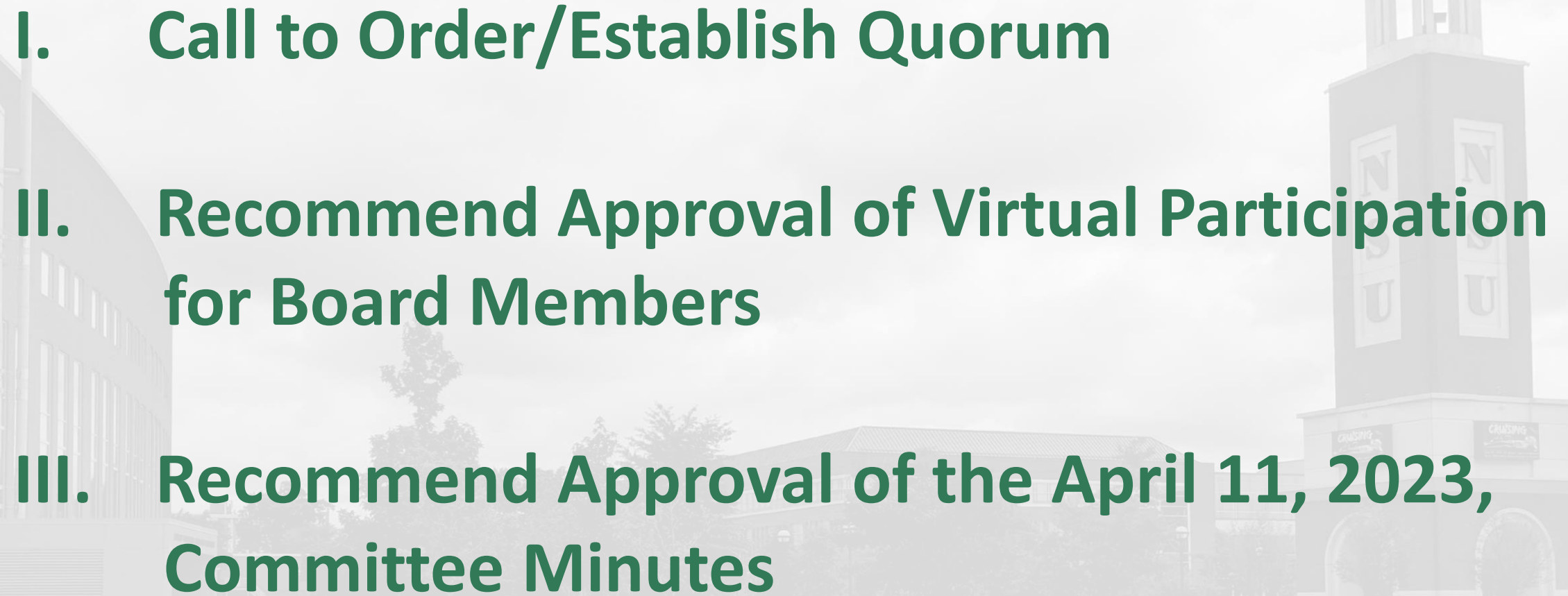
**Strategic Finance Committee**

Jay Jamison, *Chair*  
Dwayne B. Blake  
Bishop Kim Brown  
The Honorable James W. Dyke, Jr.  
Conrad Hall  
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.**

- 
- I. Call to Order/Establish Quorum**
  - II. Recommend Approval of Virtual Participation for Board Members**
  - III. Recommend Approval of the April 11, 2023, Committee Minutes**

**BOARD OF VISITORS  
STRATEGIC FINANCE COMMITTEE MEETING  
TUESDAY, APRIL 11, 2023**

**MINUTES**

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

Mr. Fulton, Chair, called the Strategic Finance Committee meeting to order at approximately 10:30 am.

**2. Participants – Committee Members**

Mr. BK Fulton, Chair

Mr. Dwayne B. Blake

Dr. Katrina Chase

The Honorable James W. Dyke, Jr.

Mr. Conrad Hall

Mr. Jay Jamison

Mr. Delbert Parks

Participant - Counsel

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, Finance and Administration/University, Controller

Mr. Eric Claville, Executive Advisor to the President (Interim), Governmental Relations

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

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

Mr. Anton Kashiri, Associate Vice President, Facilities Management

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. Melody Webb, Athletic Director

Mrs. Martha M. Wilson, Executive Assistant, Finance and Administration

Student Government Association Participants

None present

Observers – NSU Administrators and Staff

Mr. Brian Covington, Chief of Police, Police Department

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

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

Dr. Tanya White, Chief of Staff, President's Office

**3. Recommend Approval of Virginia Participations**

Mr. Blake asked for the approval of Mr. Fulton, Dr. Chase, Mr. Dyke, and Mr. Parks who were participating virtually due to medical and distance reasons.

**Motioned and seconded with a 4-0 Roll Call vote to approve Virtual Participation of Mr. Fulton, Dr. Chase, Mr. Dyke, and Mr. Parks.**

**Recommended Approval of the February 17, 2023 Strategic Finance Committee Minutes. Motioned and seconded by Mr. Dyke and Mr. Blake with a 6-0 Roll Call vote to approve the February 17, 2023 meeting minutes – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia to the minutes**

**4. Discussion Items**

- **Quarterly Financial Report**

Dr. Hunter and Mrs. Amaya Gordon presented the Quarterly Financial Report as of February 28, 2023. The University's actual revenue for the quarter totaled \$263,656,000, with \$77,385,000 received from appropriations; year-end revenue projections totaled \$295,986,000, which included \$11,000,000 received July 2022 for In-state Tuition Affordability; total expenses were \$193,284,000; and the year-end projected positive balance was \$24,986,000.

- **Higher Education Emergency Relief Funds (HEERF) Update**

Dr. Hunter and Mrs. Amaya Gordon presented the HEERF Update that included the Federal and State COVID-19 Funding Award Total of \$110,582,024, with an award balance after Encumbrances and Commitments of zero dollars.

- **Debt Management Compliance**

Dr. Hunter and Mrs. Amaya Gordon stated that the BOV Debt Management Policy Number 11 is intended to maintain the University's long-term operating flexibility to finance existing requirements and new initiatives. The University complies with established debt policy thresholds.

- **FY 2023-24 Operating Budget**

Dr. Hunter and Mr. Dennis Jones stated the FY2023-24 Operating Budget was developed by analyzing multiple budget scenarios including the Governor's Budget, General Assembly Budget, graduation rates, retention rates, enrollment projections, salary proposals, benefit rates, fixed costs, tuition rates, fee schedules, unforeseen factors, etc. Based upon these multiple analyses, budget assumptions were established to make tuition and fees recommendations to build the recommended FY2023-24 operating budget. In addition, two Tuition and Fees, and Operating Budget resolutions were approved for BOV approval.

**Motioned and seconded with a 6-0 Roll Call vote to recommend approval to the Board of Visitors for the Resolution of Tuition and Fees for Fiscal Year 2023-2024 by Mr. Fulton and seconded by Mr. Hall – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia.**

**Motioned and seconded with a 6-0 Roll Call vote to recommend approval to the Board of Visitors for the Resolution on the Operating Budget for Fiscal Year 2023-2024 by Mr. Fulton and seconded by Mr. Hall - – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia.**

- **Facilities Management Update**

Dr. Hunter and Mr. Anton Kashiri presented the Facilities Management Update.

- **Maintenance Reserve Projects** included an overview of the Brooks Library, Phase 2 Renovations; McDemmond, Replacement of Air Valves; McDemmond, COVID Lab; McDemmond, Quantum Physics Lab; Echols Hall Renovations; Gill Gym Renovations; Babbette North; Dedicated Outside Air; and Shepherd's Village.
- **Capital Projects** included a synopsis of the following new buildings: Science Building, Fine Arts Building and Facilities Management Building.

- **Legislative Update**

Mr. Eric Claville discussed the following Legislative Updates:

- HB2272/SB1448: Reduced Tuition for Out-of-State Students – Signed by the Governor – March 27, 2023
- HB1760: Virginia Teacher Residency Training Corps; established – Left in Appropriations
- Budget Amendment: Detailed Planning – Living Learning and Dining Center - \$6,450,000.00 – Unfunded
- Budget Amendment: 5th Year for Student Athletes – \$250,000.00 – Unfunded

- **Human Resources Update**

Dr. Justin Moses provided Human Resources updates:

- Continued progress on the electronic HR1 recruitment form
- Considering options for employee wellness platforms

- **Information Technology Update**

Dr. Justin Moses provided the Human Resources updates:

- Upgrading various campus spaces with up-to-date technology and software.
- Changes/improvements in Client Services

- **University Advancement Update**

Mr. Clifford Porter presented a detailed analysis of the following University Advancement activities:

- Five-year Fundraising Projections
- Fundraising Analysis
- Development & Major Gifts
- Alumni Relations and Annual Giving
- Distinguished Alumni Awards 2023
- Now is Our Time
- NSU Foundation Endowment Projections
- Communications and Marketing Website, Social Media, and Behold Magazine
- Campaign for NSU
- Admissions Marketing
- New NSU Production House Internship
- The President's Gala featuring the Lyman Beecher Brooks Society Inductees, Saturday, April 15, 2023. Celebrity Guest Phylicia Rashad, *Emcee*

## **No Closed Meeting**

## **Adjournment**

There being no further business, the meeting was adjourned at approximately 4:38 p.m.

Respectfully submitted,

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BK Fulton, Chair  
Strategic Finance Committee

---

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

# DIVISION CAMPUS UPDATES

## Division of Finance and Administration

Gerald Ellsworth Hunter, PhD

Vice President & Chief Financial Officer

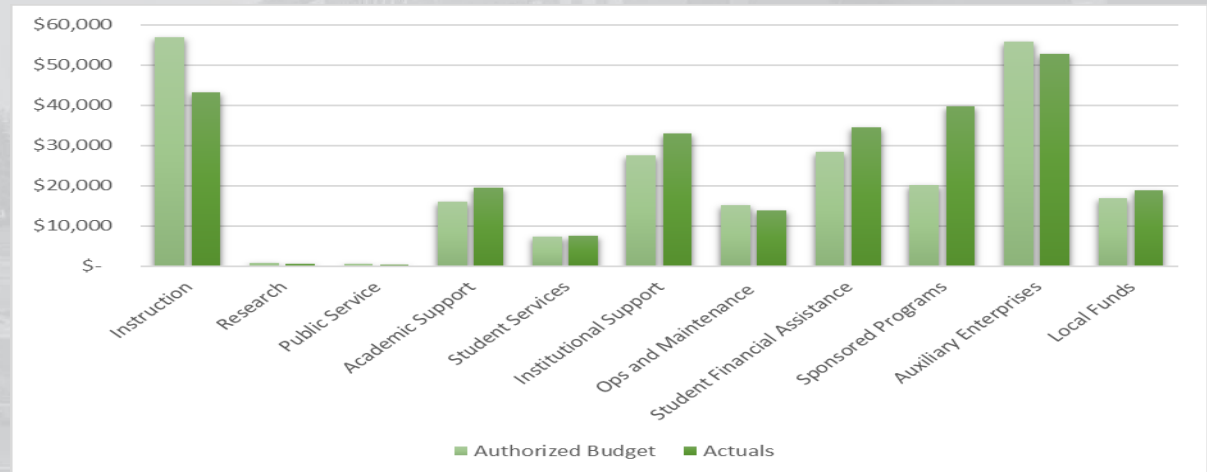
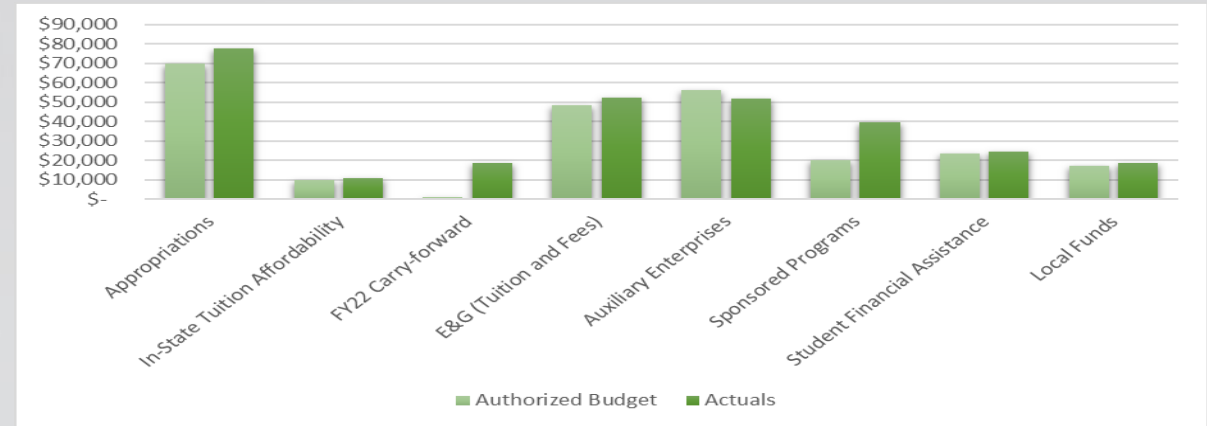


# FY 2022 - CONDENSED SUMMARY OF REVENUES AND EXPENSES BUDGET REPORT

All Funds Cash Basis as of June 30, 2023 – Preliminary\* (Amounts in Thousands)

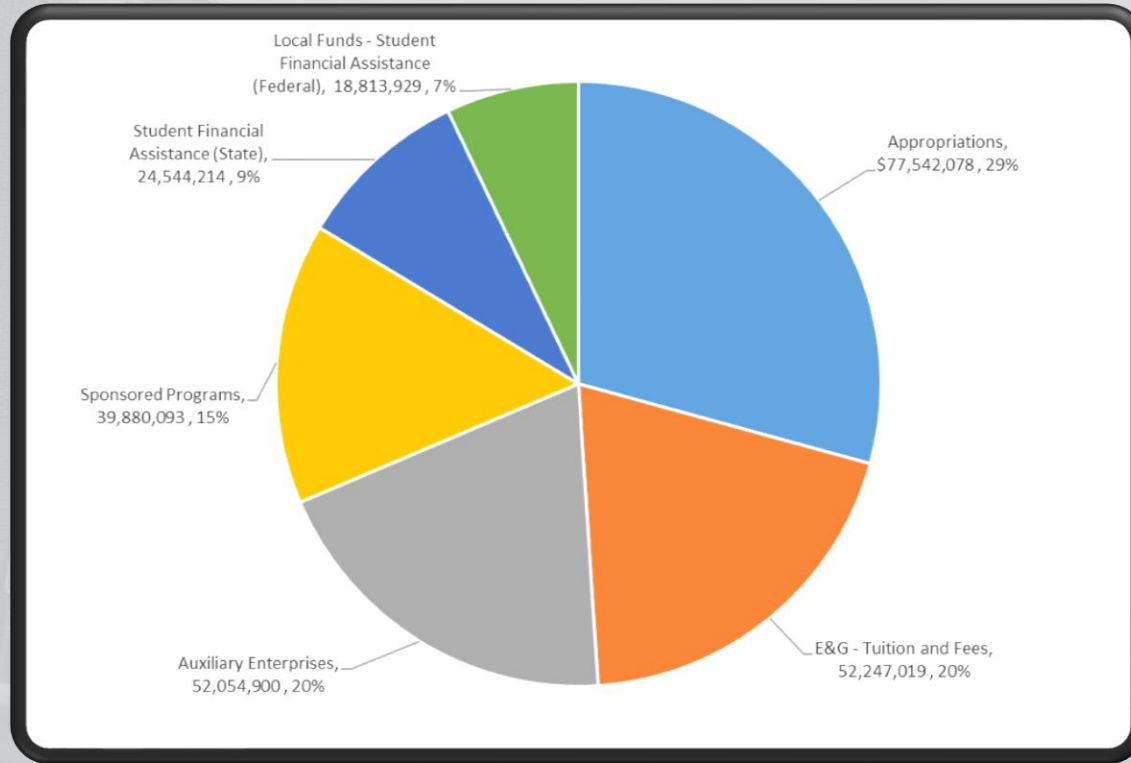
<u>Revenues</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>
Appropriations	\$ 69,759	\$ 77,542	111%
In-State Tuition Affordability	10,000	11,000	110%
FY22 Carry-forward	1,285	18,510	0%
E&G (Tuition and Fees)	48,579	52,247	108%
Auxiliary Enterprises	56,247	52,055	93%
Sponsored Programs	20,232	39,881	197%
Student Financial Assistance	23,294	24,544	105%
Local Funds	17,000	18,814	111%
<b>Total Revenues</b>	<b>\$ 246,396</b>	<b>\$ 294,593</b>	<b>120%</b>

<u>Expenses</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>
Instruction	\$ 56,816	\$ 43,251	76%
Research	884	587	66%
Public Service	642	438	68%
Academic Support	16,054	19,459	121%
Student Services	7,331	7,474	102%
Institutional Support	27,583	32,987	120%
Ops and Maintenance	15,180	13,976	92%
Student Financial Assistance	28,427	34,579	122%
Sponsored Programs	20,232	39,731	196%
Auxiliary Enterprises	55,871	52,698	94%
Local Funds	17,000	18,804	111%
<b>Total Expenses</b>	<b>\$ 246,020</b>	<b>\$ 263,984</b>	<b>107%</b>
<b>Revenue Over Expenses</b>	<b>\$ 376</b>	<b>\$ 30,609</b>	



# SOURCES OF FUNDS

Actuals through June 30, 2023



## Revenues

Appropriations

E&G - Tuition and Fees

Auxiliary Enterprises

Sponsored Programs

Student Financial Assistance (State)

Local Funds - Student Financial Assistance (Federal)

**Total Revenues**

## Actuals

\$ 77,542,078

52,247,019

52,054,900

39,880,093

24,544,214

18,813,929

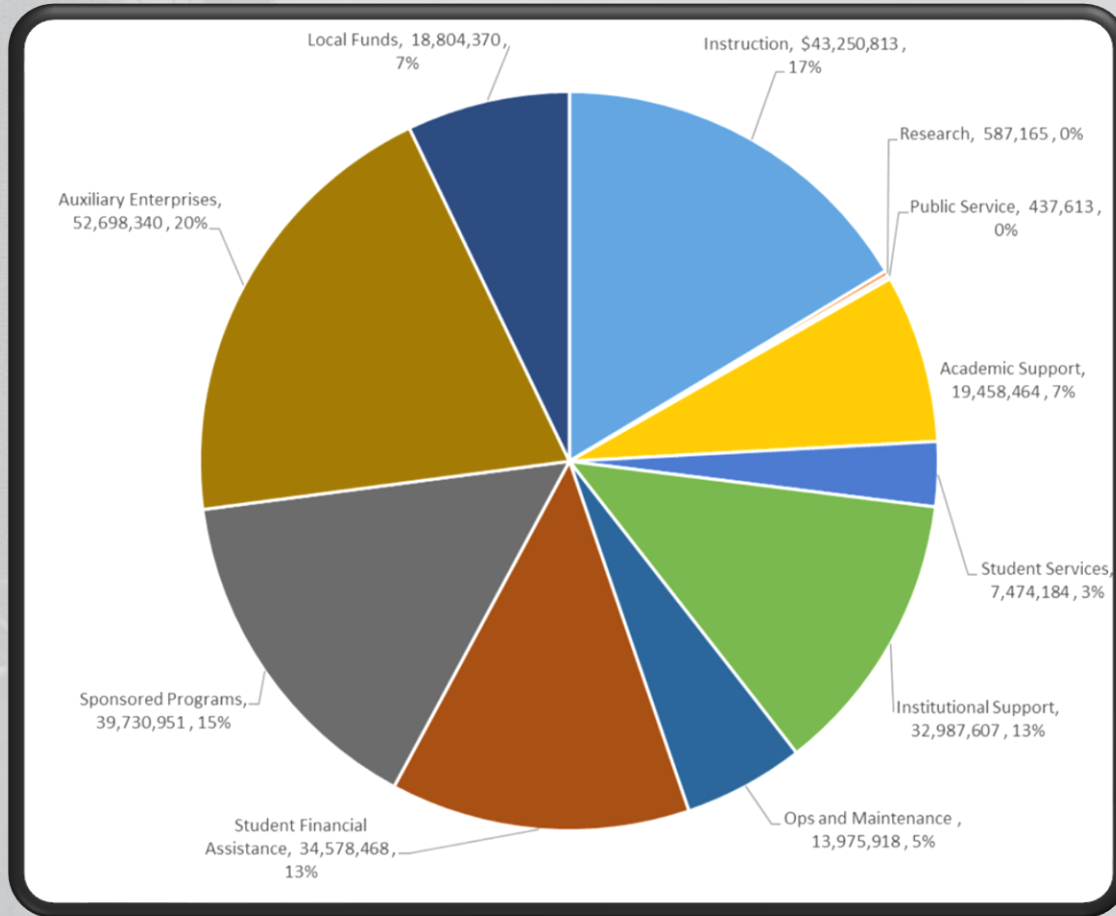
**\$ 294,592,326**



**NORFOLK STATE**  
UNIVERSITY

# USES OF FUNDS

Actuals as of June 30, 2023



## Expenses

Expenses	Actuals
Instruction	\$ 43,250,813
Research	587,165
Public Service	437,613
Academic Support	19,458,464
Student Services	7,474,184
Institutional Support	32,987,607
Ops and Maintenance	13,975,918
Student Financial Assistance	34,578,468
Sponsored Programs	39,730,951
Auxiliary Enterprises	52,698,340
Local Funds	18,804,370
<b>Total Expenses</b>	<b>\$ 263,983,893</b>

# FALL 2023 REVENUE FORECAST UPDATE

**Norfolk State University**  
**Fall 2023 E&G Tuition Revenue Projection**  
**As of September 7, 2023**

	Actual # Enrolled <b>TODAY</b> Fall 2023	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
<b>IN-STATE</b>					
Undergraduates					
Full-time	3,519	2,963	10,426,797	9,473,544	953,253
Part-time	466				
Graduate Students					
Full-time	228	4,542	1,035,576	799,392	236,184
Part-time	73				
Online Masters	60				
<b>Total In-State</b>	4,346		11,462,373	10,272,936	1,189,437
<b>OUT-OF-STATE</b>					
Undergraduates					
Full-time	1,372	8,714	11,955,608	11,537,336	418,272
Part-time	135				
Graduate Students					
Full-time	96	10,749	1,031,904	795,426	236,478
Part-time	40				
Online Masters	40				
<b>Total Out-of-State</b>	1,683		12,987,512	12,332,762	654,750
<b>ENROLLMENT GRAND TOTAL</b>	<b>6,029</b>		<b>24,449,885</b>	<b>22,605,698</b>	<b>1,844,187</b>
	Actual # Enrolled <b>TODAY</b> Fall 2023	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
<b>PART-TIME HOURS</b>					
<b>IN-STATE</b>					
Undergraduate (hours)	3,173	450	1,427,850	1,331,976	95,874
Graduate Students (hours)	345	769	265,305	380,655	(115,350)
Online Masters (hours)	411	450	184,950		184,950
Total Part - time In - State (hours)	3,929		1,878,105	1,712,631	165,474
<b>OUT-OF-STATE</b>					
Undergraduate (hours)	865	973	841,645	1,231,818	(390,173)
Graduate Students (hours)	149	1,499	223,351	221,852	1,499
Online Masters (hours)	279	450	125,550		125,550
Total Part - time Out of State (hours)	1,293		1,190,546	1,453,670	(263,124)
Total Part - time Hours	5,222		3,068,651	3,166,301	(97,650)
Total Revenue			27,518,536	25,771,999	1,746,537

**Norfolk State University**  
**Fall 2023 AE Mandatory Fee Revenue Projectio**  
**As of September 7, 2023**

	<b>Actual # Enrolled TODAY Fall 2023</b>	<b>Mandatory Fee Rates</b>	<b>Calculated Revenue</b>	<b>Budgeted Revenue</b>	<b>Variance</b>
<b>IN-STATE</b>					
Undergraduates					
Full-time	3,519	1,992	7,009,848	6,561,648	448,200
Graduate Students					
Full-time	228	1,992	454,176	350,592	103,584
<b>Total In-State</b>	3,747				
<b>OUT-OF-STATE</b>					
Undergraduates					
Full-time	1,372	1,992	2,733,024	2,637,408	95,616
Graduate Students					
Full-time	96	1,992	191,232	147,408	43,824
<b>Total Out-of-State</b>	1,468				
<b>ENROLLMENT GRAND TOTAL</b>	<b>5,215</b>				
Total Revenue			10,388,280	9,697,056	691,224

**Norfolk State University**  
**Fall 2023 Out of State Capital Outlay Revenue Projectio**  
**As of September 7, 2023**

	Actual # Enrolled TODAY Fall 2023	Out of State Capital Outlay Fee	Calculated Revenue	Budgeted Revenue	Variance
<b>OUT-OF-STATE</b>					
Undergraduates					
Full-time	1,372	380	521,360	209,745	311,615
Graduate Students					
Full-time	96	380	36,480	11,723	24,757
<b>Total Out-of-State</b>	1,468				
<b>ENROLLMENT GRAND TOTAL</b>					
Annual Obligation	420,789		557,840	223,018	336,372

# SIX-YEAR PLAN OVERVIEW



**NORFOLK STATE**  
UNIVERSITY

# Norfolk State University

SCHEV – Six-year Plan Summary Overview

August 29, 2023

# AGENDA

- INTRODUCTION
- EXECUTIVE SUMMARY & STRATEGY & PRIORITIES
- SUCCESSES
- CHALLENGES, OPPORTUNITIES, AND DEVELOPMENTS
- BUDGET REQUESTS
- DEEP DIVE DISCUSSION
- CONCLUSION



# INTRODUCTION & OVERVIEW OF NSU

- **Historically Black College/University & Minority Serving Institution**
- **6100** (approximately) student enrollment
- **70%** Pell Eligible - Over 92% receive some form of Financial Aid
- **26%** First Generation Students
- **3500+** residing on campus and at alternative locations
- Signature academic programs in **Computer Science, Cyberpsychology, Cybersecurity, Nursing, Public Health, Quantum Science, Social Work, and Teacher Education**
- **Dozoretz National Institute for Mathematics and Applied Sciences (DNIMAS)**
- Strong intercollegiate athletic program (MEAC Conference) with championships and NCAA participation
- Nationally acclaimed and recognized **Spartan Legion Marching Band**
- Nationally recognized theater program



# EXECUTIVE SUMMARY & NSU'S STRATEGIC PILLARS



## Student Success & Scholarship

- Increase retention and graduation rates (50% by 2030)
- Provide all students with paid internship/research experiences to support career readiness
- Develop new academic and co-curricular programs aligned with market demand



## Organizational Excellence

- Hire 40+ faculty in high demand areas to support enrollment growth and research activity
- Implement technologies and systems to promote operational efficiency, talent recruitment and retention, and data collection
- Modify/build facilities to support enrollment growth, living learning programs, and wellbeing



## Fundraising & Endowment Growth

- Provide financial support for students to maintain affordability and reduce costs of higher education
- Increase general endowment and individual endowments for colleges and special programs
- Implement strategic strategies and investments to support high need areas



## External Partnerships

- Partner with legislative and governmental bodies
- Demonstrate success by providing data on the positive return on investment of resources
- Partner with entities to establish student internships, grants for faculty, and the acquisition of technologies for NSU



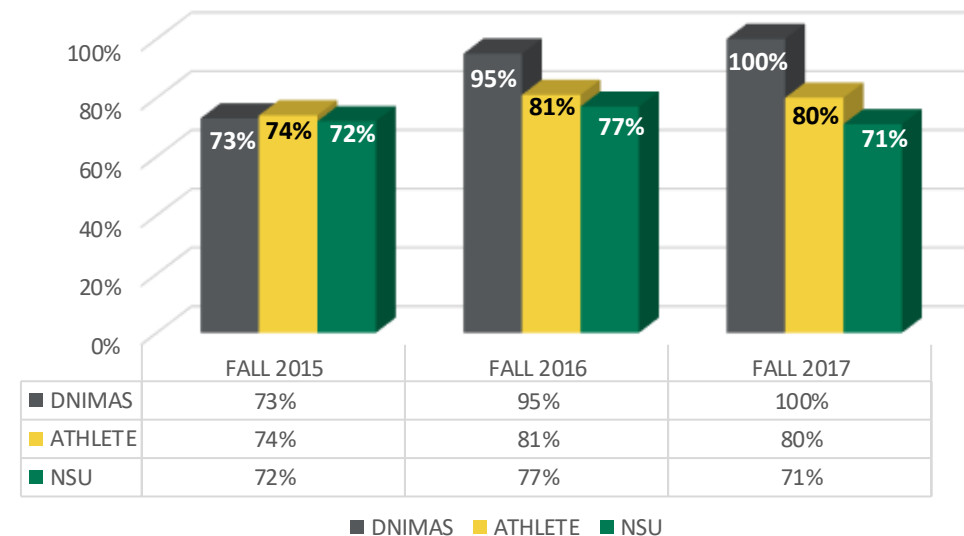
## Shared Governance & Professional Development

- Continued investment in wellness resources and professional development for faculty and staff
- Promote an engaged campus community through transparency, regular communications, and data
- Solicit feedback from the university community through appropriate university channels

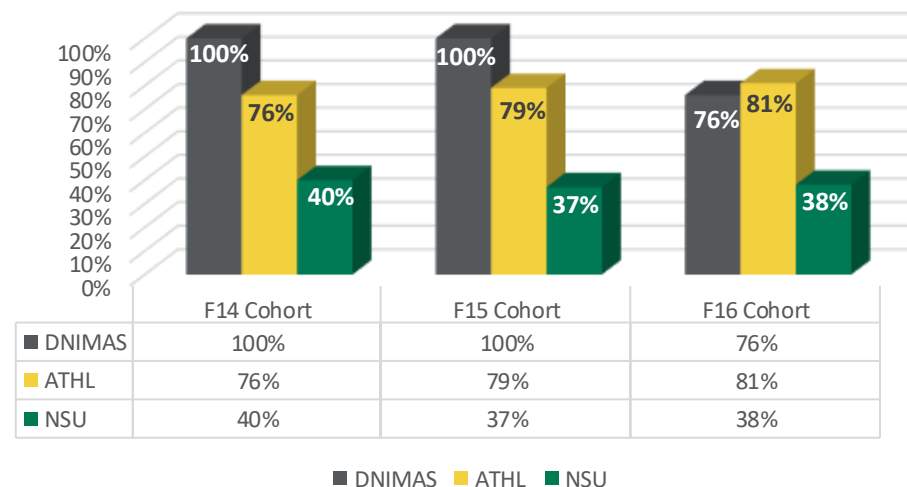
# SUCCESSES

- Current enrollment stands at **6100 (12% increase between 2020 – 2023)**
- Projected to enroll and retain **6500+** students by 2030
- MS degree in Cybersecurity ranked by *Forbes* in the Top 20 Best Online master's degree Cybersecurity Programs (2023)**
- NSU leads Virginia's public four-year institutions** in the percentage of students who graduate in the following categories:
  - Students of color**
  - Students from lower-income households**
  - First-generation college students**
  - Upward mobility**
- Notable student success in for students in our **DNIMAS Program and Intercollegiate Athletics** – Additional support mechanisms for students in these programs include living-learning communities, intrusive advising and academic support, peer mentoring and tutoring, and required internship or research activities.
- 525+** students have graduated from the DNIMAS program (15 per year - average)
- DNIMAS Retention Rate: 100% (2017)**
- 4 MEAC Championships** (2022-2023) Basketball (W); Cross-Country (M), Indoor Track (M); Outdoor Track (M)
- 10 Teams have a 3.0 GPA or above** - Bowling, Cross Country (W); Cross Country, (M); Indoor Track (M) Indoor Track (W); Outdoor (M); Outdoor Track (W) Softball (W); Tennis (W); Tennis (M);
- 81% Graduation Success Rate (2016 Cohort)**
- Three 2<sup>nd</sup> Place finishes (Basketball (M), Cross Country (W), Indoor Track and Field (W))**
- 254 athletes** named to the Athletic Director's Honor Roll (3.0 or above - Fall 2022/Spring 2023)
- 46% of athletes have a cumulative GPA 3.0 or above**
- 109 athletes** named to the MEAC Commissioners All Academic Team (Sophomore Level or higher – 3.0 or higher cumulative GPA)

## RETENTION



## SIX-YEAR GRADUATION RATES\*



\*Revised using NCAA GSR instead of standard formula for Athletics

# CHALLENGES/OPPORTUNITIES/DEVELOPMENTS

ITEM:	PROGRESS/STATUS:
<b>Student Access and Affordability</b>	<ul style="list-style-type: none"> <li>With a 70% Pell-eligible student body, NSU has been able to use funds to support them, but additional support is needed.</li> <li>The Office of Financial Aid has supported students through advising for grants and scholarships. Recently the Office of Financial Aid has implemented a scholarship platform (Scholarships Universe) that assists students in finding additional aid.</li> </ul>
<b>Campus Capital Improvement to Enhance the Student Experience</b>	<ul style="list-style-type: none"> <li>Consideration of facilities to support the following:               <ul style="list-style-type: none"> <li>(A) <b>Residential Life Facilities</b> [1<sup>st</sup>/2<sup>nd</sup> yr. Live-on Requirement, Living Learning Communities, and Enrollment Growth]</li> <li>(B) <b>Dining Facility</b> [To support wellbeing for students, staff, and faculty and support Enrollment Growth]</li> <li>(C) <b>Wellness and Recreational Facility</b> [To promote wellbeing across the entire campus and adequate recreational activities]</li> </ul> </li> </ul>
<b>Campus Safety</b>	<ul style="list-style-type: none"> <li>Acquiring partnerships with the City of Norfolk and Norfolk PD to increase support and joint oversight near campus</li> <li>NSU PD has a safety/risk management consultant conducting training and advising on safety and security measures</li> </ul>
<b>Employment and recruitment</b>	<ul style="list-style-type: none"> <li>NSU will be collaborating with an external agency to conduct a salary study for staff and faculty compensation</li> <li>Recent wage increases for lower paying jobs, facilities staff, and NSU PD personnel</li> </ul>
<b>General Education Curriculum Reform</b>	<ul style="list-style-type: none"> <li>Replace cafeteria model with hybrid model to intentionally integrate interdisciplinary perspectives, experiential and applied learning into curriculum, ensuring students acquire essential skills for today's academic and professional landscapes</li> <li>Establish Math Center to build students confidence in their math skills, translating to greater classroom success, reduced time to degree completion, and increased graduation rates</li> </ul>
<b>Internship Development</b>	<ul style="list-style-type: none"> <li>Since 2020, the number of paid internships across the country made available to NSU students has grown from just over 2000 to close to 20,000</li> <li>Over 2,959 employer led events including 90 on campus</li> <li>Use of the Handshake virtual platform</li> </ul>
<b>Mental Health and Wellness</b>	<ul style="list-style-type: none"> <li>Student Affairs restructuring to provide an organizational focus on student well-being</li> <li>Implementation of Timely MD platforms for students, staff, and faculty</li> </ul>
<b>Retention and Graduation Rate</b>	<ul style="list-style-type: none"> <li>Increased advising strategies at all undergraduate levels</li> <li>Recent award from SCHEV &amp; the Commonwealth for NSU Pell Initiative (Pathfinders)</li> <li>Increased support and guidance for student financial aid</li> </ul>
<b>Streamline Business Practices</b>	<ul style="list-style-type: none"> <li>Increasing automation for administrative and fiscal, and functions. Recent ticketing system created for HR functions.</li> <li>Implementation of a data warehouse and system to create a centralized data source</li> </ul>
<b>Increase Research Activities</b>	<ul style="list-style-type: none"> <li>Improve recognition as a teacher-research institution</li> <li>Increase number of nationally ranked programs</li> </ul>

# SIX-YEAR PLAN (OPERATING REQUESTS)

**Request \$21.1 M in FY 2025 and \$29.5 in FY 2026:**

- Compensation (Living Wage (\$5M/\$5M))
- IT Infrastructure (\$4.5M/\$11M)
- Student Work-based Learning (\$1.35M/\$1.35M)
- Math Development Center (\$1M/\$1M)
- Computer Science Curriculum (\$200K/\$1.2M)
- Research & Innovation Infrastructure (\$100K/\$1M)
- Merit Scholarship (\$2M/\$2M)
- Mental Health & Wellness (\$354K/\$354K)
- Spartan Innovation Academy (\$625K/\$625K)
- Compensation [Market (\$6M/\$6M)]

# CAPITAL BUDGET REQUEST (2024)

- Construct Living Learning Center and Dining Facility (\$129 M)
- Construct Wellness, Health and Physical Education Center (\$146 M)
- Construct Lab School Academy (\$37 M)
- Construct New Dining Facility/Replace Scott Dozier (\$76.4 M)
- Construct Residential Housing Phase II /Replace Rosa & West Café (\$79M)
- Improve Campus Infrastructure (\$14 M)

# RESOLUTION TO APPROVE 2023 SIX-YEAR PLAN

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS  
RESOLUTION TO APPROVE AMENDMENTS TO THE  
2023 SIX-YEAR PLAN**

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

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

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

**WHEREAS**, Norfolk State University prepared a Six-year Plan in accordance with the requirements and guidelines and the amendments to the Plan were submitted by the stated deadline of July 1, 2023; and

**WHEREAS**, the amendments to the 2023 Six-year Plan must be formally approved by the Board of Visitors prior to the October 15, 2023, final submission or as soon thereafter;

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the Provost and Vice President for Academic Affairs, the Vice President for Finance and Administration, the University President, and by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution for the amendments to the 2021 Six-year Plan as presented this \_\_\_\_\_ day of October 2023; and

**BE IT FURTHER RESOLVED**, that the University is authorized to revise the 2023 Six-year Plan with any changes recommended by the Commonwealth's Higher Education Advisory Committee (HEAC) before the final submission is due on October 1, 2023.

\_\_\_\_\_  
Signature

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

Date \_\_\_\_\_

# FACILITIES MANAGEMENT UPDATE



**NORFOLK STATE  
UNIVERSITY**

AGENCY RANKING	REQUEST TITLE	PROJECTED PROJECT COST
1	Construct Living Learning Center and Dining Facility	\$129,332,812
2	Construct Wellness, Health and Physical Education Center	\$146,813,967
3	Construct Lab School Academy	\$37,393,060
4	Construct New Dining Facility/Replace Scott Dozier	\$76,387,058
5	Construct Residential Housing Phase II	\$78,597,510
6	Improve Campus Infrastructure	\$14,064,327

## In Progress Projects

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

## NEW SCIENCE BUILDING

- **DESIGN ARCHITECT:** WORK PROGRAM ARCHITECTS + SMITHGROUP
- **CONSTRUCTION DELIVERY METHOD:** CMAR - SB BALLARD CONSTRUCTION
- **CONSTRUCTION COST:** \$112 MILLION
- **COMPLETION:** FALL 2026



## NEW FINE ARTS BUILDING

- **DESIGN ARCHITECT:** HANBURY
- **CONSTRUCTION COST:** \$97 MILLION
- **CONSTRUCTION DELIVERY METHOD:** CONSTRUCTION MANAGER AT RISK
- **COMPLETION:** FALL 2027



## REPLACE PHYSICAL PLANT BUILDING

- **DESIGN ARCHITECT:** RRMM ARCHITECTS
- **PROJECT COST:** \$30 MILLION
- **SQUARE FEET:** 80,000
- **CONSTRUCTION DELIVERY METHOD:** DESIGN-BID-BUILD



## **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 has been completed.

## **McDemmond – COVID Lab**

The project will begin construction in October and will be complete in December.

## **McDemmond – Quantum Physics Lab**

The project is currently in construction and will be complete in October.

## **Echols Hall – Restroom Upgrades**

This project is complete

## **Gill Gym Renovations**

The renovation to the football locker room has been completed. The pool locker room and restroom area will be complete in October.

## **BABBETTE NORTH – Laundry Room Upgrades**

This renovation consisted of upgrading laundry rooms on floors four, six, eight and nine. The project has been completed.

## **Charles and Lee Smith - Restroom Upgrades**

The project has been completed.

## **Robinson Tech – Roof Replacement**

The project will be complete in October

## **Campus Wide – Fence and gate Upgrades**

Installing a fence and gate along the perimeter of campus.

# LEGISLATIVE AFFAIRS UPDATE



**NORFOLK STATE  
UNIVERSITY**

Strategic Finance  
Committee  
September 12, 2023

# Division of Operations

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



# HUMAN RESOURCES UPDATE

- Human Resources and IT Collaboration to Identify a Comprehensive Automated HR tool/System for all HR Transactions
- Staff and Faculty are now eligible for Timely MD Platform
- Staff Updates



# INFORMATION TECHNOLOGY UPDATE

- Data Governance
- Infrastructure Projects and Upgrades
- Information Security Policy Updates
  - Security Assessment and Authorization
  - System and Information Integrity Policy
- Spartan Innovation Academy

Strategic Finance Committee  
September 2023

University

Advancement Update

Clifford Porter, Jr., J.D.

Vice President

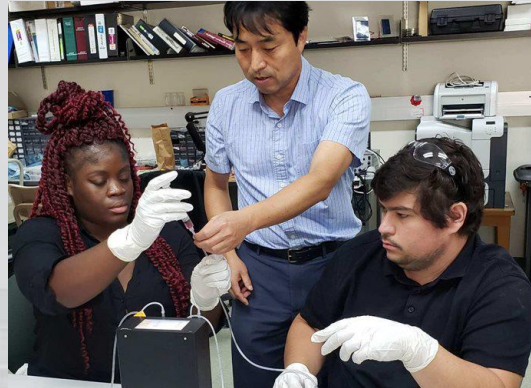


# Our Purpose



## Provide

Immediate support to help the financial needs of our students.



## Underwrite

The essential needs of our academic departments and programs.



## Communicate

A strong endorsement message to alumni, friends, corporations and foundations.



# University Advancement Units



The **Office of Alumni Relations & Annual Giving** administers an integrated alumni relations and annual giving program designed to increase alumni engagement and annual financial support to the University.



The **Office of Communications & Marketing (C&M)** strengthens and protects the NSU brand by managing its image and increasing its positioning through brand awareness.



The **Office of Leadership and Major Giving** raises private funds for the support of scholarships, academic programs, student life enrichment programs, and endowment and capital projects. Every gift makes a powerful impact on student life and learning.



The **Office of Development Services & Stewardship** is responsible for recording and receipting all financial gifts and pledges to the University through the NSU Foundation, Inc.; maintaining the alumni and donor database; and assisting campus-wide university departments



The **Norfolk State University Foundation, Inc.** is a non-profit fundraising corporation established to support quality education and to generate private financial support for the academic development of the University.



The **Office of University Events** is responsible for university-wide planning, coordination, and execution of events that enhance and supports the image and mission of the University.



# New Employees

Glenda Maynard



Jaleesa Manley



# New Employees

April Britt-Pimienta



Sheila Penn



# Six-Year Fundraising Overview

Calendar Year	Total Dollars Raised	Cash	Pledges	Planned Gifts	Number of Donors (Overall)
2018	\$7,003,612	\$3,673,537	\$1,346,770	\$1,983,305	5,092
2019	\$4,697,371	\$3,829,699	\$470,737	\$396,935	4,539
2020	\$45,838,417	\$43,127,142	\$2,711,275	n/a	3,846
2021	\$10,511,509	\$9,754,015	\$757,494	n/a	4,155
2022	\$11,801,656	\$7,559,001	\$4,242,645	n/a	5,016
2023	\$6,183,042*	\$3,430,117*	\$2,752,925*	n/a	3,200*
					*As of 9/7/2023

# Six-Year Alumni Giving

Calendar Year	Number Alumni Donors	Alumni Giving Percentage	Total Alumni Giving
2018	3,007	12.80%	\$2,914,992
2019	2,688	11.10%	\$1,400,000
2020	2,547	10.20%	\$1,392,076
2021	2,531	9.4%	\$1,775,296
2022	3,113	11.10%	\$1,697,051
2023	1,939*	—*	\$1,546,443
			<i>*As of 9/7/2023</i>



# Leadership & Major Giving

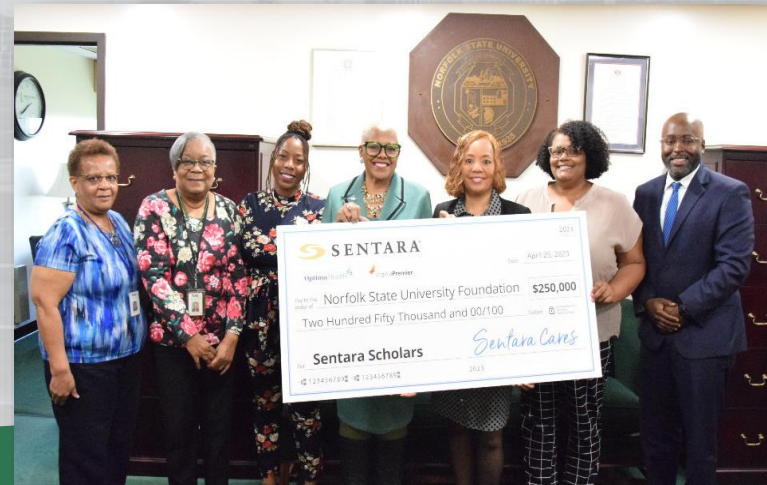
Conrad M. Hall- \$1,000,000

Sentara- \$250,000

Anonymous-\$200,000

Truist- \$175,000

Mellon- \$150,000



NORFOLK STATE  
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# Campaign Progress



# Divisional Events & Updates



# ALUMNI RELATIONS and ANNUAL



**SAVE-TH-DATE**  
MONDAY, AUGUST 28  
AT NOON  
UNTIL  
SATURDAY, SEPTEMBER 2  
(3:30 P.M.)


## BATTLE OF THE STATES

The Ultimate Alumni Giving Challenge  
[www.nsu.edu/givenow](http://www.nsu.edu/givenow)

 VS. 

**LABOR DAY CLASSIC**  
September 2 @ 2 P.M.  
Dick Price Stadium

**Text BeatVSU to 41444**



Tickets will be available soon!

NORFOLK STATE UNIVERSITY

*There's No Place Like*

# HOME

HOMECOMING 2023

**PARADE APPLICATION**

**SAVE THE DATE:**  
Oct. 21 – 29, 2023

The host hotel is the Marriott Norfolk Waterside. Reservations can be made by calling 800-228-9290 and using **Norfolk State** as the group code. This group rate is available until 11:59 p.m. on October 4 and is subject to availability. A two-night minimum is required to receive the discounted group rate. Self-parking is available for the daily fee of \$20 plus tax.

  
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# COMMUNICATIONS and MARKETING

## Web

C&M thanks those who help us maintain the NSU website and the Spartan E-Daily Events Calendar. A huge “shout out” to our:

**213** NSU Website Content Editors and Contributors

**109** Spartan E- Daily Event Calendar Managers

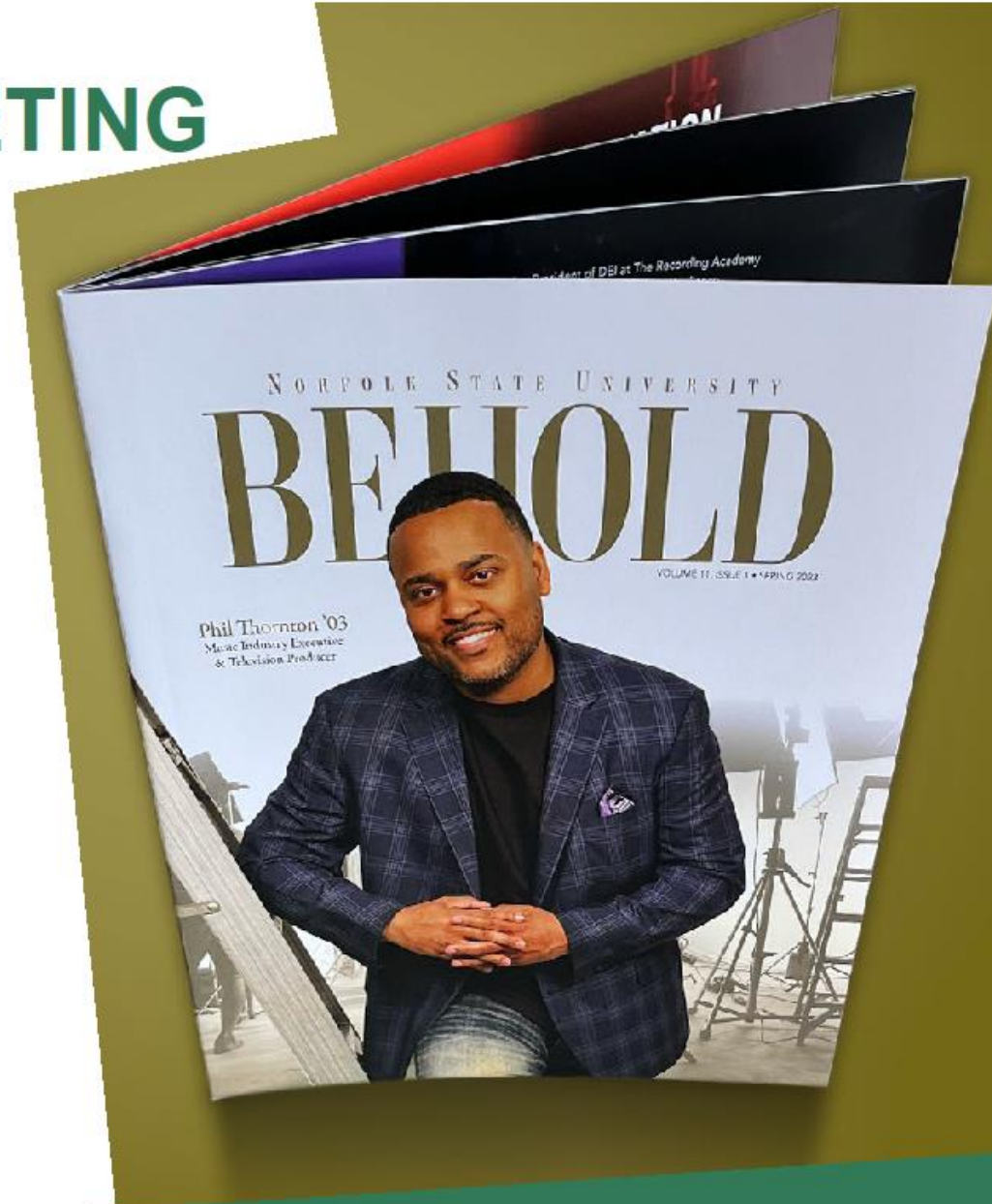


### ***Special Recognition***

**Edith Carter** (Nursing and Allied Health)  
Outstanding Content Contributor

## Publications

**Behold Magazine** – Featuring Phil Thornton – Music Industry Executive and Television Producer.



**NORFOLK STATE**  
UNIVERSITY<sup>107</sup>

## Advertising

C&M partnered with University Advancement to create a design for an HRT light rail to honor our MEAC Champions, the NSU Women's Basketball team! The light rail has been running for several months and invokes a sense of pride throughout the Hampton Roads area.

C&M is also finalizing a new video filmed with Alumni, students and faculty to help promote the University digitally, through broadcast, Social Media, etc. Look for the video to come out soon!



Social  
Media

Top Post – Facebook  
New Science Building



The Office of  
Communications and Marketing  
Cordially Invites You  
to the

## PRE-SCREENING OF NSU'S NEW VIDEO

FRIDAY, AUGUST 18, 2023  
11:30 A.M.

Brown Memorial Hall Theatre  
Lunch will immediately follow the program



SCAN  
QR CODE  
TO RSVP



Norfolk State University

Tue 5/23/2023 2:52 pm EDT

In partnership with @smithgroup and  
@wpa\_norfolk, we could not be more  
excited for the future scientists at Norfol...



# UNIVERSITY EVENTS

- ✓ University inducted 17 individuals in the Lyman Beecher Brooks Giving Society at the **2023 President's Gala**
- ✓ Tony award-winning actress, **Phylicia Rashad** served as the guest emcee



# NORFOLK STATE UNIVERSITY

===== **RESOLUTION TO NAME** =====

**NORFOLK STATE UNIVERSITY TENNIS COURTS THE  
NAT WARREN TENNIS CENTER**

**WHEREAS**, Nathaniel “Nat” Warren is an alumnus of Norfolk State University with a bachelor’s degree in health, physical education and safety in 1969 and a master’s degree in administration in 1985; and

**WHEREAS**, Norfolk State University recognizes Nat Warren’s exceptional contributions to the tennis programs of NSU as he served as head coach of Norfolk State University's men's tennis team for an impressive 17 years; and

**WHEREAS**, Nat Warren was instrumental in establishing the women's tennis team at Norfolk State University during the 1994-95 season. Under his guidance, the men's and women's tennis teams achieved a combined unofficial record of 402-216, boasting a remarkable winning percentage of .650; and

**WHEREAS**, Nat Warren’s influence extended beyond the tennis courts, as he served as the facilities coordinator at Norfolk State University for eight years, further exemplifying his commitment to the institution; and

**WHEREAS**, Nat Warren’s remarkable career was inundated with numerous accolades and achievements, including coaching several All-MEAC players, earning the title of 1994 CIAA Coach of the Year, and being recognized as the 1995 U.S. Tennis Association (USTA) Virginia Coach of the Year; and

**WHEREAS**, Nat Warren's dedication to the sport of tennis extended to his involvement with prestigious organizations such as the USTA, the American Tennis Association (ATA), and the Tidewater Indoor Tennis Club; and

**WHEREAS**, the naming of The Nat Warren Tennis Center is recommended upon the completion of a financial pledge from the Nat Warren Naming Committee to the Norfolk State University Foundation; and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Norfolk State University approve the naming of the tennis courts located on Park Avenue as the **Nat Warren Tennis Center**; and

**BE IT FURTHER RESOLVED** that an appropriately framed copy of this resolution be presented to Nat Warren, that signage be prominently displayed at the tennis courts, and that the University keeps all the covenants as established in keeping with the signed gift agreement.

**IN TESTAMENT THERETO**, I have hereunto set my hand and affixed the great seal of Norfolk State University this \_\_\_\_ day of October 2023, in the two hundred forty-eighth year of the Commonwealth and the eighty-eighth year of the University.

\_\_\_\_\_  
RECTOR

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

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

**VII. Adjournment**

# THANK YOU!!



**NORFOLK STATE  
UNIVERSITY**

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