

Meeting Book - Board of Visitors Committee Meetings- November 16, 2023

Board of Visitors Committee Meetings

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

700 Park Avenue, Suite 540

Norfolk, VA, 23504

November 16, 2023



Meeting Book - Board of Visitors Committee Meetings- November 16, 2023

AUDIT, RISK, AND COMPLIANCE UPDATE

AUDIT RISK AND COMPLIANCE Notification.pdf	3
Audit, Risk, and Compliance Agenda November 16, 2023	4
Audit, Risk, and Compliance Meeting Minutes September 12, 2023	5
NSU ARC Committee Presentation.pdf	11

BOV AND NSUF

BOV/NSUF Notification.pdf	23
BOV/ NSUF Liason Meeting Agenda November 16, 2023	24
BOV/NSUF Meeting Minutes November 16, 2022	26
BOV 2022-2023 Compliance Report	30
NSU Foundation and Subsidiary Statements	32

ACADEMIC AND STUDENT AFFAIRS COMMITTEE UPDATE

Academic and Student Affairs Notification.pdf	58
Academic and Student Affairs Agenda November 16, 2023	60
Academic and Student Affairs Meeting Minutes September 12, 2023	61
Academic and Student Affairs Committee Presentation.pdf	69

STRATEGIC FINANCE COMMITTEE UPDATE

Strategic Finance Committee Notificaton.pdf	86
Strategic Finance Meeting Agenda November 16, 2023	87
Strategic Finance Meeting Minutes September 12, 2023	90
Strategic Finance Committee Presentation.pdf	95

GOVERNANCE COMMITTEE UPDATE

Governance Committee Notification.pdf	147
Governance Committee Meeting Agenda November 16, 2023	148
BOV Governance Committee Meeting Minutes September 12, 2023. pdf	149
Governance Presentation 11-16-2023.pdf	153

Ad-Hoc President's Goals Committee

155

Audit, Risk, and Compliance

AGENDA
BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING
Thursday, November 16, 2023
Dr. Harold Watkins II, Chair
8:30 a.m. to 9:30 a.m.

Campus Location:

Norfolk State University, 700 Park Avenue, Norfolk, VA 23504
H. B. Wilson Hall, Suite 530

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the September 12, 2023 Committee Minutes
- III. Discussion Items
 - a. Internal Audit, Ms. Derika Burgess
 - i. Audit Monitoring: Corrective Actions
 - ii. Student Payments: Challenges and Opportunities
 - iii. Impact Makers: I.T. Audit
 - b. University Compliance, Dr. Dawn M. Hess
 - i. Compliance Monitoring: Policies and Programs Updates
 - ii. Gap Closure Updates: Environmental, Health and Safety
 - iii. Compliance Assessment: In Process Assessment
- 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

The President participates in all Committee meetings.

BOARD OF VISITORS
AUDIT, RISK, AND COMPLIANCE COMMITTEE MEETING MINUTES
September 12, 2023

1. Call to Order/Establish Quorum

Dr. Harold L. Watkins II, Chair, called the Audit, Risk, and Compliance Committee meeting to order at approximately 8:32 a.m. A quorum was established with a 4-0 roll call.

Committee Members

Dr. Harold L. Watkins II, Chair
Mr. Dwayne B. Blake
Mr. BK Fulton

Committee Members Absent

Mr. Gilbert T. Bland
The Honorable James W. Dyke, Jr.
Mr. Conrad Hall

Additional Board Members Present

Mr. Delbert Parks (Completed Quorum)

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
Ms. She're S. Dozier, Clerk to the University President/Liaison to the Board of Visitors
Dr. Leonard E. Brown Jr., Vice President for Student Affairs
Dr. DoVeanna S. Fulton, Provost and Vice President for Academic Affairs
Dr. Justin L. Moses, Vice President for Operations and Institutional Effectiveness
Mr. Clifford Porter, Vice President for University Advancement
Ms. Melody Webb, Athletics Director
Dr. Aurelia T. Williams, Vice Provost for Academic Administration
Mr. Christopher Stancil, Office of Information Technology
Ms. Phillita Peoples, Audit and Compliance Administrative Assistant

2. Approval of the Minutes

Mr. Blake motioned, Mr. Fulton seconded, and the Committee unanimously approved the Audit, Risk, and Compliance Committee information session minutes for April 11, 2023.

3. Discussion Items

University Compliance

- Dr. Hess presented an overview of the NSU Compliance Ecosystem. The University Compliance program provides support in meeting compliance obligations and identifying and responding to compliance related risks for the University. The functions of the ecosystem are Oversight and Accountability, Policy and Procedures, Outreach and Education, Assessment and Monitoring, Communication and Reporting, Reviews, Gap Closure Plan, and Long-Term Strategy.
- Prior compliance assessments determined that some policies and programs were not up to date. As a result, Dr. Hess provided an update on compliance monitoring for Violence Prevention Committee and Threat Assessment Team, Clery Act Compliance Policy, and Civility in the Workplace.
 - Violence Prevention Committee and Threat Assessment Team Policy
 - Policy Type: Board of Visitors Policy
 - Status: Draft
 - Clery Act Compliance Policy
 - Includes Timely Warning and Campus Security Authorities SOP's
 - Policy Type: Administrative Policy
 - Status: Available for public comment beginning 8/29/23.
 - Civility in the Workplace
 - Policy Type: Administrative Policy
 - Status: Draft
- Compliance assessment and monitoring for Environmental, Health and Safety began March 2022. Plans, programs, and procedures have been created to remedy gaps in compliance.
 - Environmental, Health and Safety Policy
 - Policy Type: Administrative Policy
 - Status: Available for public comment beginning 8/29/23.
 - 12 EHS programs/plans are in draft.
 - Spill Prevention, Control and Countermeasures (SPCC) plan

- Status: Environmental, Health and Safety department is currently working with consultant to draft this plan.
- In the Summer of 2023 University Compliance partnered with the Department of Transportation and Fleet Services to review and update current policies.
 - Driver Authorization Policy
 - Includes Driver Authorization and Driver Record Authorization forms
 - Policy Type: Administrative Policy
 - Status: Draft
- Utility Vehicle Golf Cart Policy
 - Includes Utility Vehicle Golf Cart Request form
 - Policy Type: Administrative Policy
 - Status: Draft
- Compliance Assessment 2023-2024: Americans with Disabilities (ADA) and section 504

Internal Audit

In the Summer of 2023, an internal audit review was conducted on the NSU Grant Pre-Awards Process. Compliance is integral to the success of any research project and requires researchers to coordinate and rely on the Office of Sponsored Programs to align with university policies, state and federal laws, and funding agency requirements throughout the life of the grant.

- The grant life follows a linear cycle that is broken down into phases: pre-award and post-award.
 - Pre-Award: finding funding, proposal development, and award setup and start
 - Post-Award: Award management and award
- In the pre-award phase, the grantor and applicant each have specified roles in the lifecycle steps
 - Finding Funding
 - Grantor Role-Agency formally advertises funding opportunity and publishes details
 - Applicant Role-Researcher will search and find opportunity
 - Proposal Development
 - Grantor Role-Grantor receives application
 - Applicant Role-Proposal and related documents are developed, internal approval form, and QSP forwards proposal to grantor

- Award Setup and Start
 - Grantor Role-Selects awardee
 - QSP parameters of the grant with PI and grants and contract
 - Research begins
- The Office of Sponsored Programs continues to work in the background to ensure research and the researcher are successful.
 - 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 budgets, proposals, internal forms, external partnerships, and contract
 - Training
 - Provide online training and instructions and assistance thru the entire grant cycle
- Because there are 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.
- Upon notification, management several steps to address findings:
 1. Policies: Draft policies and procedures concerning Proposal Submissions, Animal Care, Research Misconduct and Research Compensation
 2. Equipment: Updated form to include grant construction costs and facility usage. We are still working to determine the best option to determine senior management involvement to including a report by the Deans and Chairs on status of federally funded research equipment.

3. Training: A list of topics has been submitted. A formal schedule and materials are still in development.
4. Process: A single set of standards and timelines have been developed that will be enforced thru the Proposal Submission Policy
5. Performance: Development of a monitoring activity or tracker is being discussed

4. **Adjournment**

There being no further business, Chairman Dr. Harold L. Watkins II adjourned the meeting at 9:10 a.m.

Respectfully submitted,

Ms. Phillita Peoples

Internal Audit and University
Compliance Administrative Assistant

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

**NSU BOV AUDIT, RISK, AND COMPLIANCE COMMITTEE MEETING
ROLL CALL VOTE SEPTEMBER 12, 2023**

Item	Dr. Watkins	Honorable Dyke	Mr. Blake	Mr. Bland	Mr. Fulton	Mr. Hall	Mr. Parks	Totals
Quorum	Present	Absent	Present	Absent	Present	Absent	Present	4-0
Ratify April 11, 2023 info session	Yes	NA	Yes	NA	Yes	NA	Yes	4-0
Motion to adjourn	Yes	NA	Yes	NA	Yes	NA	Yes	4-0



NORFOLK STATE UNIVERSITY

Audit, Risk and Compliance Committee Meeting
November 16, 2023

Agenda

I. Internal Audit, Ms. Derika Burgess

- A. Audit Monitoring: Corrective Actions
- B. Student Payments: Challenges and Opportunities
- C. Impact Makers: I.T. Audit

II. University Compliance, Dr. Dawn M. Hess

- A. Compliance Monitoring: Policies and Programs Updates
- B. Gap Closure Updates: Environmental, Health and Safety
- C. Compliance Assessment: In Process Assessment

Management Corrective Actions

Internal Audit Update



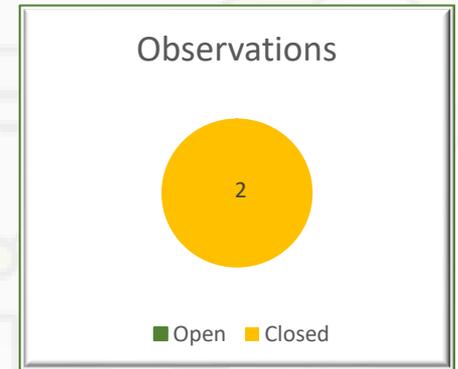
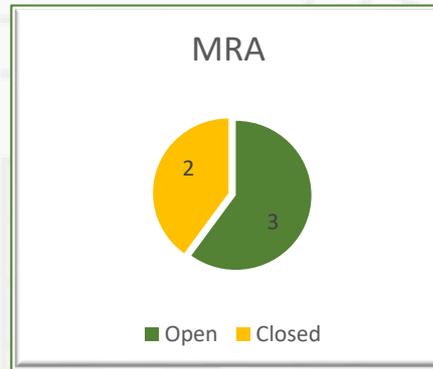
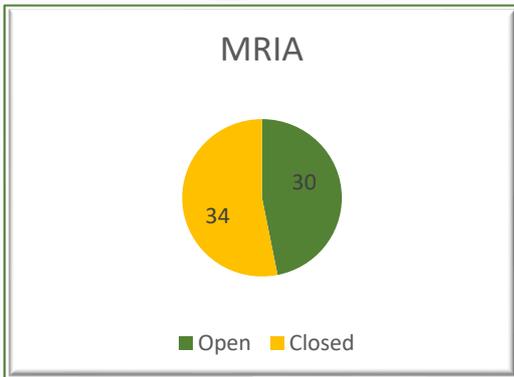
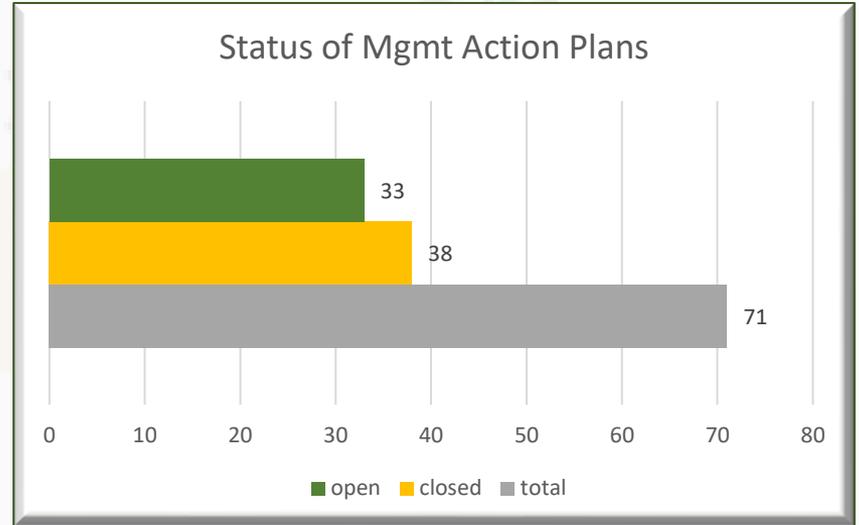
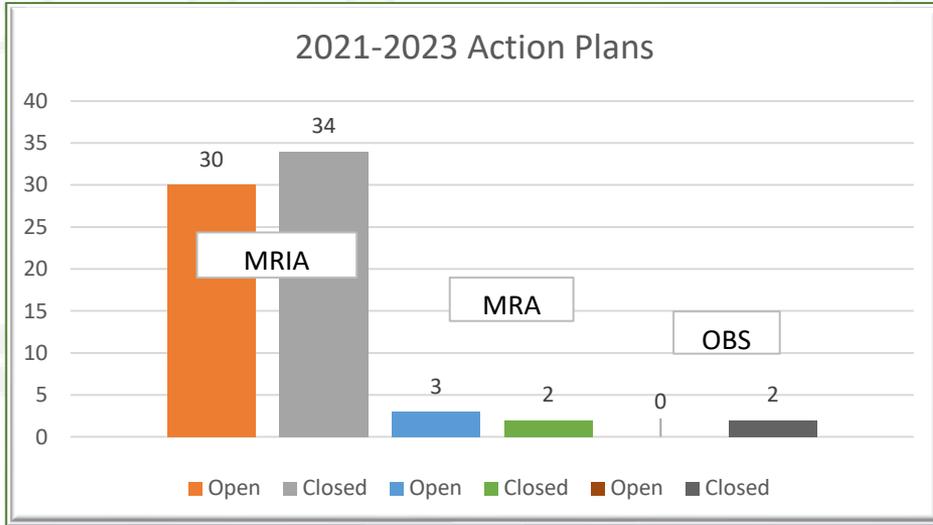
Audit Reporting Process

	Planning	Scope Objectives Opening meetings
	Assessment	Fieldwork Testing Evaluation
	Reporting	Findings Recommendations Corrective Actions
	Follow-up	Communication Acknowledgments Verifications

Ratings

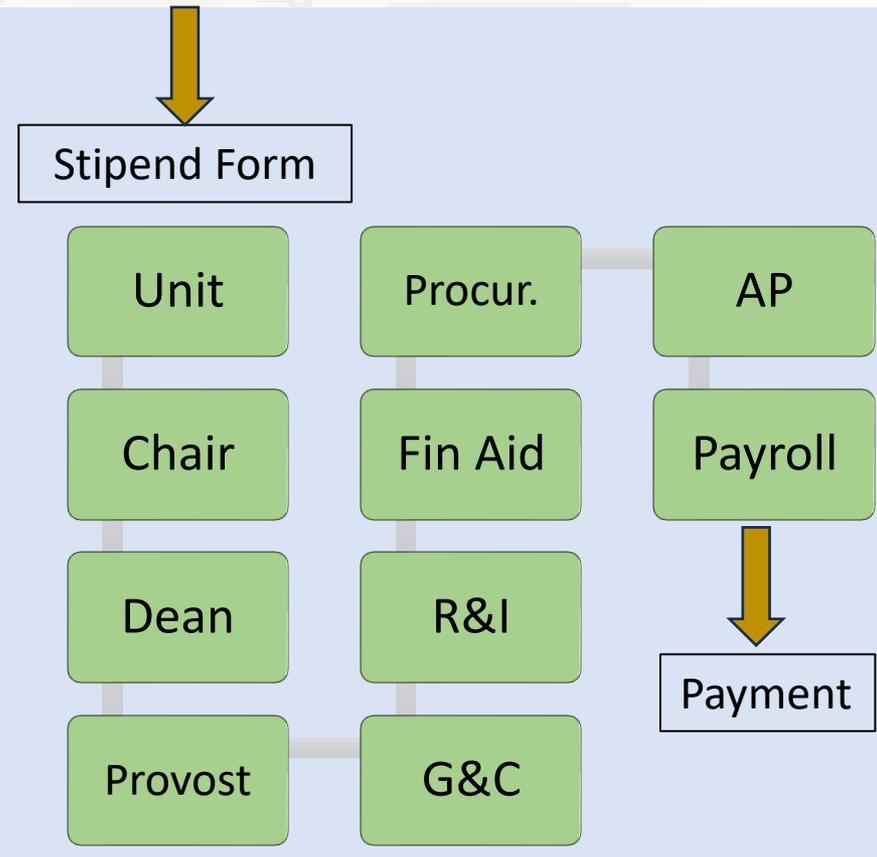
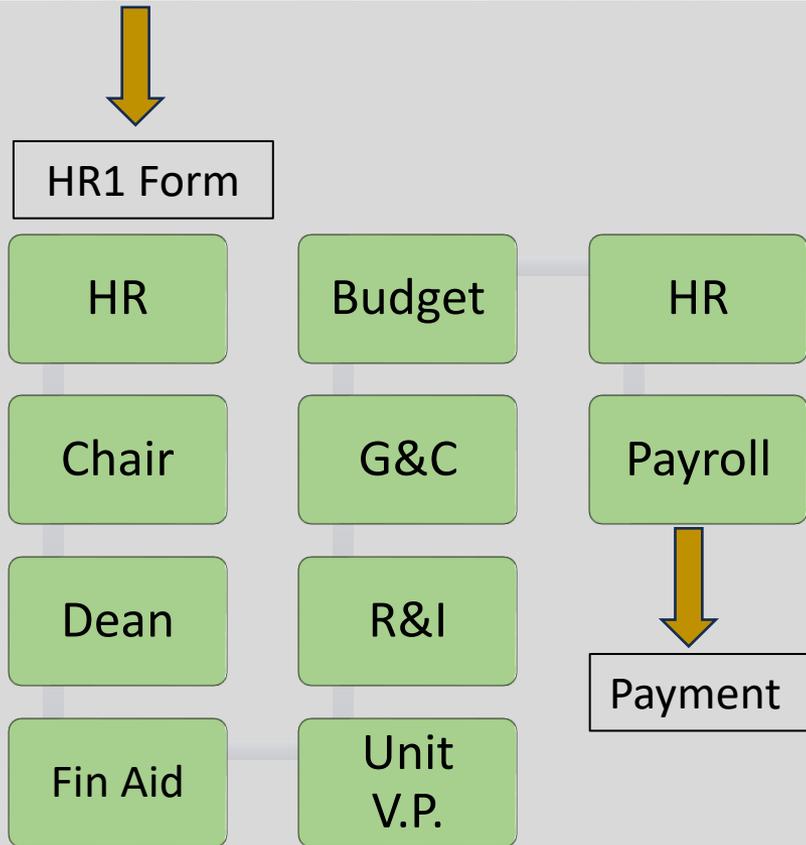
<u>MRIA</u> lack of internal controls or processes lead to a high probability that the organization or dept will not reach its goals.	<u>MRA</u> lack of internal controls may lead to a moderate probability that the organization or dept will not reach its goals.	<u>Observation</u> improvements or enhancements may strengthen internal controls and the control environment
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Corrective Action Updates



Student Payments

Goal: To ensure the timely processing of graduate student payments at the start of each semester



Student Payments

Challenges	Opportunities
6-week timeline	Efficiencies
Staff resources	Automation
Inaccurate	Guidance docs
Incomplete	Training
Timing	Transparency
Communication	Visibility
Student payments	All pay types

General Controls I.T. Audit



Documentation

- 50% of SEC501 required policies and procedures are not available
- Current policies are being reviewed every three years instead of every year.

User Access

- NSU has internal controls in place to grant and revoke access; however, there is no annual review of user's active directory or file share access to ensure there is still a business need for the access

Contingency Planning

- NSU has an existing COOP plan that has been tested in the past year. Including and established an alternate processing site, which is also documented within the plan.
- It is unclear on how quickly the alternative site could be operational since and it may be difficult to install and configure sufficient equipment to bring its IT infrastructure back online in time to meet its recovery time objectives.

Media Protection

- Current media protection policy requires prior approval before storing NSU data on USB drives, however there are no controls which require approval for USB drive usage. In addition, there are no technical controls in place to ensure sensitive data is not stored or transported on USB drives.

Penetration Testing

- An external penetration test has not been performed on our network within the past year. Annual penetration testing helps to ensure that the NSU network is protected from malicious threats and events.

Compliance Monitoring: Policies and Programs Updates



**Violence Prevention Committee
and Threat Assessment Team
Board of Visitors Policy #22 in
draft**



Policies and Procedures

- Clery Act Compliance Policy Administrative Policy *publication pending*
 - Timely Warning Procedures
 - Campus Security Authorities Procedures
 - Updating Language in Annual Security Report
- Civility in the Workplace Administrative Policy *in draft*



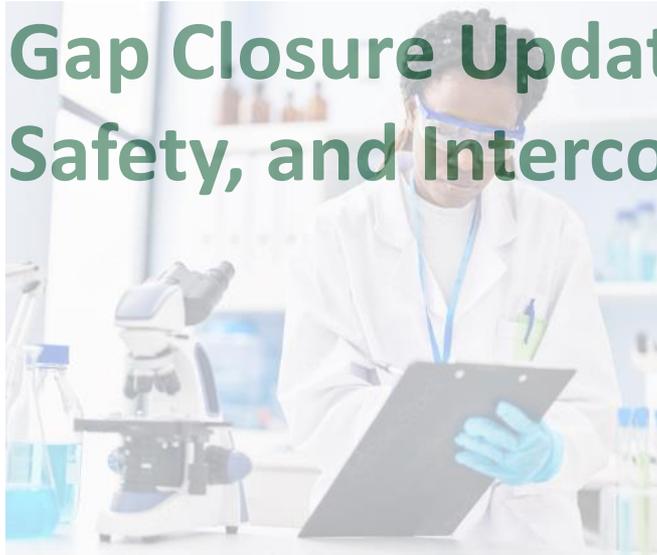
**Transportation and Fleet
Services**



Policies and Forms

- Driver Authorization Administrative Policy *publication pending*
 - Driver Authorization Form
 - Driver Record Authorization Form
- Utility Vehicle Golf Cart Administrative Policy *pending publication*
 - Utility Vehicle Golf Cart Request Form

Gap Closure Updates: Environmental, Health and Safety, and Interconnectedness with Research



**Environmental, Health and Safety
Administrative Policy**
publication pending



Plans, Programs/SOPs, Approved 10/23

- Asbestos Operations and Maintenance Plan SOP
- Bloodborne Pathogen Program
- Chemical Hygiene and Laboratory Safety Program
- Emergency Eyewash Drench Hose and Safety Shower Program
- Fall Protection Program
- Formaldehyde SOP and Methylene Chloride SOP (Chemistry/Biology)
- Hazard Communication Program
- Hazardous Energy Control Lockout-Tagout Program
- Hearing Conservation Program
- Hot Work Program
- Laboratory Safety Program
- Ladder Safety Program
- Personal Protective Equipment PPE Program
- Respiratory Protection Program



In Development

- Spill Prevention, Control and Countermeasures Plan (SPCC)
- Hazardous Waste Program (*draft*)
- Keep current (with Research) MSDS/Chemical/Hazardous Material & Equipment Inventories



Under Review

- Research Misconduct Policy/Program/Procedures
- Animal Welfare Policy/Program/Procedures
- Vice Provost of Research and Innovation
- Laboratory Safety
 - Laser and radiation safety officer
 - Documentation/training for those using hazardous materials/chemicals/equipment
- Keep current (with EHS) MSDS/Chemical/Hazardous Material & Equipment Inventories



Interconnectedness with Research

Compliance Assessment: In Process ADA



**Americans with
Disabilities Act
(ADA)**



Policy and Guidance Documents Reviewed

- Equal Opportunity Board of Visitors #04
- Student and International Students and Faculty Resource Guides
- Complaint Procedures



Reviewed/Interviewed

- Admissions
- Bursar
- University Police
- Spartan Health Center
- Counseling Center
- Career Services
- Student Affairs Extracurricular
- Web Communications



Facilities Reviewed

- Spartan Health Center
- Counseling Center
- Career Services
- Bookstore
- Dining Services, Express Locations
- OASIS



In Process & Planned Reviews

- OASIS
- Access and Equal Opportunity
- Academics (each School)
- Academic Counseling
- Distance Learning
- Emotional Support Animals
- Facilities
- Environmental, Health and Safety
- Dining Services, Full-Service Locations
- Registrar
- Housing
- IT
- Study Abroad



BOV and NSUF

DRAFT

AGENDA

**Board of Visitors and Norfolk State University Foundation, Inc.
BOV/NSUF LIAISON COMMITTEE MEETING**

Thursday, November 16, 2023

Dr. Harold L. Watkins, Chair

9:30 a.m. to 10:30 a.m.

Campus Location:

Norfolk State University, 700 Park Avenue, Norfolk, VA 23504
H. B. Wilson Hall, Suite 530

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the November 16, 2022 Committee Minutes
- III. Discussion Items
 - a. Discussion of BOV 2022-2023 Compliance Report
 - b. Discussion of NSU Foundation and Subsidiary Statements
 - c. Progress update on efforts to align all foundations at Norfolk State University
- IV. Public Comment
- V. Adjournment

Audit, Risk and Compliance Committee

Dr. Harold L. Watkins, Chair

Gilbert Bland

Dr. Katrina Chase

BK Fulton

Staff:

Clifford Porter, VP University Advancement

The President participates in all Committee meetings.

In accordance with Memorandum of Understanding between the NSU Foundation and Norfolk State University, a Liaison Committee shall monitor the relationship of the parties and attempt to resolve questions and concerns of the parties, including but not limited to, annual review of the Memorandum of Understanding, the management of stipend fees, priorities for fund solicitations or other issues affecting the relationship of the parties.

Composition of Liaison Committee

Members	Name	Voting/Non-Voting
NSU Foundation Board President or his/her designee	Ms. Carla Bailey	Voting
NSUF Board Vice President	Ms. Lorie McCowan	Voting
NSUF Development Chair	Mr. Earl Lee	Voting
Chair, NSU BOV/NSUF Liaison Committee	Dr. Harold L. Watkins, II, Chair	Voting
Member of the Board of Visitors appointed by the Rector	Mr. BK Fulton	Voting
Member of the Board of Visitors appointed by the Rector	Mr. Gilbert Bland	Voting
Member of the Board of Visitors appointed by the Rector	Dr. Katrina Chase	Voting
President of the University	Dr. Javaune Adams-Gaston	Non-Voting
Vice President of University Advancement	Mr. Clifford Porter	Non-Voting
NSUF Executive Director	Ms. Crystal Jenkins	Non-Voting

Format:

A quorum for a meeting of the Liaison Committee shall be two representatives from the Board of Visitors and the NSU Foundation.

Frequency: At least annually

**BOARD OF VISITORS AND NORFOLK STATE UNIVERSITY FOUNDATION
NSUF LIAISON COMMITTEE MEETING MINUTES
NOVEMBER 16, 2022**

1. Call to Order

Dr. Harold L. Watkins, II, Chair, called the meeting to order at approximately 4:18 p.m. A quorum of the Committee was established with three members of the Board of Visitors present and three members from the NSU Foundation Board.

Board of Visitors Members Present

Dr. Harold L. Watkins, II, Chair

Dr. Katrina Chase

Delbert Parks (Virtual)

Board of Visitors Members Absent

Heidi Abbott

Norfolk State University Foundation Board Members Present

Mr. Anthony Walters

Mr. Earl Lee

Ms. Brenda Andrews

Norfolk State University Foundation Staff Present

Ms. Crystal D. Jenkins, Executive Director

NSU Administrators and Staff Present

Dr. Jauvaune Adams-Gaston, President, Norfolk State University

Ms. Tanya S. White, Chief of Staff

Ms. Inda B. Walker, Clerk to the University President and Board Liaison

Mr. Christopher Stancil, Office of Information Technology

NSU Counsel Present

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

2. Approved virtual participation of Delbert Parks

Motioned by Dr. Chase, seconded by Dr. Watkins, and unanimously approved with a 2-0 roll call vote.

3. Review and Acceptance of the Agenda

There being no changes to the agenda, the Committee unanimously voted to accept the agenda as presented, motioned by Delbert Parks and seconded by Dr. Chase.

4. Approval of February 10, 2022, Committee Meeting Minutes

The Committee unanimously voted to approve the minutes for the February 10, 2022, meeting. Motioned by Dr. Chase and seconded by Delbert Parks.

4. Discussion Items:

- **Discussion of BOV 2021 Compliance Report**

Crystal Jenkins reviewed the BOV Compliance Report, which is submitted yearly to the Board of Visitors. The letter was prepared and presented to Dr. Javaune Adams-Gaston and Rector Devon Henry on November 10, 2022. A copy of the revised MOU and Policy has been provided to the Foundation's Board of Directors. There were no university employees that have been paid through the Foundation, and the audited financial statements were provided to the university in October 2022.

- **Discussion of NSU Foundation and Subsidiary Statements**

The financial statements are as of December 31, 2021, as the calendar year ended in 2021. On page three of the consolidated statements of financial position, which is also your balance sheet for the year ended December 31, 2021, we had cash and equivalents in the bank of \$12.7 million, investments in the portfolio of \$84 million, which ended the year with total net assets of \$104 million. This is the first year that the foundation has had net assets over \$100 million, which is a great accomplishment.

Operating funds without donor restriction in the endowment are approximately \$856,000, the board designated funds of \$2.8 million and quasi funds of \$44.9 million are related to a majority portion of the Scott funds plus remaining board designated funds from prior Title III grants. The property equipment of \$2.3 million was the new acquisition of Shepherds Village by the Foundation in 2021.

For the Income Statement, the year was closed with Dr. Porter and the Advancement Team raising \$9.5 million in cash contributions, and we had \$10 million dollars in unrealized gains and losses. One of the biggest highlights is we had a total of \$3.7 million in expenses and \$3.2 million went directly to the university for scholarship and program support. That translates to 84 cents of every dollar that was given to the university was given back in scholarship and program support. The Standards for Accounting for Nonprofits like to ensure that over 80% goes to support, so for us to have 84% was commendable by the auditors. We also had 12% of expenditures in the foundation administrative budget.

The addition of the Scott Gift in 2021 was invested and improved our investment portfolio, which is held at Bank of America and the current balance is \$77 million, however, we anticipate getting that back up to \$90 million by the end of the year. The

Foundation commends Dr. Porter and the Advancement team for their fundraising efforts and thanks President Adams-Gaston for her leadership.

Motion was made by Delbert Parks and seconded by Dr. Chase to approve the Compliance Report and the Foundation and Subsidiary Statements. Motion was unanimously approved with a roll call vote that included Mr. Walters, Mrs. Andrews, and Mr. Lee.

- **Progress update on efforts to align all foundations at NSU to include NSUF, NSUAF, NSURIF, and NSUAA.**

A summit was held on campus and all the foundations for the university came together in July 2022. The various foundations gave a report of the work that they were doing and the good things that were happening on campus. We plan to ask the foundations to join us at the spring full board meeting and to communicate to the full board the great things that are happening. The foundations include the Research & Innovation Foundation, the Alumni Association, the Athletics Foundation, and the Norfolk State University Foundation.

8. Adjournment

There being no additional business, a motion was made to adjourn by Mr. Parks and seconded by Dr. Chase. It was moved and properly seconded to adjourn the meeting at approximately 4:35 p.m.

Respectfully submitted,

Inda B. Walker, Board Liaison

Dr. Harold L. Watkins, Chair
BOV/NSUF Liaison Committee

NSUF LIAISON COMMITTEE MEETING MINUTES
ROLL CALL VOTE NOVEMBER 16, 2022

Item	Dr. Watkins	Mrs. Abbott	Dr. Chase	Mr. Parks	Mr. Walters	Mr. Lee	Mrs. Andrews	Totals
Quorum	Present	Absent	Present	Virtual	Present	Present	Present	2-0
Approve electronic participation of Delbert Parks	Yes	--	Yes	Yes				2-0
Approve acceptance of agenda	Yes	--	Yes	Yes				3-0
Approve February 10, 2022 Minutes	Yes	--	Yes	Yes				3-0
Approve Compliance Report and Foundation and Subsidiary Report	Yes	--	Yes	Yes	Yes	Yes	Yes	6-0
Approve motion to adjourn	Yes	--	Yes	Yes	Yes	Yes	Yes	6-0

November 16, 2023

Dr. Javaune Adams-Gaston
President
Norfolk State University
700 Park Avenue
Norfolk, Virginia 23504

Mr. Devon Henry, Rector
Board of Visitors
Norfolk State University
700 Park Avenue
Norfolk, Virginia 23504

Dear Dr. Adams-Gaston and Mr. Henry:

As required by the Revised Memorandum of Understanding and Norfolk State University's BOV Policy #13 (2015) on University Related Foundations, I hereby certify NSU Foundation, Inc.'s compliance with all requirements for fiscal year 2022-2023.

Requirement	Compliance
1. Copies of Revised Memorandum of Understanding and of BOV Policy #13 (2015) have been circulated among all members of the Foundation staff and its governing board.	Yes
2. Compensation of any kind which the Foundation has provided to any University employees has been approved by the Rector President or their designees prior to payment. A listing of total payments to specific individuals should be attached to the certification letter.	No direct payments to report in 2022-2023. All compensation requests for NSU employees received by NSUF must follow the University HR-1 procedures.
3. An audit by an independent certified public accountant has been completed, and the audit committee of the Foundation has met and reviewed the management letter and response with that auditor.	Yes. The Foundation's Audit Committee met on August 24, 2023, with the auditors to review the management letter and draft 2022 financials. NSU's Asst. Controller Delores White & Executive Budget Director Dennis Jones attended this meeting on behalf of the University.

	<p>NSUF's Board received and approved the final draft audit at the board meeting on September 14, 2023.</p> <p>Final financials as of December 31, 2022, were provided to the University Controller on September 29, 2023.</p>
4. The annual budget of the Foundation has been approved by the Foundation governing board and has been provided to the Rector or his/her designee.	Yes
5. Written approval has been obtained for any funds the University has borrowed from the Foundation.	N/A
6. Written approval has been obtained from the Board of Visitors and the Rector for any substantial proposed business ventures or changes in the nature, scope, or purpose of the Foundation.	N/A
7. Other specific requirements as mutually agreed upon by the Foundation governing board and the President or his/her designee.	Yes

Sincerely,



Crystal D. Jenkins
 Executive Director
 NSU Foundation, Inc.

**NORFOLK STATE UNIVERSITY
FOUNDATION, INC. AND SUBSIDIARIES**

CONSOLIDATED FINANCIAL REPORT

DECEMBER 31, 2022



ASSURANCE, TAX & ADVISORY SERVICES

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

TABLE OF CONTENTS

	Page
INDEPENDENT AUDITOR'S REPORT	1 – 2
CONSOLIDATED FINANCIAL STATEMENTS	
Consolidated Statements of Financial Position	3
Consolidated Statements of Activities	4
Consolidated Statements of Functional Expenses	5 – 6
Consolidated Statements of Cash Flows	7
Notes to Consolidated Financial Statements	8 – 23



INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Norfolk State University Foundation, Inc. and Subsidiaries

Opinion

We have audited the consolidated financial statements of Norfolk State University Foundation, Inc. and Subsidiaries (the Foundation), which comprise the consolidated statements of financial position as of December 31, 2022 and 2021, the related consolidated statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the consolidated financial statements (collectively, the financial statements).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as of December 31, 2022 and 2021, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Foundation and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern within one year after the date that the financial statements are issued or available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

PBMares, LLP

Norfolk, Virginia
September 28, 2023

CONSOLIDATED FINANCIAL STATEMENTS

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
December 31, 2022 and 2021**

	2022	2021
ASSETS		
Cash and Cash Equivalents	\$ 5,775,183	\$ 12,757,712
Investments	82,858,027	84,833,130
Promises to Give, net	6,908,954	4,002,188
Interest in Charitable Remainder Unitrusts	372,350	231,246
Property and Equipment, net	2,315,927	2,333,853
Right-of-use Assets, operating lease	105,832	-
Other Assets	10,354	35,812
Total assets	\$ 98,346,627	\$ 104,193,941
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable	\$ 214,103	\$ 208,922
Split-interest agreement liability	-	18,487
Operating lease liability	103,746	-
Total liabilities	317,849	227,409
Net Assets		
Without donor restrictions		
Operating	1,378,813	856,462
Board designated	2,897,475	2,864,155
Quasi endowment, board designated	34,895,240	44,906,109
Property and equipment	2,315,927	2,333,853
Total without donor restrictions	41,487,455	50,960,579
With donor restrictions	56,541,323	53,005,953
Total net assets	98,028,778	103,966,532
Total liabilities and net assets	\$ 98,346,627	\$ 104,193,941

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

**CONSOLIDATED STATEMENTS OF ACTIVITIES
Years Ended December 31, 2022 and 2021**

	Without Donor Restrictions	With Donor Restrictions	2022 Total	Without Donor Restrictions	With Donor Restrictions	2021 Total
Revenues and Support						
Contributions	\$ 325,486	\$ 10,552,636	\$ 10,878,122	\$ 411,280	\$ 9,185,470	\$ 9,596,750
Net investment income	674,110	515,728	1,189,838	14,884	15,356	30,240
Net realized and unrealized investment gains (losses)	(7,701,989)	(5,906,189)	(13,608,178)	4,692,295	5,775,656	10,467,951
Net assets released from restrictions:						
Satisfaction of program and time restrictions	1,626,805	(1,626,805)	-	3,831,576	(3,831,576)	-
Total revenues and support	(5,075,588)	3,535,370	(1,540,218)	8,950,035	11,144,906	20,094,941
Expenses						
Program services	3,717,726	-	3,717,726	3,200,338	-	3,200,338
Administrative	579,429	-	579,429	464,220	-	464,220
Fundraising	100,381	-	100,381	108,076	-	108,076
Total expenses	4,397,536	-	4,397,536	3,772,634	-	3,772,634
Change in net assets	(9,473,124)	3,535,370	(5,937,754)	5,177,401	11,144,906	16,322,307
Net Assets, beginning of year	50,960,579	53,005,953	103,966,532	45,783,178	41,861,047	87,644,225
Net Assets, end of year	\$ 41,487,455	\$ 56,541,323	\$ 98,028,778	\$ 50,960,579	\$ 53,005,953	\$ 103,966,532

See Notes to Consolidated Financial Statements.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

**CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
Year Ended December 31, 2022**

	Program Services	Administrative	Fundraising	Total
Advertising	\$ 7,848	\$ 825	-	\$ 8,673
Bad Debt	365,801	-	-	365,801
Bank and Investment Fees	243,258	29,364	-	272,622
Conferences and Training	74,161	15,963	-	90,124
Consulting Services	138,206	19,318	-	157,524
Equipment	73,686	1,564	-	75,250
Insurance	13,373	14,290	46,464	74,127
Internet Services	17,038	625	-	17,663
Lease and Office Rent	-	10,750	-	10,750
Legal	3,280	5,502	-	8,782
Meals and Entertainment	213,743	16,640	-	230,383
Miscellaneous	68,616	36,249	-	104,865
Other Wages and Stipends	192,278	60,846	45,782	298,906
Payroll	205,103	149,027	-	354,130
Payroll Benefits and Taxes	21,831	69,933	3,534	95,298
Postage	3,665	1,764	-	5,429
Printing and Publications	14,859	282	-	15,141
Prizes and Awards	75,867	6,390	-	82,257
Professional Dues and Subscriptions	44,112	26,477	-	70,589
Professional Fees	-	36,607	2,763	39,370
Property Taxes	2,877	2,301	575	5,753
Repairs and Maintenance	390	21,963	-	22,353
Scholarships	1,498,189	-	-	1,498,189
Software Purchases	86,750	6,148	-	92,898
Special Events	55,133	5,500	-	60,633
Sponsorship Support	15,900	6,438	-	22,338
Supplies	153,367	12,241	-	165,608
Travel	122,080	17,370	-	139,450
Total expenses before depreciation and amortization	3,711,411	574,377	99,118	4,384,906
Depreciation and amortization	6,315	5,052	1,263	12,630
Total expenses	\$ 3,717,726	\$ 579,429	\$ 100,381	\$ 4,397,536

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

**CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
Year Ended December 31, 2021**

	Program			
	Services	Administrative	Fundraising	Total
Advertising	\$ 18,503	\$ -	\$ -	\$ 18,503
Bad Debt	92,235	-	-	92,235
Bank and Investment Fees	149,642	-	-	149,642
Conferences and Training	16,595	-	-	16,595
Consulting Services	104,941	5,245	-	110,186
Equipment	14,616	1,689	-	16,305
Insurance	19,167	12,573	44,799	76,539
Internet Services	15,975	-	-	15,975
Lease and Office Rent	6,375	4,875	3,750	15,000
Legal	38,549	11,494	-	50,043
Meals and Entertainment	45,649	14,838	-	60,487
Miscellaneous	147,380	41,092	204	188,676
Other Wages and Stipends	196,746	72,421	51,207	320,374
Payroll	328,827	147,514	-	476,341
Payroll Benefits and Taxes	7,987	45,855	3,660	57,502
Postage	1,401	2,981	-	4,382
Printing and Publications	36,192	2,001	-	38,193
Prizes and Awards	28,777	2,490	-	31,267
Professional Dues and Subscriptions	34,824	21,726	-	56,550
Professional Fees	7,848	23,545	-	31,393
Property Taxes	2,748	2,198	550	5,496
Repairs and Maintenance	15,530	-	-	15,530
Scholarships	1,680,363	9,830	-	1,690,193
Software Purchases	57,357	731	-	58,088
Special Events	45	-	-	45
Sponsorship Support	13,650	15,538	-	29,188
Supplies	49,850	7,599	-	57,449
Transfers	11,020	2,364	-	13,384
Travel	38,020	-	-	38,020
Total expenses before depreciation and amortization	3,180,812	448,599	104,170	3,733,581
Depreciation and Amortization	19,526	15,621	3,906	39,053
Total expenses	\$ 3,200,338	\$ 464,220	\$ 108,076	\$ 3,772,634

See Notes to Consolidated Financial Statements.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

**CONSOLIDATED STATEMENTS OF CASH FLOWS
Years Ended December 31, 2022 and 2021**

	2022	2021
Cash Flows from Operating Activities		
Change in net assets	\$ (5,937,754)	\$ 16,322,307
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Contributions restricted for long-term investment	(2,949,987)	(2,520,000)
Non-cash contribution of property and equipment	-	(2,500)
Net realized and unrealized investment (gains) losses	13,608,178	(10,467,951)
Dividends and interest reinvested	(1,189,838)	(30,240)
Change in value of split-interest agreement liability	(18,487)	(19,833)
Bad debt provision	(365,801)	(92,235)
Depreciation and amortization	12,630	39,053
Amortization of right-of-use assets - operating leases	(42,201)	-
Change in assets and liabilities:		
Promises to give	(2,665,028)	306,118
Interest in charitable remainder unitrusts	(141,104)	(5,757)
Other assets	25,458	(4,400)
Accounts payable	5,181	106,980
Operating lease liability	40,115	-
Net cash provided by (used in) operating activities	381,362	3,631,542
Cash Flows from Investing Activities		
Purchases of investments	(87,676,946)	(35,000,000)
Proceeds from sale of investments	77,233,709	211,151
Purchase of property and equipment	5,296	(2,000,000)
Net cash used in investing activities	(10,437,941)	(36,788,849)
Cash Flows from Financing Activities		
Payments on capital lease obligation	-	(2,024)
Collections of contributions restricted for long-term investment	3,074,050	2,831,301
Net cash provided by financing activities	3,074,050	2,829,277
Net decrease in cash and cash equivalents	(6,982,529)	(30,328,030)
Cash and Cash Equivalents, beginning of year	12,757,712	43,085,742
Cash and Cash Equivalents, end of year	\$ 5,775,183	\$ 12,757,712
Supplemental Disclosure of Non-Cash Activities		
In-kind gifts received	\$ -	\$ 2,500

See Notes to Consolidated Financial Statements.

7

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 1. Organization and Nature of Activities

The accompanying consolidated financial statements include the accounts of Norfolk State University Foundation, Inc. and its wholly owned subsidiaries, NSUF Holdings, LLC and Marshall Avenue Properties, Inc. (collectively, the Foundation). The Foundation is a not-for-profit organization established to provide financial support to Norfolk State University (the University). NSUF Holdings, LLC was established on May 5, 2021 to acquire and hold real property at 805 Park Avenue, Norfolk VA.

Note 2. Summary of Significant Accounting Policies

Basis of presentation: The accompanying consolidated financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP). The Foundation is required to report information regarding its financial position and activities according to two classes of net assets: with donor restrictions and without donor restrictions. Support that is restricted by the donor is, however, reported as an increase in net assets without donor restrictions if the restriction expires or is otherwise satisfied in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in net assets with donor restrictions. When a restriction expires or is otherwise satisfied, net assets with donor restrictions are reclassified to net assets without donor restrictions. Details related to net assets with donor restrictions are included in Note 8 and Note 9.

Principles of consolidation: The consolidated financial statements include the accounts of Norfolk State University Foundation, Inc., NSUF Holdings, LLC, and Marshall Avenue Properties, Inc., which are described above (collectively referred to as the Foundation). All significant inter-organization balances and transactions have been eliminated.

Cash and cash equivalents: The Foundation considers all highly liquid investments purchased with an initial maturity of three months or less to be cash equivalents. Cash funds held in the Foundation's investment account are reported as investments instead of cash and cash equivalents because the Foundation holds those funds as an endowment.

Investments: Investments in securities with readily determinable fair values and investments in debt securities are valued at their fair values in the consolidated statements of financial position. Realized and unrealized gains and losses have been recognized in the consolidated statements of activities. Certain investment expenses have been netted against investment income on the consolidated statements of activities.

The Foundation's investments are managed by external investment managers in compliance with investment guidelines established by the Board of Directors (the Board).

Promises to give and contributions: Contributions received are recorded as with donor restrictions or without donor restrictions depending on the existence of any donor restrictions. Contributions are recorded as without donor restrictions unless specifically restricted by the donor. Contributions of cash and other property are recognized as income when received. Contributions include grant funds provided to the Foundation by the University for investment in the Foundation's endowment.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 2. Summary of Significant Accounting Policies (Continued)

Restricted contributions of cash, other property and donor-restricted interest and dividend income are recorded as income with donor restrictions, and then are transferred to without donor restrictions when such resources are expended in accordance with the stipulated purpose restriction or when the time restrictions of such gifts are met.

Unconditional promises to give, less an allowance for uncollectible amounts, are reported as income in the year pledged. The promises to give are adjusted to fair value annually.

Property and equipment: Property and equipment are stated at cost. Donated land is recorded at fair value at the date of gift. The Foundation's policy is to capitalize furniture and equipment purchased with a cost greater than \$2,500. Depreciation of office equipment and furniture is computed using the straight-line method over the following estimated useful lives:

Office equipment	3-5 years
Furniture	7-15 years

Functional expense allocations: The costs of providing various programs and other activities have been summarized on a functional basis in the consolidated statements of activities and functional expenses. Directly identifiable expenses are allocated to program and administrative services. Expenses related to more than one function are charged to program and administrative services based on estimates made by management. Administrative services include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of the Foundation.

Credit risk and concentrations: Financial instruments, which potentially subject the Foundation to concentration of credit risk, consist principally of cash, investments, and promises to give. The Foundation places unrestricted cash and temporary overnight investments with high credit quality financial institutions. At times the balances may exceed the FDIC insurable limit.

Unconditional promises to give, net of any uncollectible allowance, include unconditional promises to give from two donors of \$4,772,999, which represents 63% of total net unconditional promises to give as of December 31, 2022. Unconditional promises to give, net of any uncollectible allowance, include unconditional promises to give from one donor of \$2,591,666, which represents 65% of total net unconditional promises to give as of December 31, 2021.

Contributions received from one donor in the amount of \$5,000,000 represent 46% of contributions received during the year ended December 31, 2022. Contributions received from three donors in the amount of \$4,120,000 represents 43% of contributions received during the year ended December 31, 2021.

Estimates: The preparation of consolidated financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, and expenses and disclosure of contingent assets and liabilities for the reported years. Actual results could differ from those estimates and assumptions.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 2. Summary of Significant Accounting Policies (Continued)

Income tax status: The Foundation is a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code and the tax statutes of the Commonwealth of Virginia; accordingly, the accompanying consolidated financial statements do not reflect a provision or liability for federal and state income taxes. Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) Topic 740, *Income Taxes*, prescribes a recognition threshold and measurement attribute for the financial statement recognition and measurement of a tax position taken or expected to be taken in a tax return. The Foundation's management has evaluated the impact of the standard to its consolidated financial statements.

The Foundation's income tax returns are subject to examination by taxing authorities, generally for a period of three years from the date the returns are filed. The Foundation's policy is to classify income tax related interest and penalties in interest expense and other expenses, respectively. Marshall Avenue Properties, Inc., a Virginia C-Corporation, had no activity during 2022 and 2021 and, therefore, did not file a return nor incur a tax liability. Certain investment earnings may be subject to unrelated business income tax but the earnings have been immaterial. The Foundation has determined that it does not have any material unrecognized tax obligations as of December 31, 2022.

Adopted accounting pronouncements: As of January 1, 2022, the Foundation adopted Accounting Standards Update ("ASU") 2016-02, *Leases*, which was amended in some respects by subsequent ASUs (collectively "ASC 842") and supersedes existing lease guidance. The standard requires the Foundation to record operating lease assets and corresponding lease liabilities on the balance sheet and disclose key quantitative and qualitative information about lease contracts.

Under ASC 842, the Foundation determines if a contract is a leasing arrangement and the classification of that lease, if applicable, at inception. Operating lease assets represent the right to control the use of an identified asset for the lease term and lease liabilities represent the obligation to make lease payments arising from the lease. Operating lease assets and liabilities are recognized at the commencement date based on the present value of lease payments over the lease term. For operating leases, the Foundation uses the risk-free rate of return. The Foundation recognizes operating lease expense for operating leases on a straight-line basis over the lease term.

The Foundation leases office space and a vehicle under non-cancelable operating leases which may include renewal or termination options that are reasonably certain of exercise. Leases with an initial term of 12 months or less are not recorded on the balance sheet and are expensed on a straight-line basis.

Subsequent events: The Foundation has evaluated subsequent events through September 28, 2023, the date these financial statements were available to be issued. The Foundation has determined that there are no other subsequent events that require disclosure pursuant to the FASB ASC.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 3. Liquidity and Availability

As of December 31, 2022 and 2021, financial assets and liquidity resources available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the statement of financial position date, comprise the following:

	<u>2022</u>	<u>2021</u>
Cash and cash equivalents	\$ 5,775,183	\$ 12,757,712
Operating investments	434,206	398,929
Promises to give	-	25,364
Endowment spending-rate distributions and appropriations	<u>2,681,233</u>	<u>2,024,698</u>
	<u>\$ 8,890,622</u>	<u>\$ 15,206,703</u>

The Foundation's endowment funds consist of donor-restricted endowments and funds designated by the Board as endowments. Income from donor-restricted endowments is restricted for specific purposes, with the exception of the amounts available for general use. Donor-restricted endowment funds are not available for general expenditure.

The Foundation's board-designated endowment funds of \$34,895,240 and \$44,906,109 at December 31, 2022 and 2021, respectively, are subject to an annual spending rate of 4 percent. Although the Foundation does not intend to spend from these board-designated endowment funds (other than amounts appropriated for general expenditure as part of the Foundation board of director's annual budget approval and appropriation), these amounts could be made available if necessary.

An additional \$2,897,475 and \$2,864,155 of funds were designated by the Foundation's board of directors at December 31, 2022 and 2021, respectively, to be used for payment of utilities and maintenance of certain Foundation-owned property as well as for consulting fees relating to the future use and renovations of this property and other potential property acquisitions. Although the Foundation does not intend to utilize these board designated funds beyond their budgeted usage, these funds could be made available by board vote if necessary.

As part of the Foundation's liquidity management plan, the Foundation invests cash in excess of daily requirements in short-term investments and money market funds. The Foundation held \$4,504,729 and \$1,023,899 at December 31, 2022 and 2021, respectively, in short-term investments which can be drawn upon in the event of an unanticipated liquidity need.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 4. Promises to Give

Promises to give represent commitments made by individuals, corporations and organizations for various purposes. The following details the timing of expected receipts on promises to give:

	2022		
	Without Donor Restrictions	With Donor Restrictions	Total
Current	\$ 12,440	\$ 2,534,740	\$ 2,547,180
Due in one to five years	-	4,340,305	4,340,305
Due in over five years	-	365,912	365,912
	<u>12,440</u>	<u>7,240,957</u>	<u>7,253,397</u>
Time value discount	(165)	(238,168)	(238,333)
Allowance for uncollectible promises to give	<u>(12,275)</u>	<u>(93,835)</u>	<u>(106,110)</u>
	<u>\$ -</u>	<u>\$ 6,908,954</u>	<u>\$ 6,908,954</u>

	2021		
	Without Donor Restrictions	With Donor Restrictions	Total
Current	\$ 61,649	\$ 1,070,406	\$ 1,132,055
Due in one to five years	-	2,717,859	2,717,859
Due in over five years	-	368,792	368,792
	<u>61,649</u>	<u>4,157,057</u>	<u>4,218,706</u>
Time value discount	(1,123)	(180,233)	(181,356)
Allowance for uncollectible promises to give	<u>(35,162)</u>	<u>-</u>	<u>(35,162)</u>
	<u>\$ 25,364</u>	<u>\$ 3,976,824</u>	<u>\$ 4,002,188</u>

In order to simplify their accounting process for promises to give, the Foundation has elected to record all promises to give at fair value; the process utilizes the income approach with discounted cash flows, providing a single discounted value for all promises to give. The interest rate used for fair value was 2% for 2022 and 2021.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 5. Charitable Split-Interest Agreements

The Foundation is named as a beneficiary of charitable remainder unitrusts in the amount of \$372,390 initially deposited with a third-party trustee and subsequently invested in various equity mutual funds. The gifts were valued at inception using the fair value of the donations, a trust payout rate of 5% and Internal Revenue Code discount rates. The remainder interest is revalued annually and was \$372,350 and \$231,246 at December 31, 2022 and 2021, respectively.

The Foundation also has beneficial interests in several charitable gift annuities. The contribution portion of the agreements are recognized as revenue when the Foundation has the unconditional right to receive benefits under the agreements and is measured at the expected future payments to be received. Any assets received under a trust agreement are recorded at fair value. Any liabilities to third-party beneficiaries are recorded at the present value of the expected payments. All present value calculations are made using federal discount rates and life expectancy tables. During the term of the agreements, any changes in actuarial assumptions are recognized as changes in value of split-interest agreements and recorded as an adjustment to contributions in the consolidated statements of activities. The discount rate used to value the gifts was approximately 5% for 2022 and 2021. All annuity payments are made yearly. The net split-interest agreement asset (liability) is valued annually and was \$1,440 and \$(18,487) at December 31, 2022 and 2021, respectively.

Note 6. Property and Equipment

On May 21, 2021, the Foundation purchased land and building for \$2,000,000 that is still being renovated and was not placed in service as of December 31, 2022 and 2021. No depreciation has been recorded for the property as of December 31, 2022. Property and equipment are comprised of the following:

	<u>2022</u>	<u>2021</u>
Land	\$ 148,210	\$ 148,210
Construction in progress	1,876,100	1,876,100
Office equipment and furniture	1,130,738	1,128,156
	<u>3,155,048</u>	<u>3,152,466</u>
Accumulated depreciation	(839,121)	(818,613)
	<u>\$ 2,315,927</u>	<u>\$ 2,333,853</u>

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 7. Related Party Transactions

The Foundation administers certain grants on behalf of the University's departments and faculty. Under the terms of the various grant agreements, the Foundation receives funds from the grantor and disburses them to the grantees as grant activities are conducted. Alternatively, under certain agreements, the Foundation disburses funds to the grantees and receives reimbursement from the grantor.

No amounts have been reflected in the Foundation's consolidated financial statements for volunteer services since they are not susceptible to objective measurement or valuation; however, a number of volunteers donated significant amounts of their time performing services that would otherwise be performed by paid employees.

The Foundation also leases space from the University. A formal lease agreement was entered into during 2020, which requires an annual payment of \$15,000 and expires in June 2025.

Note 8. Net Assets with Donor Restrictions

Net assets included in the net assets with donor restrictions classification have been received from donors that have restricted the use of the funds for a specific purpose and/or future period. Net assets with donor restrictions at December 31, 2022 and 2021 are restricted for the following purposes or periods.

	<u>2022</u>	<u>2021</u>
Subject to Expenditure for Specified Purpose		
Scholarships	<u>\$ 16,313,899</u>	<u>\$ 12,441,885</u>
Subject to Passage of Time		
Pledges receivable	<u>6,908,954</u>	<u>3,976,824</u>
Endowments		
Unappropriated endowment investment earnings	13,959,999	20,290,755
Original donor-restricted gift amounts to be maintained in perpetuity	<u>19,358,471</u>	<u>16,296,489</u>
Total endowments	<u>33,318,470</u>	<u>36,587,244</u>
Total net assets with donor restrictions	<u>\$ 56,541,323</u>	<u>\$ 53,005,953</u>

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 9. Endowment

In August 2008, accounting standards provided guidance on the net asset classification of donor-restricted endowment funds for a not-for-profit organization that is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act of 2006 (UPMIFA) and additional disclosures about an organization's endowment funds. In 2008, the Commonwealth of Virginia adopted UPMIFA.

The Foundation's endowment consists of approximately 220 individual funds established for a variety of purposes. The endowment includes both donor-restricted endowment funds and funds designated by the Board to function as endowments. Net assets associated with endowment funds, including funds designated by the Board to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Board has interpreted the UPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Foundation classifies as net assets with donor restrictions (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund is classified as net assets with donor restrictions until those amounts are appropriated for expenditure by the Foundation in a manner consistent with UPMIFA.

In accordance with UPMIFA, the Foundation considers the following factors in making a determination to appropriate or accumulate donor-restricted funds:

1. The duration and preservation of the fund;
2. The purposes of the Foundation and the donor-restricted endowment fund;
3. General economic conditions;
4. The possible effect of inflation and deflation;
5. The expected total return from income and the appreciation of investments;
6. Other resources of the Foundation; and
7. The investment policies of the Foundation.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 9. Endowment (Continued)

As of December 31, 2022, the endowment net asset composition by type of fund was as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Donor-restricted funds	\$ -	\$ 33,318,470	\$ 33,318,470
Board-designated funds	34,895,240	-	34,895,240
Total funds	\$ 34,895,240	\$ 33,318,470	\$ 68,213,710

Changes in endowment net assets consisted of the following:

	2022		
	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net assets, beginning of year	\$ 44,906,109	\$ 36,587,244	\$ 81,493,353
Investment income	661,124	515,728	1,176,852
Net depreciation (unrealized and realized)	(7,056,109)	(5,805,149)	(12,861,258)
Contributions	-	2,949,987	2,949,987
Distributions	(2,460,063)	(7,947)	(2,468,010)
Administrative fees	(499,315)	(413,531)	(912,846)
Appropriation of endowment assets for expenditure	(656,506)	(507,862)	(1,164,368)
Endowment net assets, end of year	\$ 34,895,240	\$ 33,318,470	\$ 68,213,710

As of December 31, 2021, the endowment net asset composition by type of fund was as follows:

	Without Donor Restrictions	With Donor Restrictions	Total
Donor-restricted funds	\$ -	\$ 36,587,244	\$ 36,587,244
Board-designated funds	44,906,109	-	44,906,109
Total funds	\$ 44,906,109	\$ 36,587,244	\$ 81,493,353

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 9. Endowment (Continued)

Changes in endowment net assets consisted of the following:

	2021		
	Without Donor Restrictions	With Donor Restrictions	Total
Endowment net assets, beginning of year	\$ 4,745,460	\$ 29,205,255	\$ 33,950,715
Investment loss	(58,908)	(62,298)	(121,206)
Net appreciation (unrealized and realized)	5,889,661	5,478,594	11,368,255
Contributions	1,992	2,831,301	2,833,293
Board designations	35,000,000	-	35,000,000
Distributions	(3,938)	(8,811)	(12,749)
Administrative fees	(411,927)	(442,783)	(854,710)
Appropriation of endowment assets for expenditure	(256,231)	(414,014)	(670,245)
Endowment net assets, end of year	\$ 44,906,109	\$ 36,587,244	\$ 81,493,353

The Foundation has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the Foundation must hold in perpetuity as well as Board-designated funds. Under the investment policy approved by the Board, the endowment assets are invested in a manner to provide a real rate of return over inflation sufficient to support in perpetuity the mission of the Foundation. The Board established an investment committee to carry out this objective and with guidance and recommendations from their investment consultant. The Board makes decisions regarding the appropriate asset allocation.

The Foundation has a spending policy of appropriating for distribution each year 4% of the average value of each of its endowment funds for the three years prior to the year in which the budget is being developed for use in the following fiscal year. In establishing this policy, the Foundation considered the long-term expected return on its endowment, including those endowment funds deemed to be underwater, each year. Accordingly, over the long-term, the Foundation expects the current spending policy to allow its endowment to grow at an average of the long-term rate of inflation. This is consistent with the Foundation's objective to maintain the purchasing power of the endowment assets held in perpetuity as well as to provide additional real growth through new gifts and investment return.

From time-to-time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the Foundation to retain as a fund of perpetual duration. The Foundation has interpreted UPMIFA to permit spending from underwater endowment funds in accordance with prudent measures required under law. In accordance with U.S. GAAP, deficiencies of this nature are reported in net assets with donor restrictions. Funds with original gift values of \$3,956,498, fair values of \$3,545,370 and deficiencies of \$411,128 were reported in net assets with donor restrictions at December 31, 2022. Funds with original gift values of \$1,540, fair values of \$1,250, and deficiencies of \$290 were reported in net assets with donor restrictions at December 31, 2021.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 10. Fair Value Measurements

FASB ASC 820-10 clarifies the definition of fair value for financial reporting and establishes a three-tier hierarchy as a framework for measuring fair value. Fair value is the price to sell an asset or transfer a liability between market participants as of the measurement date. The three levels of the fair value hierarchy under this standard are as follows:

- **Level 1** – Inputs are quoted prices in active markets for identical instruments.
- **Level 2** – Inputs are observable inputs other than Level 1 inputs. Level 2 inputs include quoted prices in active markets for similar instruments, quoted prices in less active or inactive markets for identical or similar instruments, and model-derived valuations in which all significant inputs are observable in active markets or can be derived from or corroborated with observable market data.
- **Level 3** – Inputs are unobservable inputs for which little or no market data exists. Level 3 inputs require an entity to develop its own assumptions, such as valuations derived from techniques in which one or more significant value drivers are unobservable.

FASB ASC 820-10 requires the reporting entity to give the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3) when measuring fair value. The Foundation classifies financial assets and liabilities in their entirety based on the lowest level of input that is significant to the fair value measurement. The assessment of the significance of a particular input to the fair value measurement requires judgment and may affect the valuation of assets and liabilities and their placement within the fair value hierarchy levels.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 10. Fair Value Measurements (Continued)

The following tables present the financial instruments measured at fair value on a recurring basis as of December 31, 2022 and 2021, by caption on the consolidated statements of financial position by the valuation hierarchy defined above:

	2022			Fair Value Total
	Level 1	Level 2	Level 3	
Investments (at fair value)				
Cash held for investment	\$ 60,640	\$ -	\$ -	60,640
Money market funds	10,639,329	-	-	10,639,329
Stocks and mutual funds	63,036,768	-	-	63,036,768
	<u>73,736,737</u>	-	-	<u>73,736,737</u>
Charitable remainder unitrusts	-	-	372,350	372,350
Promises to give, net	-	-	6,908,954	6,908,954
Split-interest agreement asset	-	-	1,440	1,440
	<u>\$ 73,736,737</u>	<u>\$ -</u>	<u>\$ 7,282,744</u>	<u>81,019,481</u>

Investments measured at net asset value (a):

Investments in private investment companies 9,121,290

Total fair value \$ 90,140,771

	2021			Fair Value Total
	Level 1	Level 2	Level 3	
Investments (at fair value)				
Cash held for investment	\$ 84,477,245	\$ -	\$ -	84,477,245
Money market funds	106,869	-	-	106,869
Stocks and mutual funds	149,566	-	-	149,566
	<u>84,733,680</u>	-	-	<u>84,733,680</u>
Charitable remainder unitrusts	-	-	231,246	231,246
Promises to give, net	-	-	4,002,188	4,002,188
Split-interest agreement liability	-	-	(18,487)	(18,487)
	<u>\$ 84,733,680</u>	<u>\$ -</u>	<u>\$ 4,214,947</u>	<u>88,948,627</u>

Investments measured at net asset value (a):

Investments in private investment companies 99,450

Total fair value \$ 89,048,077

- (a) In accordance with FASB ASC 820, certain investments that are measured at fair value using the net asset value per share (or its equivalent) practical expedient have not been classified in the fair value hierarchy. The fair value amounts presented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the consolidated statements of financial position.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 10. Fair Value Measurements (Continued)

The Foundation had the majority of their funds invested in The Commonfund for Nonprofit Organizations (Commonfund). Commonfund is a tax exempt membership corporation that operates the Commonfund Multi-Strategy Equity Fund and the Commonfund Multi-Strategy Bond Fund as part of a pool of endowment funds for the exclusive benefit of educational institutions eligible for membership in Commonfund. The Commonfund consisted of funds deposited with Commonfund by participating client institutions for investment in the Commonfund, commingled for investment purposes, which are invested in accordance with the investment policies of the Commonfund and the Rules of Commonfund. The Commonfund used the net asset value as a practical expedient to determine the fair value of all investments which a) do not have a readily determinable fair value and b) either have the attributes of an investment company or prepare their financial statements consistent with the measurement principle of an investment company. The Investment Manager of the Commonfund reserved the right to adjust the reported net asset value if it is deemed to be not reflective of fair value. On December 31, 2021, the Commonfund was liquidated for \$84,477,245 and the funds were transferred to a holding account at Bank of America before using the full funds to purchase securities consisting of money market funds, stocks, and mutual funds in January 2022.

The Foundation's Level 1 securities consist of money market funds, stocks, and mutual funds for which there are quoted market prices in active markets.

Level 3 consists of charitable remainder unitrusts, split-interest agreements, and promises to give valued at present value. The fair value of certain investments in the underlying entities, which may include private placements and other securities for which values are not readily available, are determined in good faith by the investment advisors of the respective entities and may not reflect amounts that could be realized upon immediate sale, nor amounts that may be ultimately realized. These estimated fair values may differ significantly from the values that would have been used had a ready market existed for these investments, and these differences could be material. Net asset valuations are provided daily, monthly, or quarterly by these entities. Appreciation of investments in these entities is net of all fee allocations to the investment advisors. Promises to give are reported at net realizable value if at the time the promise is made, payment is expected to be received in one year or less. Promises to give that are expected to be collected in more than one year are reported at fair value which is calculated as the present value of the expected cash flows to be received.

Charitable remainder trusts and split-interest agreements are reported at fair value at the time the Foundation has the unconditional right to receive benefits under the agreements and are adjusted annually based on the present value of the expected future obligations factoring in the applicable discount rate and actuarial mortality tables.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Foundation believes the valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different estimate of fair value at the reporting date.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 10. Fair Value Measurements (Continued)

The following is a reconciliation of the beginning and ending balance of assets measured at fair value on a recurring basis using significant unobservable inputs (Level 3) for the years ended December 31, 2022 and 2021:

	2022			
	Charitable Remainder Unitrusts	Promises to Give	Split-Interest Agreement Asset (Liability)	Total
Fair value, January 1, 2022	\$ 231,246	\$ 4,002,188	\$ (18,487)	\$ 4,214,947
New contributions	-	4,222,048	-	4,222,048
Distributions	-	-	26,425	26,425
Reserve for split-interest	141,104	-	(6,498)	134,606
Payment of promises to give	-	(949,481)	-	(949,481)
Write-off of promises to give	-	(365,801)	-	(365,801)
Fair value, December 31, 2022	\$ 372,350	\$ 6,908,954	\$ 1,440	\$ 7,282,744

	2021			
	Charitable Remainder Unitrusts	Promises to Give	Split-Interest Agreement Liability	Total
Fair value, January 1, 2021	\$ 225,489	\$ 4,527,372	\$ (38,320)	\$ 4,714,541
New contributions	-	746,316	-	746,316
Distributions	-	-	26,425	26,425
Reserve for split-interest	5,757	-	(6,592)	(835)
Payment of promises to give	-	(1,179,265)	-	(1,179,265)
Write-off of promises to give	-	(92,235)	-	(92,235)
Fair value, December 31, 2021	\$ 231,246	\$ 4,002,188	\$ (18,487)	\$ 4,214,947

During the year ended June 30, 2022, the Foundation invested in the Blackstone Real Estate Income Trust, Inc., Hawkes Bay Investors (Cayman), Ltd., Sculptor Access Ltd., Summit Partners Sustainable Opportunities L/S Fund Limited., and Trend Macro Offshore Ltd.. These funds are investments in investment vehicles that calculate net asset value. The fair value measurement of these funds at June 30, 2023 is \$10,205,776. There are no unfunded commitments to the funds as of December 31, 2022.

The Blackstone Real Estate Income Trust, Inc. seeks to invest in stabilized commercial real estate properties diversified by sector with a focus on providing current income. The redemption frequency of the fund is monthly. There is an overall limit on redemptions of 2% of the net asset value of the fund per month and 5% of the net asset value per calendar quarter.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 10. Fair Value Measurements (Continued)

The Hawkes Bay Investors (Cayman), Ltd. fund seeks long-term capital appreciation through investment in primarily equity and equity-related securities of companies that derive a major portion of profits or anticipated profits from the health care sector and related sectors worldwide. The redemption frequency of the fund is quarterly.

The Sculptor Access Ltd. fund seeks to exploit pricing inefficiencies in equity and debt securities. The redemption frequency of the fund is quarterly.

The Summit Sustainable Opportunities L/S Fund Limited's primary objective is to achieve capital appreciation and deliver strong risk-adjusted returns over a market cycle. The fund looks to achieve these objectives by establishing long and short investments in global equity securities and other equity-related instruments of public companies. The funds seeks to make investments based on individual themes and focus on companies that offer disruptive, market-driven solutions to global stability challenges. The redemption frequency of the fund is quarterly.

Trend Macro Offshore Ltd.'s objective is to produce consistent, absolute returns on capital by pursuing a fundamental global macro strategy. In general, they seek to achieve this investment objective by taking both long and short positions in a variety of fixed income instruments and derivatives, foreign currencies, foreign exchange forwards and foreign exchange derivatives, as well as in various derivative products or securities linked to credit and equity indices. The redemption frequency of the fund is monthly.

Note 11. Operating Leases

The Foundation entered into a lease agreement with the University for office space in July 2020. The lease agreement expires in June 2025 and requires annual payments of \$15,000.

Additionally, the Foundation began to lease a vehicle in September 2022 under an operating lease agreement requiring monthly payments of \$2,488. The lease agreement expires in August 2025.

Operating lease right-of-use assets and lease liabilities as of December 31, 2022 were as follows:

Right-of-use assets:	
Operating lease cost	<u>\$ 105,832</u>
Lease liabilities:	
Current operating lease cost	\$ 44,000
Noncurrent operating lease cost	<u>59,746</u>
Total operating lease liability	<u>\$ 103,746</u>

Rent expense incurred in connection with these leases was \$42,382 and \$15,000 for the years ended December 31, 2022 and 2021, respectively.

**NORFOLK STATE UNIVERSITY FOUNDATION, INC.
AND SUBSIDIARIES**

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 11. Operating Leases

The aggregate future lease payments below summarize the remaining future undiscounted cash flows for operating leases as of December 31, 2022, and a reconciliation to operating lease liabilities reported on the consolidated balance sheet:

Year	Amount
2023	\$ 44,859
2024	44,859
2025	15,332
Total undiscounted cash flows	105,050
Less: present value discount	(1,304)
Total lease liability	\$ 103,746

Average operating lease terms and discount rate at December 31, 2022 were as follows:

Weighted average remaining lease term (years)	2.56
Weighted average discount rate:	1.04%

The following summarizes cash paid for operating lease liabilities and other non-cash information as of December 31, 2022:

Cash paid for amounts included in the measurement of operating leases	\$ 43,484
Right-of-use assets obtained in exchange for operating lease obligations	148,033

Academic and Student Affairs Committee

November 16, 2023

Agenda

- Academic Affairs Update
 - New Degree Program Proposals
- Enrollment Management
- Student Affairs
- Athletics

AGENDA
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING
Thursday, November 16, 2023
Delbert Parks, Chair
10:30 a.m. to 12:00 p.m.

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the September 12, 2023, Committee Minutes**
- IV. Discussion Items**
 - a. Academic Affairs Updates Dr. DoVeanna Fulton
 - b. Enrollment Management Updates Dr. Justin Moses
 - c. Student Affairs Updates Dr. Leonard Brown
 - d. Athletics Update..... Ms. Melody Webb
- 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

BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
ELECTRONIC MEETING
September 12, 2023

MINUTES

1. Call to Order

The Academic and Student Affairs Committee meeting was called to order at approximately 9:35 am.

Attendees: Committee Members

Mr. Delbert Parks, Chair
Mr. Mike Andrews
Mr. Dwayne Blake
Bishop Kim W. Brown

Attendees: NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Dr. Leonard E. Brown, Vice President, Student Affairs
Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Ms. Melody Webb, Athletics Director
Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General
Mr. Christopher Stancil, Project Engineer, Office of Information Technology
Observers – NSU Administrators and Staff
Dr. Juan Alexander, Associate Vice President for Enrollment Management
Ms. Michele A Nesbitt, Executive Assistant to the Provost
Ms. Tanya S. White, Chief of Staff
Dr. Aurelia T. Williams, Interim Vice Provost for Academic Administration

2. Discussion Items

Academic Affairs Initiative Updates – Dr. Fulton

- **General Education Curriculum Reform** – Our general Education Curriculum is a tool being used to increase student success and combat contemporary challenges. Following a review of the frustrations and challenges with our current general education distribution model, the needs of our students and university as well as an examination of other models, the General Education Council voted to adopt the “Hybrid Model of General Education.”
- The Hybrid Model will enable us to intentionally integrate the values and power of interdisciplinary perspectives and experiential and applied learning into our curriculum while still ensuring that our students acquire essential skills for today's academic and professional landscape. It is believed that this approach will lead to a more compelling, invigorating and effective undergraduate education.

BOARD OF VISITORS

Academic and Student Affairs Committee

September 12, 2023

Page 2

Based on this model, our General Ed program will have 2 major categories:

1. Thematic pathways
 2. Foundational areas (Conventional distribution requirements)
- After extensive deliberations, the General Education Committee adopted 4 Thematic pathways. One central pathways will be required of all students and 3 are optional pathways. They are Leadership, equity and social justice (which is the main theme/required pathway. (option 1) Population, health, wealth and happiness (option 2) Design thinking, technology and society (option 3) Environmental sustainability and global awareness
 - Members of the General Education Council are developing the curriculum. Subsequently, faculty will design or redesign courses. We anticipate that this process will be ready for BOV review and approval by the May board meeting.

A curriculum with pedagogical practices that engages 21 century learner is necessary to develop the essential skills hiring managers require, that is problem-solving, quantitative reasoning, financial literacy, teamwork, learning, adaptability, integrity, work ethic, leadership, organization, communication and interpersonal competencies. Regardless of majors this will be the educational foundation for all students. While there is still a ways to go before this is finalized this process has been meaningful for faculty involved in rethinking the needs of the students in the 21st century.

- **Scheduling Optimization Initiative** – The course scheduling optimization initiative continues to progress. After working with AACRAO to gather, review and assess our scheduling processes, we identified 2 appropriate technological tools to consider for implementation: AD Astra and CourseDog.

This summer AD Astra presented its HESI Report on our course scheduling initiative. AD Astra’s higher education scheduling index is a database that tracks how effectively colleges and universities allocate their faculty and classrooms to meet students course needs. The database includes metrics from a cross-section of 4 year public, private and 2 year public higher education institutions. It’s goal is to generate benchmarks that can inform institutional scheduling practices and course offerings in order to improve on-time graduation rates and better utilize existing space and other institutional resources.

The report provided valuable insights into how NSUs performance compares to peer institutions. NSU demonstrated average or above-average metrics in enrollment ratios, balanced course ratios, underutilized course ratios, and off-grid utilizations. However, there were several opportunities for improvement related to standard week utilization, prime week utilization, overloaded course ratio, seat fill enrollment cap and off grid waste.

These findings will be presented to departmental representatives along with demonstrations by the 2 top vendors: AD Astra and CourseDog. Following these presentations, departmental representatives and other essential stakeholders including the Director of Academic Advising, OIT and the Registrar will collaborate to select a solution for procurement this semester once we identify which technological platform is right for NSU. We will then develop an implementation plan and then train faculty and staff schedulers.

- **Faculty Workload Initiative** – The Faculty Workload Initiative is wrapping up phase 2 of our work with the Abura Group, the consulting firm that has been assisting us with understanding our current faculty workload and designing an equitable process to facilitate faculty productivity and assess the financial

BOARD OF VISITORS

Academic and Student Affairs Committee

September 12, 2023

Page 3

impact on the University. In the spring the group collected information via a questionnaire to inform their development of recommendations for a workload model for NSU. The group will review their recommendations next month. Recommendations will be presented to the university so that we can determine the most appropriate actions to take.

I realized that this process has been long and involved but its not a simple matter to change the workload model, improve the scheduling process, and develop a more effective general education curriculum, all of which impact the breadth of the university. I also look forward to implementing and finalizing these initiatives.

- **SACSCOC 5th Year Interim Report and QEP** – Accreditation remains a priority here at NSU. We will be submitting the SACSCOC 5th year report that includes the impact report of the QEP this year.

The 5th year report will comprise 4 major components focused 3 standards: The quality Enhancement Plan Impact Report, the Core Requirements and Federal Requirements.

The various subcommittees and our team in the office of Academic Effectiveness have assembled most of the evidence needed and are reviewing the draft narratives. Thanks to the Leadership of the former interim Vice Provost of Academic Effectiveness, Dr. Ebenezer Kolajo, Dr. Shantaye Platter, Accreditation Specialist and now Interim Director of Assessment, Dr. Terry Marsh, Director of the Quality Enhancement Plan and our new appointed Vice Provost for Academic Effectiveness, Dr. Marshall Thompson. We are on track to submit a report in which no additional information requested by the SACOS review committee.

The QEP Impact Report is a significant feature for which we are currently preparing NSU QEP topic is close reading for effective writing. The QEP is meant to have a significant and transformative impact on the institution. The QEP committee lead by the QEP Director Dr. Terry Marsh and in collaboration with the Office of Academic Engagement has selected this year's common reader the "*Beautiful Struggle*" by Ta-Nehisi Coates. The NSU community will host Coates for a Fireside chat lecture on Thursday, October 19th from 12:30 – 1:30 pm. This is a major intellectual engagement event and we want to encourage each of you to attend so we have copies for everyone.

Thank you to Dr. Andrea Neal, Dr. Marshall Thompson, Dr. Terry Marsh, Dr. Shantaye Plater and all of the staff, faculty and students who participated in developing the 5th year interim report and selecting the common reader and organizing meaningful opportunities to transform our university.

This concludes the updates for Academic Affairs, are there any questions?

Enrollment Management – Dr. Justin Moses

- **NSU's Enrollment Posture** - NSU is growing and our enrollment has exceeded 6,000 students. The headcount currently listed as 6,062 – which is where we were at the time, we pulled this data and entered it into the draft – our formal headcount is 6026 – so in the midst of things we lost a few handfals but that is not uncommon as students are trying to figure out their final plans with respect to enrolling here.
- Dr. Moses thanked the Enrollment Management team and the various staff and faculty from Student Affairs, Academic Affairs, Finance and Administration, and Athletics. Dr. Moses also thanked Dr. Juan Alexander, Senior Associate Vice President for Enrollment Management and noted that every year, they continue to recruit and attract students to come here to Norfolk State, and they demonstrate what we have to offer

BOARD OF VISITORS

Academic and Student Affairs Committee

September 12, 2023

Page 4

including the excellent academic programs and the culture of care and sense of family that is provided to our students.

- Dr. Moses also thanked Dr. Melissa Barnes, Assistant Vice President for financial aid admissions, making sure that our students have the financial resources that they need to succeed here at Norfolk State and graduate.
- Dr. Moses noted that NSU enrolled over 1500 first year students this year, an increase from last year of 230; 17.6% increase from last year. What this demonstrates is continued interest in NSU from around the region, but across the country and internationally. So again, I applaud Dr. Alexander, his team for tracking this year's first-time first-year enrollment.

Athletics Update – Melody Webb

- Ms. Webb noted the Gold Standard theme for the year and the importance of sharing a narrative that defines who we are to assist us in attracting the best and the brightest athletes, and to attract those who will tell the story long after we have left the room. She further commented that there are many variables that define success, and yet success looks uniquely different to everyone. Some can say Progress is success.....Are we progressively getting better.
- Sports provide a unique platform for individuals to display their skills, determination, and resilience. The various platforms and opportunities for success are boundless. But what truly sets sports apart is the inherent lessons it teaches us about success. It teaches us that success is not just about winning on the collegiate level, it's about pushing student-athletes, the department, and the various entities that share a personal stake to invest beyond our limits and constantly thrive for improvement. It demonstrates the importance of discipline, teamwork, and the importance of using failure as a steppingstone towards success.
- Moreover, success in sports extends beyond the field of competition. The skills and qualities developed through sports such as leadership, communication, and problem solving transcend the boundaries of the playing field and can be applied to various aspects of a student's life.
- Since our transition to DI with 25 years we captured fifty-two championships. Out of the 52 championships we had a diverse spread that identified staple sports and unveiled emerging sports that have the power to elevate our trajectory. So, we are going to discuss how we define winning. If you were to ask a student-athlete what they think success is, I'm sure you would get many different answers. I'm also just as certain if you were to ask an alum or someone with a personal stake in the university what is success it will be determined by wins and losses.,
- Athletics mission is to provide a holistic student athletic experience that fosters a culture for athletic excellence, student-athlete personal development, academic achievement, student-athlete wellness, and post-graduation success. Our priorities to ensure alignment is focused on 5 key themes:
 - Academic Excellence,
 - Athletics Excellence,
 - Financial Stability,
 - Stakeholder Engagement
 - Brand Management.
- Academic Excellence - Commitment to holistic student-athlete development, measured by academic achievement, & post-graduation success. We want to provide a holistic student-athlete experience that introduces and prepares students beyond the classroom. This success of academics comes with being intrusive in the student athlete journey and making sure we have programs in place that will lead to their overall success. Which is reflected in this chart at the bottom. This year we recorded the highest graduation success rate for student-athletes at 81%. Progress is success and this is a WIN.
- Examples of programming we put in place includes the

BOARD OF VISITORS

Academic and Student Affairs Committee

September 12, 2023

Page 5

- Leadership Academy,
- Lunch and Learns
- Academic Plans and roadmaps,
- Beacons
- And Various programming to include:
 - Diversity and Inclusion Initiatives,
 - Financial Literacy,
 - Mental Health components, to ensure we are inclusive in all aspects of their learning cycle.
- Initiatives implemented recently included being back-to-back recipients of a \$100K grant by the NCAA. This is huge as only approximately 10 schools have been selected. Other initiatives include the following:
 - - the leadership academy, which focuses on our vision of commitment to leadership excellence, achievement, and results.
 - Lunch and Learn (2023) .
 - Ladies First and Kings talk regarding mental health,
 - Various applications to include athlete talk a mental health app for athletes because... a student athlete's journey is uniquely different that a traditional student. Other resources and apps include, teamworks, influencer, and open dorse to support the name, image and likeness, opportunities. This suite product allows us to provide education to help students capitalize off their brand. In-App student-athlete learning system with short educational video and text from athletes and industry professionals to guide athletes in their brand strategy. It provides Access to external marketplace apps that already exist for student-athletes to monetize their NIL by seeing what brands and companies' other students have used that has an interest in this space.
 - Athletic Excellence. Out of approximately 25 years in Division I we secured 52 championships. Out of those fifty-two we secured approximately 25% of those in the last 3 years. With other sports on the cusp of securing those championships with second place finishes. Progress is success, and this is a WIN. A few achievements. In the last 3 years, we totaled "12" Championships and "13" runner-up finishes. We had MEAC Male Student Athlete of the YEAR (All-Sports) with Yoro Sidibe this year.
 - We had MEAC Men's basketball student athlete of the year with Joe Bryant. We had several Coaches of the year with Larry Vickers, Robert Jones, and Kenneth Giles. Women's basketball ranked #1 in the country in scoring, defense, and field goal percentage. We had 52 All MEAC Post season Selections and over 70+ all MEAC weekly honors. These are our NSU students being recognized across the region. These are the achievements in athletics that continue to elevate our brand.
 - And our Commitment is to raise the prominence of the NSU athletics brand and deepen community impact by telling the NSU story and delivering the NSU experience. There are several ways this takes place. This chart shows the elevation of major network appearances to include ESPN, ESPN Plus, and other major networks over the years. Another Example NSU athletics has been ranked in the top thirty, four times this past year amongst FCS institutions in social media. We are ranked ninth in the country in social media interactions in Non FBS. Rank 79th in the country amongst all DI.
 - It's a lot of work that goes on behind the scenes to make everything look easy. That is why I give our student-athletes, coaches, and staff so much praise. Results matter but the journey is just as instrumental. Progress is success, and this is a WIN. We have been working diligently to advance the goals of the University and establishing a roadmap for athletics to guarantee the two are aligned.
 - I'm excited about where the department is headed and with the changes that have occurred and the opportunities that present itself with new challenges, It is allowing the department to get out of a comfort zone that they are accustomed to and step up and find new and innovative way to drive student-athlete programming to secure the win. Progress is success, and we are winning.

BOARD OF VISITORS

Academic and Student Affairs Committee

September 12, 2023

Page 6

Student Affairs Update – Leonard Brown

Dr. Brown began his report by following up with some previous conversations this committee has had specifically regarding career services. He noted that his division has have worked to capture and report critical data regarding our post-graduate outcomes. He applauded Ms. Saranette Williams and her staff noting the great work they have done with partnering across the campus and with Academic Affairs specifically to create baselines for our outcome data and work to improve those outcomes.

- Over the last two years, we saw a 69 percent employment/graduate school placement rate for Spring 2022 graduates and 71 percent for the class of 2023. While we are above the national average of 64 percent, paying attention to these baselines will allow us to measure our progress and ensure we are continually working for positive outcomes for all our students.
- As we move towards ensuring that every NSU student has a work-based experience, opportunities for internships will be critical. Since 2020 the number of opportunities in the commonwealth of Virginia has grown from 419 to close to 2000 and the number of paid internships across the country has grown from just over 2000 to close to 20,000.
- This would not be possible without close partnership and faculty support. The Office of Career Services has partnered with Academic Affairs, faculty, and Advancement to increase the number of internship opportunities for our students and has centralized these opportunities into one platform called Handshake to assist our students in finding meaningful opportunities.
- Dr. Brown mentioned that NSU was named as a Virginia Talent and Opportunity Partnership (VTOP) top employer for interns this summer for the Presidential Internship program. The internship program was recognized in part for the incorporation of the apple teaching certification through the Spartan Leadership Academy which has led to some incredible internship, employment, and presentation opportunities for our students.
- This summer over 50 students participated in the Spartan Promise to Persist with Purpose program, designed to increase career readiness and focus for our students. The experience was outstanding, and I want to thank Ms. Bonisha Townsend-Porter and her staff for her leadership with this program. Some immediate outcomes for our students included 9 who received job offers, 9 who received internship offers and 5 who received student leader positions.
- More impressive, we were able to demonstrate what the cohort learned regarding wellness and self-care, career and self- development, financial literacy, and digital citizenship with a pre and post test instrument.

Dr Brown thanked Ms. Cheniqua Goode and her staff in counseling services. They have worked tirelessly to provide critical services to our students both in individual situations and when we have faced crisis as a community.

- One of the resources we implemented this past year was timelycare which is an online/on demand resource for students around mental health. It is not a replacement for our staff but has proved to be a great resource for the staff and for our students.
- Some of the usage data we monitor tells the value of this resource.
 - 17 percent of our students are registered for timelycare compared to other schools in the commonwealth that average around 10 percent.
 - 58 percent of timelycare usage is after business hours which means a majority of our students are using it at times that are most convenient to them.
 - Talknow is a feature that literally allows students access to someone within minutes of the request and 52 percent of talknow usage for us is by men which is over represented given our student body

BOARD OF VISITORS

Academic and Student Affairs Committee

September 12, 2023

Page 7

make up and we are pleased that this platform has helped to reduce some of the stigma associated with seeking counseling for our male students.

In addition - This has allowed students access to service over the summer and out of state, which was not possible before. It has allowed our counselors to focus on counseling and not triage and urgent care. It has allowed our counselors to increase the numbers of sessions they can see students. It has decreased the wait time for the counseling center to a week. Timelycare is a valuable resource to supplement the incredible work our counseling services provides to our students

Housing - We have a total of 3040 beds available for on campus housing this fall. There have been a number of variables that led to a high demand for on campus housing. We anticipated a high demand for housing so we commandeered the Wyndham Hotel downtown mainly because it allowed us to house around 170 students there and the proximity to campus that would facilitate easier transportation for students back and forth to campus.

- Some unique challenges that have impacted us this year include:
 - 71 number of single beds are required for ADA accommodation this year. Typically, we have 10-15 requests.
 - We also had 414 returning students apply for housing after the deadline.
 - We had 407 first-time students apply for housing after the deadline.
- This makes it challenging to plan to provide transportation, safety, and staffing but we can't simply turn away 800 students. As of September 7th, we have 301 students at three locations. We had 15 complaints from one location, most of which were routine maintenance issues we experience on campus. Five of the complaints were more serious, including insects and/or bed bugs. Our staff worked with the hotel staff to immediately move those students to new rooms and address the issues in that room. We worked with the Norfolk and Virginia Beach Health Departments to address the issues at this hotel.
- The Virginia Beach Department of health did an inspection of some rooms and reports some mold in sinks that were subsequently addressed by the hotel staff. We will continue working with them to monitor the situation. Some students will be moved back to campus as we verify that students assigned to spaces are not here. Ideally, we would be down to one hotel, but some students will be at the hotels for the entire semester. We are hopeful that with students graduating in December, all students will be on campus in the Spring.
- Moving forward, Dr. Fitzgerald, our Assistant VP for Campus Life and Diversity who supervises the Housing and Residence Life and I will be engaging our housing staff and stakeholder groups to include students in a process to develop some alternative models to house our students that will allow us to more effectively manage the numbers. Our goal is to have recommendations to the President later this semester.

Highlights

- NSU was recently notified that Student Support Services received the 2023 First Generation College celebration grant from NASPA to augment our campus celebration of First year students. Thanks to Dr. Danielle Williams and her staff for their focus on first generation students.
- Dr. Brown thanked Mr. Wayne Ivey, and his staff, in Military Services, for their on-going efforts to provide service to those in the military and their families. Their dedication has allowed NSU to be continually recognized as a military friendly school, including the **#1 ranking for small public institutions** this year.
- Dr. Brown noted that over the past two years, Dr. Vanessa Jenkins has been working to incorporate health and wellness practices into the student experience. One of the new initiatives we are excited about includes the upcoming student wellness summit on September 28th that will focus on peer-to-peer resilience strategies in an engaging and informative way.

BOARD OF VISITORS

Academic and Student Affairs Committee

September 12, 2023

Page 8

- The Constructive Dialogue Institute is an organization dedicated to increasing skills related to dialogue across differences. Supported by SCHEV, NSU will be engaging with CDI as a resource for faculty, staff, and students.
- Next summer we will be hosting the NASPA Dungey Leadership Institute that works to bring under-represented students into the Student Affairs field. Our very own (Zar-E AH Sonya- B-etta) Zyaira Sonnebeyatta participated in the institute this summer and had an incredible experience. We look forward to bringing the institute to NSU.
- We are rolling out a new employment program on campus for students. Our goal is to provide more opportunities for students to get work-based experiences right here on campus so that students who need to work can do so in an environment that supports their academic success. More to come to the campus community regarding this program next week.
- I also wanted to highlight a continuing program targeting our men on campus that has been very well received. Dr. Faith Fitzgerald in her role as AVP for Campus Life and Diversity, and her staff have done some incredible and important programming for a number of separate groups on campus. The Barbershop talk creates a space for our men on campus to have real and honest conversations peer to peer while getting a fresh cut and we value these types of opportunities that our students respond to.
- I also wanted to share with this committee that Mr. Jordan Moody was selected as the Grand Ideal Spartan this past year. There is a group led by our Dean of Students Ms. Michelle Marable who chooses students who shine bright in the ideals of what it means to be a Spartan. At the end of each year, the Grand Ideal Spartan is chosen. Mr. Moody certainly optimizes this, and we are proud to continue to recognize the amazing students we have the privilege to serve.
- As we all know, our community suffered a tragic loss 2 weekends ago. Jahari George was a kind, gentle soul who was smart, ambitious, and working hard to best position himself for the future he wanted. He was admired and well liked across campus. He was a presidential scholar and honors student majoring in Electrical Electronics Engineering. He will be deeply missed by all of us.
- We are working to host a campus memorial this week in conjunction with the family. We provided the campus community with some initial crisis response resources to include meetings with multiple groups that were connected to Jahari. We are working directly with a group of student leaders to answer some concerns regarding safety on campus and in the area and will continue to address support for those grieving and concerns about safety going forward.

Chelsea Hall, Executive Administrative Assistant

Delbert Parks, Chair
Academic and Student Affairs Committee

Academic Affairs

Proposed New Degree Programs

Exception Time Reporter:

https://www.cardinalproject.virginia.gov/sites/default/files/2021-09/ESS392%20Time%20Entry%20Scenarios_Exception%20Time%20Reporter.pdf

Positive Time Reporter:

https://www.cardinalproject.virginia.gov/sites/default/files/2021-09/ESS392%20Time%20Entry%20Scenarios_Positive%20Time%20Reporter.pdf

Academic Affairs: New Degree Program Proposals

School of Education

- ❖ **Program:** Bachelor of Science (BS) in Middle Education
- ❖ **Department:** Secondary Education and School Leadership
- ❖ **Pathways & Requirements:** **120 semester credit hours for completion.**

- ❖ **Modality:** Hybrid (less than 20% of courses offered online)
- ❖ **Year of Initiation:** Fall 2024
- ❖ **Program Specialty:** Students will be prepared to obtain one or more licensure endorsement in two critical shortage areas.
- ❖ **Market Demand:** Middle Education is one of the top 3 critical shortage teaching areas in Virginia.

Teacher Endorsement Areas

- Mathematics and/or
- General Science

Summary of Projected Enrollments in Proposed Program

Year 1		Year 2		Year 3		Year 4 Target Year (2-year institutions)			Year 5 Target Year (4-year institutions)		
<u>2024 - 2025</u>		<u>2025 - 2026</u>		<u>2026 - 2027</u>		<u>2027 - 2028</u>			<u>2028 - 2029</u>		
HDCT	FTES	HDCT	FTES	HDCT	FTES	HDCT	FTES	GRAD	HDCT	FTES	GRAD
<u>10</u>	<u>9</u>	<u>15</u>	<u>13.5</u>	<u>20</u>	<u>14</u>	<u>25</u>	<u>22.5</u>	—	<u>35</u>	<u>32</u>	<u>16</u>

Academic Affairs: New Degree Program Proposals

School of Education

- ❖ **Program:** Master Arts (MA) in Counseling Education
- ❖ **Department:** Secondary Education and School Leadership
- ❖ **Pathways & Requirements:** 60 semester credit hours for completion.

Concentration Areas (12 credits)

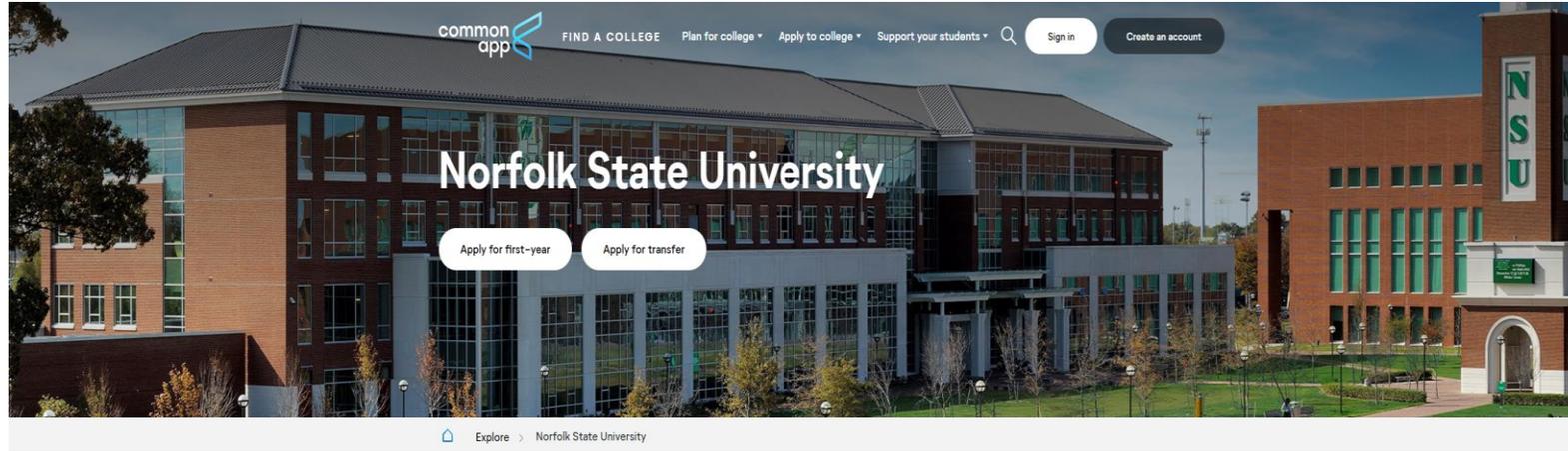
- Professional School Counseling
- Mental Health Counseling
- Clinical Rehabilitation Counseling

- ❖ **Modality:** Hybrid (less than 20% of courses offered online)
- ❖ **Year of Initiation:** Fall 2024
- ❖ **Program Specialty:** Each concentration will qualify students for a unique counseling license upon graduation.
- ❖ **Market Demand:** Increased national need by 18% by 2032 (US BLS). Commonwealth increased need by 14% by 2030 (VEC).

Summary of Projected Enrollments in Proposed Program

Year 1		Year 2		Year 3		Year 4 Target Year (2-year institutions)			Year 5 Target Year (4-year institutions)		
2024 - 2025		2025 - 2026		2026 - 2027		2027 - 2028			2028 - 2029		
HDCT	FTES	HDCT	FTES	HDCT	FTES	HDCT	FTES	GRAD	HDCT	FTES	GRAD
<u>20</u>	<u>19</u>	<u>35</u>	<u>34</u>	<u>47</u>	<u>45.5</u>	<u>44</u>	<u>42.5</u>	—	<u>56</u>	<u>54.5</u>	<u>17</u>

Enrollment Management Update



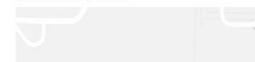
Norfolk State University is four-year, public, urban, coeducational comprehensive university offering 31 undergraduate, 15 graduate, and 3 doctoral programs. Our 134-acre campus is near downtown Norfolk, VA with its shops, restaurants and museums. Ranked as a top 20 HBCU by U.S. News and World Report, NSU prides itself of helping our students reach their full potential.



[Apply for first-year](#) [Apply for transfer](#)

- Accepts first-year applications
- Accepts transfer applications
- South
- Public
- Urban
- Medium (2,001 to 14,999)
- Co-Ed
- Historically Black College and University (HBCU)
- No personal essay required - First Year
- No letter of recommendation required - First Year
- Test Optional/Flexible - First Year
- No letter of recommendation required - Transfer

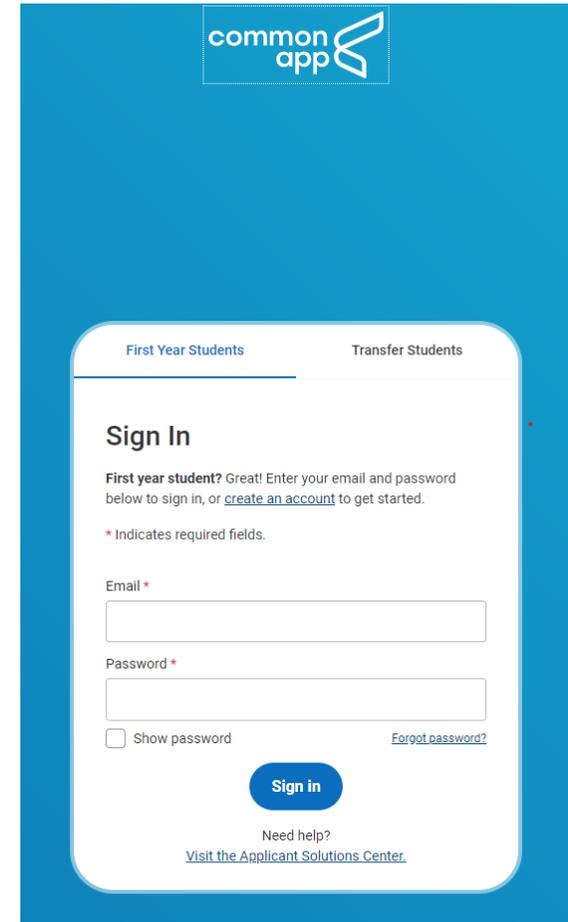
Admissions office



**NORFOLK STATE
UNIVERSITY**

Fall 2024

- 19% increase in applications
- November 15 – Early Decision Date
- Early Acceptance Packages will be issued before December 25
- Scholarship Platform



The image shows a mobile app interface for the Common App. At the top right is the 'common app' logo. Below it, there are two tabs: 'First Year Students' (selected) and 'Transfer Students'. The main heading is 'Sign In'. Below the heading, there is a message: 'First year student? Great! Enter your email and password below to sign in, or [create an account](#) to get started.' A note below that says '* Indicates required fields.' There are two input fields: 'Email *' and 'Password *'. Below the password field, there is a checkbox for 'Show password' and a link for 'Forgot password?'. A blue 'Sign in' button is centered below the fields. At the bottom, there is a link: 'Need help? [Visit the Applicant Solutions Center.](#)'



Enrollment Recap

Category	2023
Total Student (Headcount)	6,045
FTE (Full-Time Equivalency)	5,464
Full-Time Headcount	5,252
Part-Time Headcount	793
Total Undergraduates	5,510
Total Graduates	535

Total Full-Time Undergraduates (headcount)	4,899
Men	1,645
Women	3,254
Total Full-Time Graduates	353
Men	129
Women	224
% Female	66.4%
% Male	33.6%

Total Part-Time Undergraduates	611
Men	178
Women	433
Total Part-Time Graduates	182
Men	82
Women	100
% Female	67.2%
% Male	32.8%



Enrollment Recap



Ethnicity	
Black	5011 (83%)
White	145 (2%)
Hispanic	302 (4%)
American Indian	8
Asian	18
Pacific Islander	0
Multiple Races	350
International	127
Unknown	84

Residency	
In-State	4352 (72%)
Out-of-State	1693 (28%)

Division of Student Affairs

Dr. Leonard Brown, Jr.
Vice President for Student Affairs

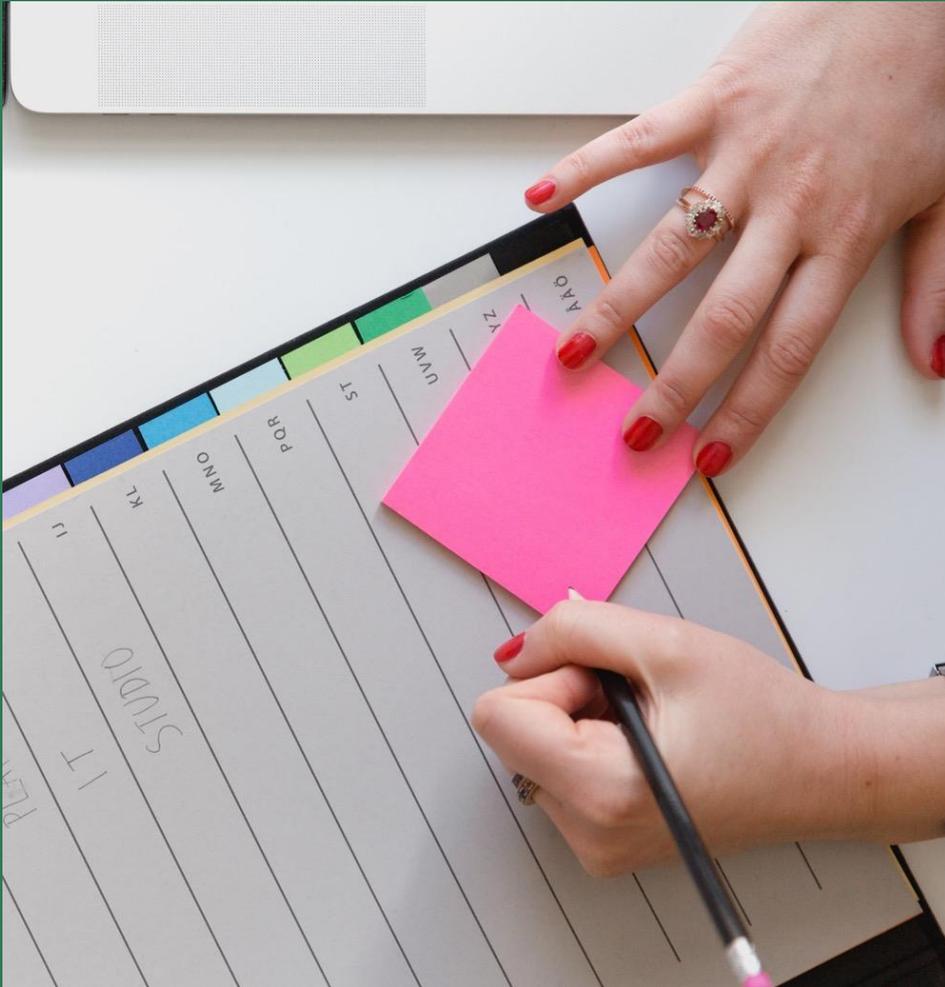


O.A.S.I.S

Single Housing Accommodation Requests

Year	#Requests
2023 (fall only)	145
2022-2023	116
2021-2022	77

Career Services



Career Fair Expo Attendance		
Academic Year	Fall	Spring
2021-2022	76	123
2022-2023	383	207
2023-2024	707	

Current Employee Searches



- **Dean of Students**
- **Director for Health**

National Association of Colleges and Employers (NACE)

- Competencies
- Critical Thinking/ Problem Solving
- Oral/Written Communication
- Teamwork/Collaboration
- Digital Technology
- Leadership
- Professionalism/Work Ethic
- Career Management
- Global/Intercultural Fluency

Spartan Campus Employment Program

- Positions Available- 60
- Students placed -39
- On Boarding- 20
- Declined -1
- Applications received-462

Divisional Highlights



Sierra Leone Sanders
Miss Norfolk State University
2023-2024

- Dr. Danielle Williams- Elected VAEOPP President
Virginia Association of Educational Opportunity Program Personnel
- Sierra Leone Sanders -Competed in the 38th Annual Competition of Black College Queens. She placed top 3 and earned a \$1500 Scholarship.
- Destinee Jackson- Selected as a co-chair for the 2023-2024 SCHEV Student Advisory Committee.
- Jordan Moody & Destinee Jackson –Selected as participants in Gloucester Institute’s Emerging Leaders Program.
- Jacob Roman -Selected as a NASPA Undergraduate Fellow Program for the Class of 2023-2024.

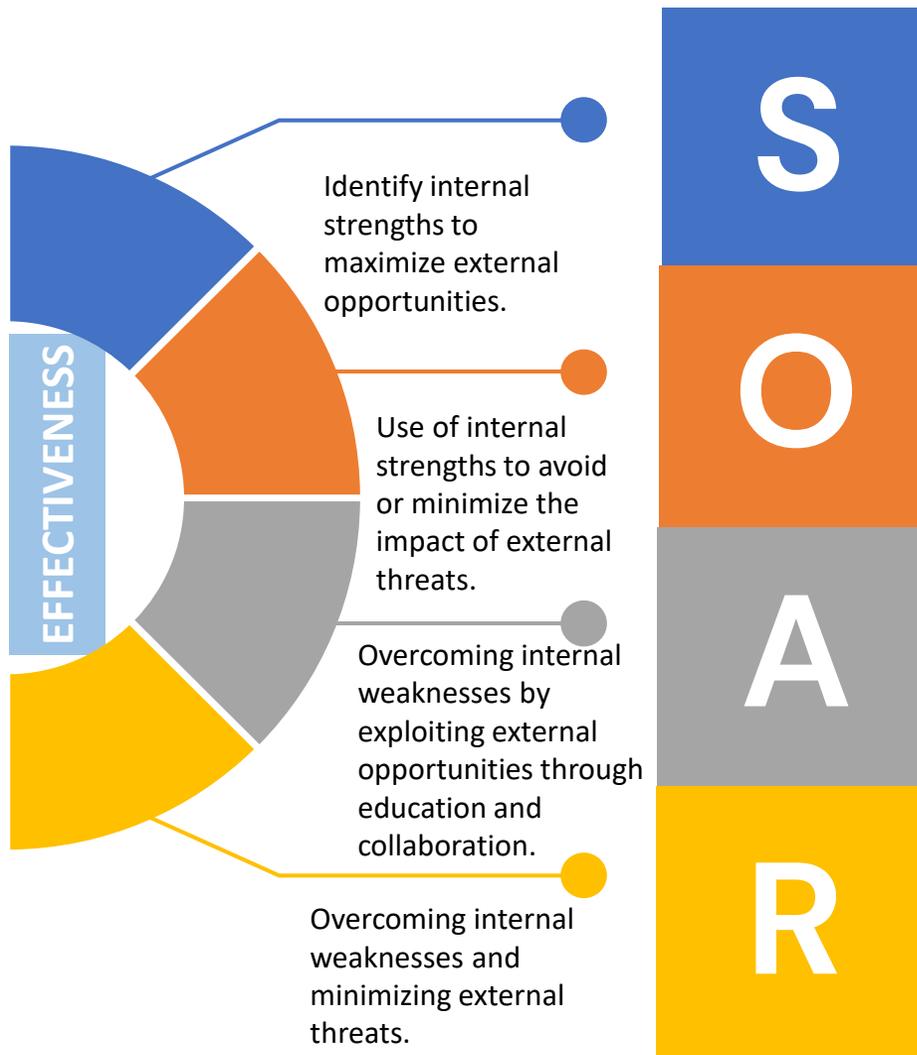


Department of Athletics



SOAR OVERVIEW

ATHLETIC DEPARTMENT



Strengths

Successful academic programming with 81% graduation success rate; strong leadership development; competitive overall athletics program; and successful track record in championships and titles.

Opportunities

Equipment and resources; space utilization; cross campus and organizational practices; process improvement; leveraging technology; NIL collective; and developing robust NIL program.

Action

Expansion of sports programs to diversify student-athlete portfolio; collaboration with local ties to develop pipelines; hosting high profile events to increase visibility; strengthening student-athlete well-being; and developing robust NIL program.

Response

Regulatory changes or policies impacting funding and eligibility requirements; changing trends amongst fans and demographics; sponsorships and funding opportunities; scholarship funding; and athletic foundation infrastructure.

ATHLETICS TRANSFORMATION

SNAPSHOT

HOLISTIC DEVELOPMENT

Mental Health, Financial Literacy, Name, Image, Likeness, Diversity, Equity, Inclusion

ACADEMICS

Scholarships, Degree Completion, Academic Performance Rate

ATHLETICS PERFORMANCE

Accommodate Access, Transfer Portal, Enhanced Championships

GOVERNANCE

Decentralization of Rules and Governance

FINANCIAL STATURE

Revenue Distribution Model, Enhanced Visibility, Emerging Sports

Thank You!



**NORFOLK STATE
UNIVERSITY**

Strategic Finance

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

Mr. Jay Jamison, *Chair*

November 16, 2023

Time: 1:00 PM

Campus Location

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
President's Conference Room, 501 Wilson Hall

Zoom Webinar Participation

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the September 12, 2023, Committee Minutes**
- IV. Discussion Items**
 - A. Quarterly Financial Report
 - B. ARMICS Update
 - C. Clery Report Update
 - D. Facilities Management Update
 - E. BOV Policy #22 - Violence Prevention Committee (VPC) and Threat Assessment Team (TAT) Policy
 - F. Legislative Affairs Update
 - G. Human Resources Update
 - HRIS Identification and Selection
 - H. Information Technology and Security Update
 - Information Technology
 - Information Security
 - BOV UISP #10 (2023) Security Assessment and Authorization Policy
 - BOV UISP #11 (2023) System and Information Integrity Policy
 - System Acquisition and Implementation
 - MAXIENT Case Management System (Enterprise System)
 - I. Institutional Effectiveness Update
 - J. University Advancement Update
- V. Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**
- VI. Open Meeting**
 - A. Closed Meeting Certification
- VII. Adjournment**

Strategic Finance Committee

Mr. Jay Jamison, *Chair*
Bishop Kim W. Brown
Mr. Conrad Hall

Ms. Heidi Abbott
Dr. Katrina Chase
Dr. Harold L. Watkins, II

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

The President participates in all Committee Meetings

BOARD OF VISITORS (BOV) STRATEGIC FINANCE COMMITTEE MEETING

November 16, 2023, 1:00 PM

Jay Jamison, *Chair*

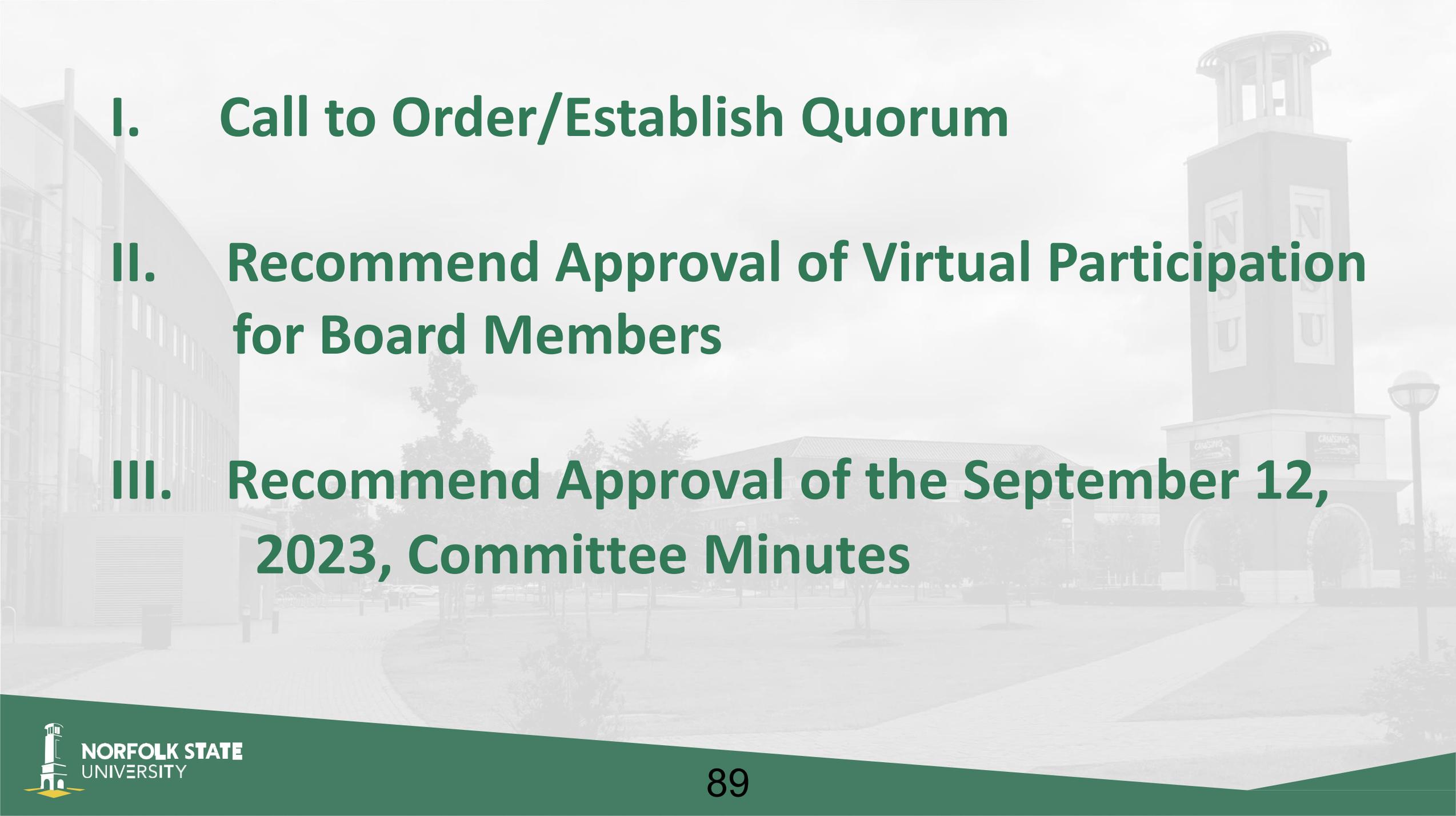
Ms. Heidi W. Abbott

Bishop Kim W. Brown

Dr. Katrina Chase

Mr. Conrad Hall

Dr. Harold L. Watkins, II

- 
- I. Call to Order/Establish Quorum**
 - II. Recommend Approval of Virtual Participation for Board Members**
 - III. Recommend Approval of the September 12, 2023, Committee Minutes**

**BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
TUESDAY, SEPTEMBER 12, 2023**

MINUTES

1. Call to Order/Establish Quorum

Mr. Jamison, Chair, called the Strategic Finance Committee meeting to order at approximately 12:30 pm.

Participants – Committee Members

Mr. Jay Jamison, Chair
Ms. Heidi W. Abbott
Bishop Kim W. Brown
Dr. Katrina Chase
Mr. Conrad Hall (absent)
Dr. Harold L. Watkins, II

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
Ms. Sher're Dozier, Clerk to the President for the Board of Visitors
Dr. Gerald Ellsworth Hunter, Vice President for 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. Melody Webb, Athletic Director
Mrs. Martha M. Wilson, Executive Assistant, Finance and Administration

Student Government Association Participants

None present

Observers – NSU Administrators and Staff

Dr. Andrew T. Carrington, Assistant Vice President for Finance and Administration
Mr. Brian Covington, Chief of Police, Police Department
Dr. Davida Harrell-Williams, Director, Auxiliary Enterprises and Services
Mr. DeAndre Hyman, Deputy Chief, Police Department
Ms. Shana Z. James, Assistant Vice President of Development
Ms. Crystal D. Jenkins, Executive Director, Norfolk State University Foundation
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

2. Recommend Approval of Electronic Participations

None present

3. Recommended Approval of the Committee Minutes

A motioned was made and second by Bishop Brown and Dr. Harold Watkins with a 5-0 Roll Call vote to approve the April 11, 2023 meeting minutes – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

4. Discussion Items

• **Quarterly Financial Report**

Dr. Hunter presented the Quarterly Financial Report as of June 30, 2023.

Actual revenue totaled \$294,593,000 and Actual expenses totaled \$263,984,000 for a positive Fund balance of \$30,609,000 through June 30, 2023.

• **Fall 2023 Revenue Forecast Update**

Dr. Hunter presented the Fall 2023 Tuition & Fee Revenue Forecast Update as of September 7, 2023, which included the budgeted E&G tuition revenue projection for full-time and part-time students of \$22,605,698 and \$3,166,301, respectively, for an E&G Total Revenue Projection of \$25,771,999. The Fall 2023 A&E Mandatory Fee Budgeted Revenue Projection was \$9,697,056 and the Fall 2023 Out-of-State Capital Outlay Budgeted Revenue Projection was \$223,018.

○ The University's fall tuition revenue exceeds projections by \$1.7 million.

○ The revenue projection for auxiliary mandatory-fee revenue exceeds projections by approximately \$691,224.

○ Out-of-state capital outlay revenue projections exceed the projection by \$336,000. The university is assessed approximately \$421,000 in capital outlay debt service for out-of-state students. The projected revenue collection for the fall will exceed the university’s annual obligation. Revenue in excess of the amount the University is obligated to provide to the Commonwealth will be retained for other educational and general obligations.

- **Six-year Plan Overview**

Dr. Hunter provided a detailed NSU Six-year Plan Overview that included an introduction to the plan; discussion of HBCUs; enrollment trends and forecasts; executive summary & NSU's five Strategic Pillars; successes; challenges, opportunities & developments; a deep-dive discussion of budget requests for \$21.1 million in FY 2025 and 29.5 million in FY 2026; a discussion of the 2024 capital budget requests; and conclusions. After a comprehensive discussion, the BOV Strategic Finance Committee voted unanimously to recommend to the full BOV the Resolution to approve the 2023 Six-year Plan.

A motioned was made and second by Bishop Brown and Dr. Harold Watkins respectively, with a 5-0 Roll Call vote to recommend to the full BOV the Resolution to approve the 2023 Six-year Plan - 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

- **Capital Projects** included a synopsis of the following **new** structures:

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

- **Capital Projects in Progress**

1. Construct New Science Building, \$112 million
2. Replace the Fine Arts Building, \$97 million
3. Construct Physical Plant/Warehouse, \$30 million

- **Maintenance Reserve Project Updates**

1. McDemmond – Replace Air Valves
2. McDemmond – COVID Lab
3. McDemmond – Quantum Physics Lab
4. Echols Hall – Restroom Upgrades
5. Gill Gym Renovations
6. Babbette NORTH – Laundry Room Upgrades
7. Charles and Lee Smith - Restroom Upgrades
8. Robinson Tech – Roof Replacement
9. Campuswide – Fence and Gate Upgrades

- Division of Finance and Administration self introductions

- **Legislative Affairs Update**

Mr. Eric Claville discussed the following Legislative Updates:

- Budget Bill - HB6001: Maintain Affordable Access – Passed by General Assembly – September 6, 2023
- Budget Bill - HB6001: Central Capital Outlay/Central Maintenance Reserve – Passed by General Assembly – September 6, 2023
- Budget Bill - HB6001 - Creation of a Joint Subcommittee on Higher Education Funding
- Investments for both K-12 and higher education institutions

- **Human Resources Update**

Dr. Justin Moses provided 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**

Dr. Moses presented the 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

- **University Advancement Update**

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

- Purpose of University Advancement
- University Advance Units
- Four New Employees
- Six-year Fundraising Overview
- Six-year Alumni Giving
- Leadership & Major Giving
- Campaign Progress
- Divisional Events & Updates
- Alumni Relations and Annual Events
- Communications and Marketing
- Website, Social Media, and Behold Magazine
- Advertising
- University Events
- University Advancement/NSU Foundation self introductions

- Naming Opportunity Resolution

After a full discussion that included requiring a specified time limit and the first right of refusal to continue funding the project, the BOV Strategic Finance Committee voted unanimously to recommend to the full Board of Visitors the Resolution to name the NSU Tennis Courts the Nat Warren Tennis Center.

A motioned was made and second by Dr. Watkins and Ms. Abbott, respectively, with a 5-0 Roll Call vote to recommend requiring a specified time limit and the first right of refusal to continue funding the project to the full Board of Visitors the Resolution to name the NSU Tennis Courts the Nat Warren Tennis Center. – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

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

No closed meeting

Open Meeting

Meeting never closed

Adjournment

There being no further business, the meeting was adjourned at approximately 2:30p.m.

Respectfully submitted,

Jay Jamison, Chair
Strategic Finance Committee

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

**Strategic Finance
Committee
November 16, 2023**

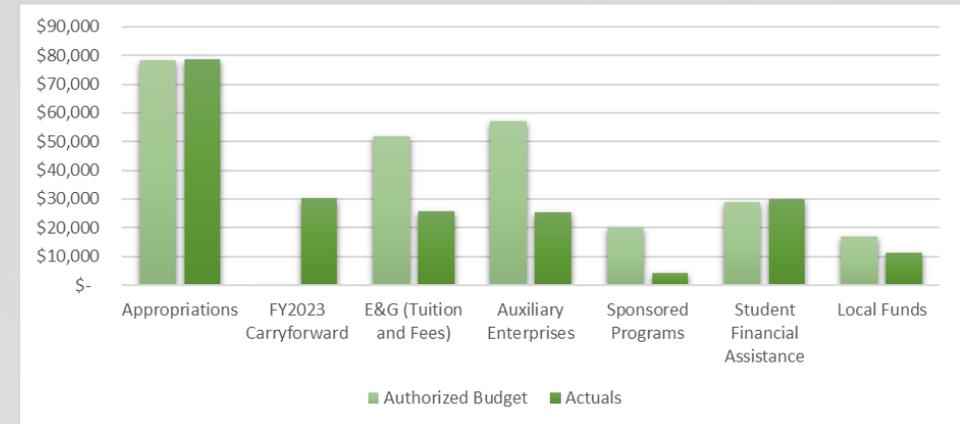
Division of Finance and Administration

**Gerald Ellsworth Hunter, PhD
Vice President & Chief Financial Officer**

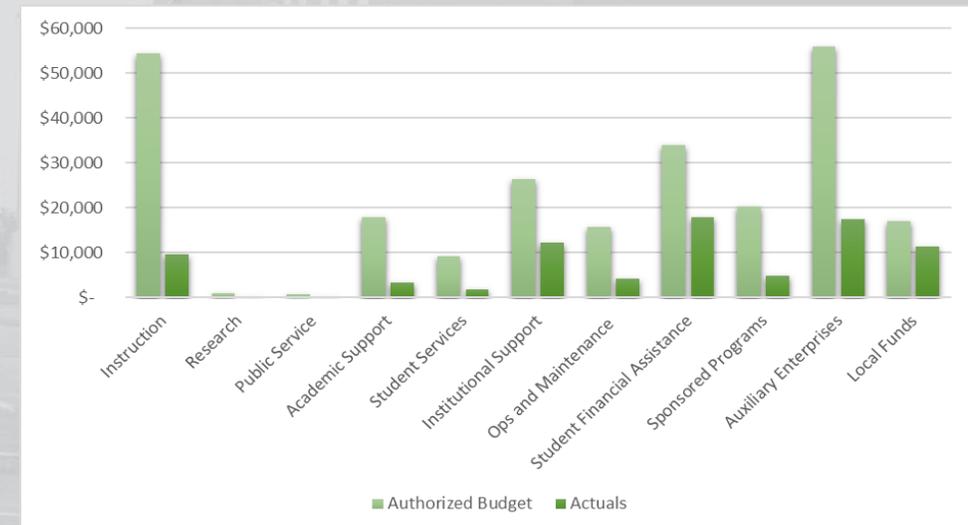


FY 2024 - Condensed Summary of Revenues and Expenses Budget Report - All Funds (Cash Basis) As of September 30, 2023 (amounts in thousands)

<u>Revenues</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>	<u>Year-end Projection</u>
Appropriations	\$ 78,273	\$ 78,601	100%	\$ 78,601
FY2023 Carryforward	-	30,206	0%	30,206
E&G (Tuition and Fees)	51,933	25,813	50%	54,294
Auxiliary Enterprises	57,295	25,344	44%	58,811
Sponsored Programs	20,232	4,132	20%	20,232
Student Financial Assistance	28,826	30,076	104%	30,076
Local Funds	17,000	11,228	66%	21,333
Total Revenues	\$ 253,559	\$ 205,400	81%	\$ 293,553

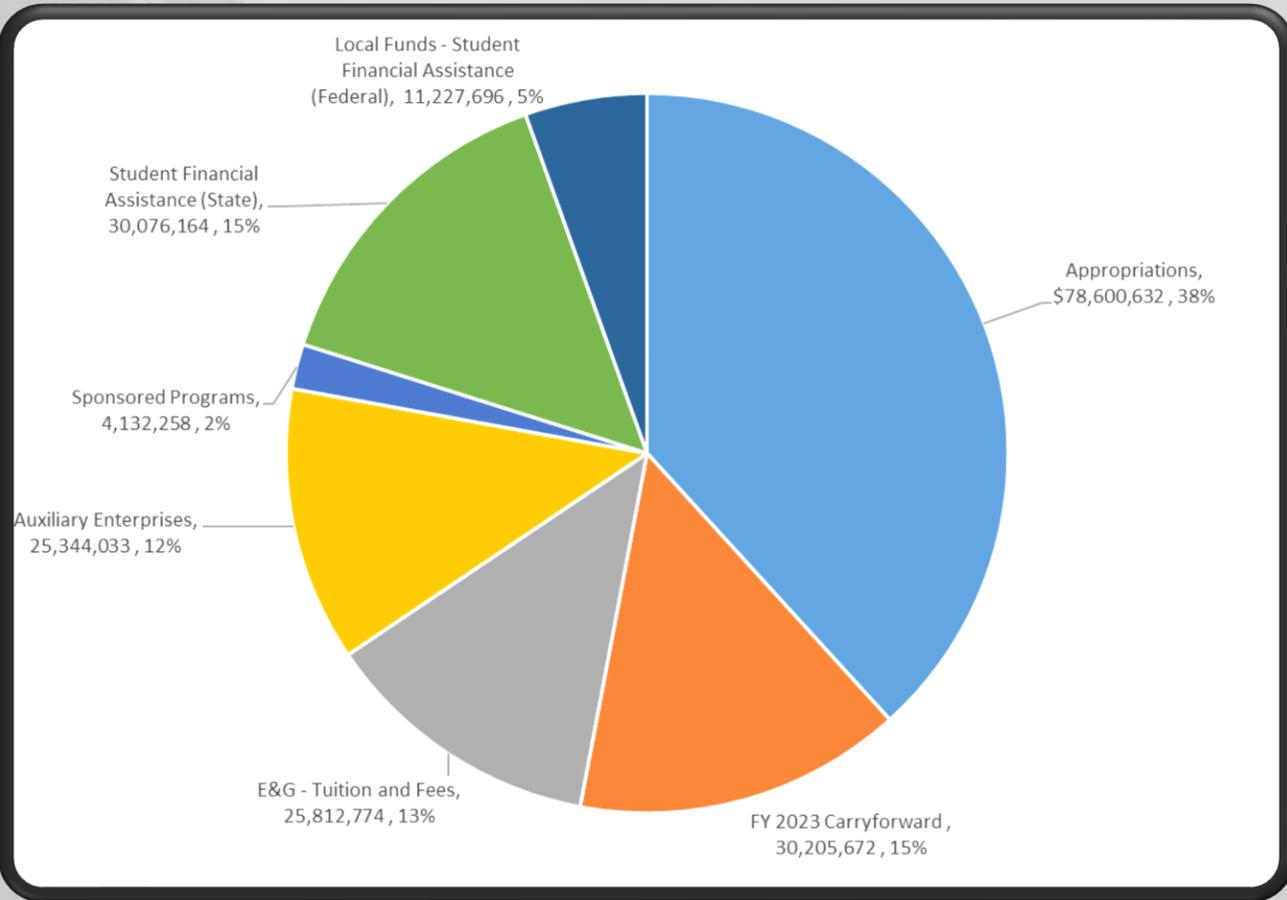


<u>Expenses</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>	<u>Year-end Projection</u>
Instruction	\$ 54,316	\$ 9,712	18%	\$ 54,316
Research	1,003	330	33%	1,003
Public Service	654	74	11%	654
Academic Support	17,974	3,339	19%	17,974
Student Services	9,201	1,881	20%	9,201
Institutional Support	26,274	12,309	47%	26,274
Ops and Maintenance	15,651	4,209	27%	15,651
Student Financial Assistance	33,959	17,832	53%	33,959
Sponsored Programs	20,232	4,804	24%	20,232
Auxiliary Enterprises	55,871	17,377	31%	58,811
Local Funds	17,000	11,459	67%	21,333
Total Expenses	\$ 252,135	\$ 83,326	33%	\$ 259,408
Revenue Over Expenses	\$ 1,424	\$ 122,074		\$ 34,145



SOURCE OF FUNDS

Actuals as of September 30, 2023

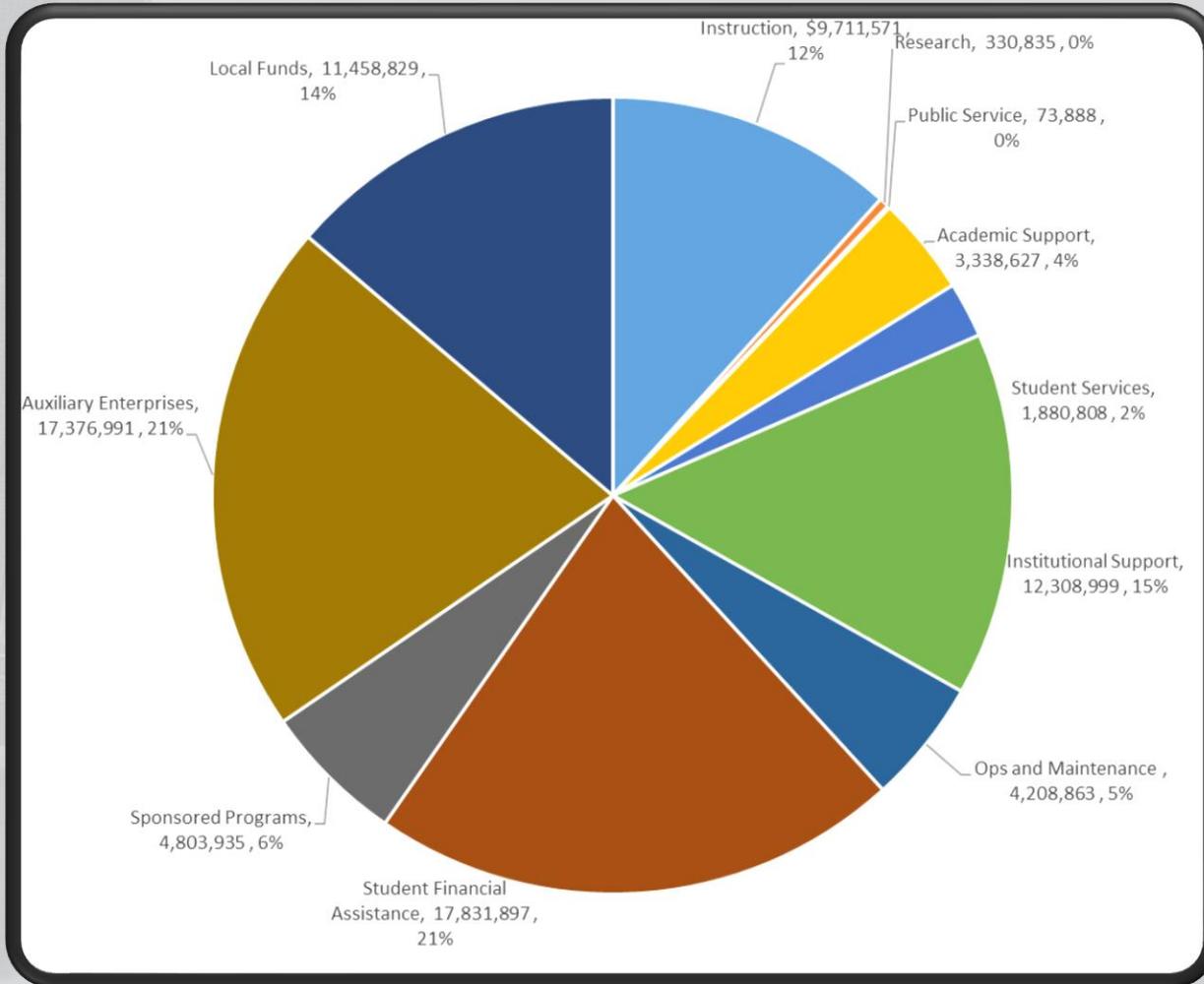


Revenues

	Actuals
Appropriations	\$ 78,600,632
FY 2023 Carryforward	30,205,672
E&G - Tuition and Fees	25,812,774
Auxiliary Enterprises	25,344,033
Sponsored Programs	4,132,258
Student Financial Assistance (State)	30,076,164
Local Funds - Student Financial Assistance (Federal)	11,227,696
Total Revenues	\$ 205,399,229

USES OF FUNDS

Actuals through September 30, 2023



Expenses

<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 9,711,571
Research	330,835
Public Service	73,888
Academic Support	3,338,627
Student Services	1,880,808
Institutional Support	12,308,999
Ops and Maintenance	4,208,863
Student Financial Assistance	17,831,897
Sponsored Programs	4,803,935
Auxiliary Enterprises	17,376,991
Local Funds	11,458,829
Total Expenses	\$ 83,325,243

ARMICS UPDATE

(Agency Risk Management and Internal Control Standards)

- ARMICS annual assessment was conducted to provide **reasonable assurance** of the integrity of fiscal processes related to the submission of transactions to the Commonwealth's general ledger, submission of financial statement directive materials, compliance with laws and regulations, and stewardship over the Commonwealth's assets.
- NSU certified on October 31, 2023, to the Department of Accounts (DOA) that it can provide reasonable assurance as to the internal control over the recording of financial reporting requirements, compliance with laws and stewardship with respect to operational effectiveness over assets.
- No significant weaknesses were identified that require reporting to DOA.

CLERY REPORT UPDATE (1 of 3)

THE ANNUAL SECURITY REPORT (ASR)

- Publication mandated by the *Clery Act* that institutions of higher education must publish and distribute by the required deadline (October 1) annually.
- It serves as a reflection of an institution's current existing policies and procedures.
- It requires different elements to convey that information.

STATEMENT OF POLICY

- Procedures for students and others to report criminal actions or other emergencies
- Security of and access to campus facilities and security considerations
- Campus law enforcement (enforcement authority; jurisdiction; accurate and prompt reporting; voluntary, and confidential (counselors))
- Possession, use, sale, and enforcement – alcohol & drugs
- Dating violence, domestic violence, sexual assault and stalking (DVSAS) prevention, response, and disciplinary procedures
- Emergency response and evacuation
- Missing student notification

CLERY REPORT UPDATE (2 of 3)

KEY THINGS COVERED IN THE ASR

- Criminal Offenses
- Hate Crimes
- VAWA (Violence Against Women Act) Offenses
- Arrests & Referrals for Weapons, Liquor, and Drug Law Violations

THE IMPORTANCE OF THE ASR

- Under the Clery Act, institutions are required to disclose information about certain crimes. It is enforced by the United States Department of Education, and institutions that do not comply could face a fine in excess of \$59,000 per incident.
- The annual security report provides students and their families, as higher education consumers, and university constitutes with accurate, complete, and timely information about safety on campus so that individuals can make informed decisions.

CLERY REPORT UPDATE (3 of 3)

Crime Statistics
Norfolk State University
Main Campus
Norfolk, Virginia 23504

CLERY CRIMES	On Campus			On-Campus Residence			Non-Campus			Public Property			Total			Unfounded
	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022
Murder & Non-negligent / Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rape	1	6	1	1	5	1	0	0	0	2	3	0	3	9	1	0
Fondling	0	0	3	0	0	3	0	0	0	1	1	0	1	1	3	0
Incest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	0	0	3	0	0	1	0	0	0	1	0	0	1	0	3	0
Aggravated Assault	2	0	1	0	0	1	0	0	0	0	0	1	3	0	2	0
Burglary	4	0	0	4	0	0	0	0	0	0	0	0	4	0	0	0
Motor Vehicle Theft	1	1	1	0	0	0	0	0	0	0	1	0	1	2	1	1
Arson	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

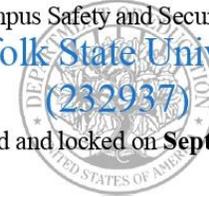
VAWA OFFENSES																	
Domestic Violence	1	1	4	1	1	0	0	0	0	0	0	4	4	1	5	4	0
Stalking	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0
Dating Violence	9	0	2	7	0	1	1	0	0	2	0	1	12	0	3	0	

ARRESTS																
Liquor Law Violations	3	0	1	2	0	1	0	0	1	1	0	1	4	0	1	0
Drugs Violations	0	0	2	0	0	0	0	0	0	2	1	1	2	1	3	0
Weapon Violations	0	1	2	0	1	0	0	0	0	0	1	2	0	2	2	0

DISCIPLINARY REFERRALS																
Liquor Law Violations	26	19	29	11	13	19	0	0	0	0	11	0	26	30	29	0
Drugs Violations	54	25	63	45	18	47	1	0	0	3	16	1	54	41	64	0
Weapon Violations	4	5	0	3	0	0	0	0	0	0	1	2	4	6	2	0

Campus Safety and Security Survey Completion Certificate

The Campus Safety and Security data for
Norfolk State University



were completed and locked on **September 20, 2023**.

Thank you for your participation in the 2023 data collection.

This certificate was prepared on **September 20, 2023**

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:** CONSTRUCTION MANAGER AT RISK (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



FACILITIES MANAGEMENT UPDATE

Maintenance Reserve

(5 of 5)

- **McDemmond – COVID Lab**
The project is currently in construction and will be complete in December.
- **McDemmond – Quantum Physics Lab**
The project is currently in construction and will be complete in December.
- **Echols Hall – HVAC Upgrades**
This project will go out for bid January 2024 and will be complete July 2024.
- **Gill Gym Renovations**
The renovation to the football locker room has been completed. The pool locker room and restroom area will be complete in December.
- **Babbette Towers – Roof Replacement**
The 10th floor roof of both north and south tower will be replaced. This project will be complete Spring 2024
- **Robinson Tech – Roof Replacement**
The project is currently in construction and will be complete in December.
- **Wilson Hall – Exterior Repairs**
This work will be complete Spring 2024
- **Shepherd's Village (Park Place)**
The project is currently in construction and will be complete in December.
- **Campuswide – Fence and gate Upgrades**
Installing a fence and gate along the perimeter of campus.
- **Phyllis Wheatley**
Working with a design team on potential use options for the building and development of the rest of the site for future University needs

BOV Policy #22 - Violence Prevention Committee (VPC) and Threat Assessment Team (TAT) Policy

Policy Title: Violence Prevention Committee (VPC) and
Threat Assessment Team (TAT)

Policy Type: Board of Visitors

Policy No.: BOV Policy # 22 (2017)

Approved Date: March 19, 2021

Responsible Office: Norfolk State University Police Department

Responsible Executive: Vice President for Finance and Administration

Applies to: University Community

POLICY STATEMENT

The Norfolk State University Board of Visitors (aka, Board or BOV) is committed to preventing violence on campus and ensuring a safe working and learning environment for the University community at all times. In furtherance of [Code of Virginia § 23.1-805](#), the Board has established and implemented a Violence Prevention Committee and Threat Assessment Team at Norfolk State University to assess and intervene with individuals whose behavior poses a threat to the safety of the University community. As such, Norfolk State University prohibits violence and threats of violence by members of the campus community, third parties when they are on University controlled property, or when they are engaged in official University business or activities at any location. Acts or threats of violence may result in suspension, dismissal, termination, and/or exclusion from the University campus or property.

TABLE OF CONTENTS	PAGE NUMBER
PURPOSE.....	1
CONTACTS	2
POLICY CONTENTS.....	2
PUBLICATION.....	3
EDUCATION AND COMPLIANCE.....	3
REVIEW SCHEDULE.....	4
RELATED DOCUMENTS	4
FORMS.....	4

PURPOSE

The purpose of this policy is to define the structure of the Norfolk State University Violence Prevention Committee and the Threat Assessment Team in accordance with [Code of Virginia § 23.1-805](#).

CONTACTS

The Vice President for Finance and Administration officially interprets this policy, is responsible for matters pertaining to the policy as it relates to the University and is the Responsible Executive for obtaining approval for any revisions as required by BOV Policy # 01 (2014) Creating and Maintaining Policies through the appropriate governance structures. Questions regarding this policy should be directed to the Norfolk State University Police Department

POLICY CONTENTS

Violence Prevention Committee (VPC)

The University shall create a Violence Prevention Committee (VPC) comprised of representatives from the following specific units as well as the noted divisions: Student Affairs, Law Enforcement, Human Resources, Counseling Services, Residence Life, Finance and Administration, Operations, other units or constituencies as deemed necessary. A designee of the President shall serve as the chair for the VPC. The VPC will consult with University Counsel as necessary.

The VPC shall, among other things, do the following:

- Provide guidance to students, faculty, and staff regarding recognition of threatening or aberrant behavior that may represent a physical threat to the community.
- Identify members of the campus community to whom threatening behavior should be reported.
- Establish policies and procedures that outline circumstances under which faculty and staff are required to report behavior that may represent a physical threat to the community, provided that such report is consistent with state and federal law.
- Establish policies and procedures that include the following:
 - Assessment of individuals whose behavior may present a threat.
 - Appropriate means of intervention with such individuals.
 - Sufficient means of action, including interim suspension, referrals to community services boards or healthcare providers for evaluation or treatment, medical separation to resolve potential physical threats, and notification of family members or guardians, or both, unless such notification would prove harmful to the individual in question, consistent with state and federal law (Code of Virginia § 23.1-805 (C)).

Threat Assessment Team (TAT)

The Threat Assessment Team (aka, TAT or Threat Assessment and Response Team) was established to implement the assessment, intervention, and action policies set forth by the VPC.

The TAT shall identify, assess, and recommend or implement actions to mitigate threats of violence or harm that involve members of the University community. Specifically, the TAT will assess reported threats of harm to self and/or others, identify appropriate intervention methods or strategies, and direct or mandate actions that eliminate, limit, or reduce risk posed by the threat.

The TAT shall consist of a representative designated from the following divisions and offices:

- NSU Chief of Police, *Chair*
 - Office of the Provost and Vice President for Academic Affairs
 - Office of Human Resources
 - Division of Student Affairs
 - NSU Counseling Center mental health professional
 - University Counsel shall be invited to attend and provide legal counsel
- In addition, other members of the University community may be invited to participate when required; however, they will not be considered members of the TAT.

Designees

Each member of the TAT shall have a designee who will serve when the primary member is not available.

Training

Each member and designee shall undergo initial and annual training conducted or approved by the Department of Criminal Justice Services as deemed necessary by the *Chair* or the Violence Prevention Committee.

Meeting Schedule

The TAT will meet weekly during an established time. If necessary, the Chair will convene the TAT if a threat warrants immediate assessment, review, or a specific action to be taken.

Establishing Mental Health Relationships

The TAT shall establish relationships or utilize existing relationships with mental health agencies and local and state law-enforcement agencies to expedite assessment of and intervention with individuals whose behavior may present a threat to safety.

Individual Poses Threat of Violence

Upon a preliminary determination that an individual poses a threat of violence to self or others or exhibits significantly disruptive behavior or a need for assistance, the TAT shall:

1. Obtain criminal history record information as provided in Code of Virginia §§ 19.2-389 and 19.2-389.1 and health records as provided in Code of Virginia § 32.1-127.1:03.
2. Notify in writing within 24 hours upon making such preliminary determination (1) the campus police department, (2) local law enforcement for the city or county in which the public institution of higher education is located, local law enforcement for the city or county in which the individual resides, and, if known to the threat assessment team, local law enforcement for the city or county in which the individual is located, and (3) the local attorney for the Commonwealth in any jurisdiction where the threat assessment team has notified local law enforcement.
3. Disclose any specific threat of violence posed by the individual as part of such notification. Each threat assessment team member shall complete a minimum of eight hours of initial training within 12 months of appointment to the threat assessment team and shall complete a minimum of two hours of threat assessment training each academic year thereafter. Training shall be conducted by the Department of Criminal Justice Services (the Department) or an independent entity approved by the Department.

NOTE: No member or designee of the TAT shall redisclose any criminal history record information or health information obtained pursuant to this section or otherwise use any record of an individual beyond the purpose for which such disclosure was made to the Threat Assessment Team.

4. When otherwise Consistent with applicable state and federal law, in the event that NSU has knowledge that a student or employee who was determined pursuant to an investigation by NSU's Threat Assessment Team to pose an articulable and significant threat of violence to others is transferring to another institution of higher education or place of employment, NSU shall notify the institution of higher education or place of employment to which the individual is transferring of such investigation and determination.

PUBLICATION

This policy shall be widely published or distributed to the University community. To ensure timely publication and distribution thereof, the Responsible Office shall:

1. Communicate the policy in writing, electronically or otherwise, to the University community affected by this policy as soon as feasible.
2. Submit the policy for inclusion in the online Policy Library within 14 days of approval by the Board.
3. Post the policy on the appropriate SharePoint Site and/or Website. Failure to satisfy procedural requirements does not invalidate this policy.

EDUCATION AND COMPLIANCE

Annual training on this policy to responsible members regarding recognition of threatening or aberrant behavior that may represent a physical threat to the community and the procedures to report same. Members of the TAT/Violence Prevention Committee will be required to review and acknowledge this policy.

REVIEW SCHEDULE

- Next Scheduled Review: March 2024
- Approved by, date: Board of Visitors, March 19, 2021
- Revision History: August 29, 2008; September 15, 2017; December 11, 2020; March 19, 2021
- Supersedes: None

RELATED DOCUMENTS

- [Code of Virginia § 23.1-805](#), Violence Prevention Committee; Threat Assessment Team
- BOV Policy #19 (2017) Assisting Emotionally Distressed Students
- BOV Policy # 20 (2017) Parental Notification of Tax-Dependent Students in Instances of Psychological Emergencies
- BOV Policy # 04 (2017) Equal Opportunity
- BOV Policy # 05 (2015) Title IX Sexual Harassment
- BOV Policy # 06 (2014) Statement on Code of Student Conduct

Civility in the Workplace from HR policy under development **FORMS**

There are no forms associated with this policy.

LEGISLATIVE AFFAIRS UPDATE



UPDATES

❑ Election Results: 2023 General Assembly

- ❑ Review of 2023 Election Results for the Commonwealth of Virginia General Assembly.

❑ 2024 Budget: Governor Youngkin Budget Update

- ❑ December 20, 2023: The Governor's administration is currently developing the next biennial budget for fiscal years 2024-2026. Governor Youngkin will reveal his funding priorities in mid-December and the legislature will once again review the bill to provide their own amendments to his proposed budget.

❑ 2024 General Assembly and Appropriations Committee Meetings:

- ❑ Tuesday, November 14, 2023: Virginia House of Delegates, Appropriations Meeting
- ❑ November 16th & 17th: Senate Finance and Appropriations Committee Retreat in Tysons Corner
- ❑ Thursday, December 7, 2023: Pre-General Assembly Meeting of the Hampton Roads Caucus

Strategic Finance
Committee
November 16, 2023

Division of Operations

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



HUMAN RESOURCES UPDATE

HRIS Identification and Selection

- System would encapsulate the following:
 - Recruitment
 - Hiring
 - Pay Actions
 - Performance Management
 - Separation
 - Training
- System would replace the current TDX – HR1 Ticketing system

INFORMATION TECHNOLOGY AND SECURITY UPDATE

- **Information Technology**
 - **Client Services Model**
 - **HRIS selection**
- **Information Security**
 - **BOV UISP #10 (2023) Security Assessment and Authorization Policy**
 - **BOV UISP #11 (2023) System and Information Integrity Policy**
- **System Acquisition and Implementation**
- **MAXIENT Case Management System (Enterprise System)**
 - **Title IX & EEO Case Management**
 - **Threat Assessment**
 - **Employee Relations**
 - **Dean of Students/Student Support**
 - **Student Conduct**



Policy Title:	Security Assessment and Authorization Policy
Policy Type:	Board of Visitors
Policy Number:	BOV UISP #10 (2023)
Approval Date:	Month, Day, Year
Responsible Office:	Office of Information Technology (OIT)
Responsible Executive:	Vice President for Operations and Chief Strategist for Institutional Effectiveness
Applies to:	All Norfolk State University (NSU) employees (classified, hourly, official representatives, and third-party vendors)

POLICY STATEMENT

The Security Assessment and Authorization policy addresses the scope, roles, responsibilities, management commitment, coordination among organizational entities, and compliance required to establish an acceptable level of security assessment and authorization controls at Norfolk State University. This policy includes, but is not limited to, any regulatory requirements that Norfolk State University is subject to, security assessment and authorization best practices, and the requirements defined in this policy. The Security Assessment and Authorization policy facilitates the assurance that applicable technical and non-technical security controls are in place, known vulnerabilities/threats have been identified and mitigated, and systems are operating as intended. It is vital to understand and explicitly accept the risk that a system could pose to the overall University. Additionally, it will enable NSU to maintain security of systems over time in a highly dynamic environment, particularly when resources are limited, and the University must prioritize its efforts.

This policy also meets the control requirements outlined in Commonwealth of Virginia (COV) Information Technology Resource Management (ITRM) Information Security Policy SEC519 and Security Standard SEC501, Section 8.4 Security Assessment and Authorization Family, Controls CA-1, CA-3, CA-3-COV, CA-6, CA-7, CA-8.

Table of Contents	Page Number
POLICY STATEMENT	1
DEFINITIONS	2
CONTACT(S)	3
STAKEHOLDER(S)	3
SECURITY ASSESSMENT AND AUTHORIZATION POLICY	3
EDUCATION AND COMPLIANCE	6
PUBLICATION	7
REVIEW SCHEDULE	7
RELATED DOCUMENTS	7

DEFINITIONS

Agency Head: Responsible for the security of the University’s information technology resources and data. Designates the Information Security Officer (ISO) and System Owners.

Chief Information Officer (CIO): Oversees the operation of NSU Information Technologies. Responsible for policies, procedures, and standards for assessing security risks, determining the appropriate security measures, and performing security audits.

Data Owner: An agency manager responsible for decisions regarding data, such as evaluating and classifying data, defining and communicating protection requirements for data, identifying legal or regulatory requirements and business needs, and defining access requirements.

Director of IT Security (DIS): The senior management designated by the CIO of NSU to develop Information Security procedures and standards to protect the confidentiality, integrity, and availability of information systems and data.

Interconnection Security Agreements (ISA): A documented agreement that defines security-relevant technical requirements between any two directly connected systems, owned and operated under two different distinct authorities, for the purpose of sharing data and other information resources.

Information Security Officer (ISO): The individual designated by the Agency Head to be responsible for the development, implementation, oversight, and maintenance of the agency's information security policies and program.

Information Technology (IT): Resources include but are not limited to: computers and terminals, software, printers, networks and equipment, telecommunication equipment and services such as telephones, facsimile machines, modems, basic and long-distance calling service and voicemail, television and radio systems and equipment, computer information systems, data files and/or documents managed or maintained by the University which reside on disk, tape or other media.

Office of Information Technology (OIT): OIT manages the administrative and academic information technology resources for Norfolk State University.

Penetration Testing: The technique of evaluating the security posture of a system or network by simulating the hacking methods of a malicious attacker.

Sensitive Data: Any data of which the compromise with respect to confidentiality, integrity, and/or availability could have a material adverse effect on COV interests, the conduct of agency programs, or the privacy to which individuals are entitled.

System Owner: An agency manager is responsible for the overall procurement, training, development, integration, modification, operation, maintenance, retirement, and risk and compliance of an information system.

CONTACT(S)

The Office of Information Technology (OIT) officially interprets this policy. The Chief Information Officer is responsible for obtaining approval for any revisions as required by BOV Policy #1 (2014), *Creating and Maintaining Policies* through the appropriate governance structures. Questions regarding this policy should be directed to the Office of Information Technology, (757) 823-2916.

STAKEHOLDER(S)

All NSU Faculty, Staff, Students, & Community

SECURITY ASSESSMENT AND AUTHORIZATION POLICY

OIT will review and update the Security Assessment and Authorization policy on an annual basis or more frequently if required to address changes.

A. INFORMATION SYSTEM CONNECTIONS (ISA)

1. The System Owner(s) or designee(s) shall:
 - a. Authorize connections from the information system to other information systems through the use of Interconnection Security Agreements (ISA). This applies to dedicated connections between information systems, and does not apply to transitory, user-controlled connections such as email and website browsing.
 - b. Document, for each interconnection, the interface characteristics, security requirements, and the nature of the information communicated. Instead of developing an ISA, this information may be incorporated into a formal contract, especially if the connection is to be established between NSU and a non-Commonwealth (i.e., private sector) organization.
 - c. Review and update, if necessary, ISA's annually or more frequently if required to address an environmental change.
2. For every sensitive NSU IT system that shares data with non-Commonwealth entities, the DIS or designee shall require or shall specify that its service provider require:
 - a. System Owners, in consultation with the Data Owner, to document IT systems with which data is shared. This documentation must include:
 - i. The types of shared data.
 - ii. The direction(s) of data flow.
 - iii. Contact information for the organization that owns the IT system with which data is shared, including the System Owner, the Information Security Officer (ISO), or equivalent, and the System Administrator.
 - b. System Owners of interconnected systems must:
 - i. Inform one another of connections with other systems.
 - ii. Notify each other prior to establishing connections to other systems.
 - c. A written agreement specifying:

- i. If and how the shared data will be stored on each IT system.
 - ii. System Owners of the IT systems that share data acknowledge and agree to abide by any legal requirements (i.e., FERPA) regarding handling, protecting, and disclosing of the shared data.
 - iii. Each Data Owner's authority to approve access to the shared data.
 - d. System Owners approve and enforce the agreement.

B. SECURITY AUTHORIZATION

1. The Agency Head or designee shall:
 - a. Assign a senior-level executive or manager as the authorizing official for the information system.
 - b. Ensure that the authorizing official authorizes the information system for processing before commencing operations. If the connecting systems have the same Authorizing Official, an ISA is not required. However, if the connecting systems have different Authorizing Officials but the Authorizing Officials are in the same organization, ISO shall determine whether an ISA is required.
 - c. Update, if necessary, security authorizations on an annual basis or more frequently if required to address an environmental change.

C. CONTINUOUS MONITORING

1. The DIS or designee shall develop a continuous monitoring strategy and implement a continuous monitoring program that includes:
 - a. Establishment of metrics to be monitored.
 - b. Establishment of frequencies for monitoring and frequencies for assessments supporting such monitoring.
 - c. Ongoing security control assessments.
 - d. Ongoing security status monitoring of metrics.

- e. Correlation and analysis of security-related information generated by assessments and monitoring.
- f. Response actions to address results of the analysis of security-related information.
- g. Reporting the security status of the organization and the information system to appropriate organizational officials at least every 120 days.

D. PENETRATION TESTING

1. The CIO or designee shall conduct penetration testing on an annual basis or more frequently if required to address an environmental change on any system housing commonwealth data.

EDUCATION AND COMPLIANCE

A. SECURITY POLICY TRAINING

Security policy training is intended to educate NSU employees who have a role in IT system security and to help foster an understanding of how NSU security policies protect the University employees, students, systems, and data.

1. NSU employees, who manage, administer, operate, or design IT systems, must receive role-based security training commensurate with their role. Personnel with assigned security roles and responsibilities will be trained:
 - a. Before authorizing access to the information system or performing assigned duties.
 - b. When required by information system changes.
 - c. As practical and necessary thereafter.
2. OIT will educate and train all stakeholders and appropriate audiences on the policy's content using virtual or face-to-face engagements.

B. POLICY COMPLIANCE AND VIOLATIONS

1. OIT measures compliance with IT security policies and standards through processes that include, but are not limited to, monitoring and audits.
2. Violations of this policy will be addressed in accordance with relevant NSU and Commonwealth of Virginia policies, including NSU Policy 32-01 and Department of Human Resources Management Policy 1.75. The appropriate level of disciplinary action will be determined on an individual basis by the appropriate executive or designee.

PUBLICATION

This policy shall be widely published and distributed to the NSU community. To ensure timely publication and distribution thereof, the Responsible Office will make every effort to:

1. Communicate the policy in writing, electronic or otherwise, to the NSU community within 14 days of approval.
2. Submit the policy for inclusion in the online Policy Library within 14 days of approval.
3. Educate and train all stakeholders and appropriate audiences on the policy's content, as necessary. Failure to meet the publication requirements does not invalidate this policy.

REVIEW SCHEDULE

- Next Scheduled Review: Month, Day, Year
- Approval by, date: Month, Day, Year
- Revision History: *New Policy*
- Supersedes policies: *New Policy*

RELATED DOCUMENTS

1. ADMINISTRATIVE POLICY # 32- 01 (2021) Acceptable Use of Technological Resources: <https://www.nsu.edu/policy/admin-32-01.aspx>.
2. ITRM Information Security Policy (SEC519): <https://www.vita.virginia.gov/it-governance/itrm-policies-standards/>

3. ITRM Information Security Standard (SEC501): <https://www.vita.virginia.gov/it-governance/itrm-policies-standards/>
4. ITRM Information Security Standard (SEC514): <https://www.vita.virginia.gov/it-governance/itrm-policies-standards/>
5. Virginia Department of Human Resources Management Policy 1.75, Use of Electronic Communications and Social Media: <https://hr.dmas.virginia.gov/media/1243/dhrm-policy-175-use-of-electronics-and-social-media.pdf>
6. Library of Virginia Personnel Records General Schedule (GS)-103 (Feb 2015): https://www.lva.virginia.gov/agencies/records/sched_state/GS-103.pdf

Policy Title: System and Information Integrity Policy

Policy Type: Board of Visitors

Policy Number: BOV UISP #11 (2023)

Approval Date: Month, Day, Year

Responsible Office: Office of Information Technology (OIT)

Responsible Executive: Vice President for Operations and Chief Strategist for Institutional Effectiveness

Applies to: All Norfolk State University (NSU) employees (classified, hourly, official representatives, and third-party vendors)

POLICY STATEMENT

The System and Information Integrity policy addresses the scope, roles, responsibilities, management commitment, coordination among organizational entities, and compliance required to establish an acceptable level of system and information integrity controls at Norfolk State University. This includes, but is not limited to, any regulatory requirements that Norfolk State University is subject to, system and information integrity best practices, and the requirements defined in this policy. The System and Information Integrity policy ensures that NSU’s Information Technology (IT) resources and information systems are instituted with system integrity monitoring in mind. It covers areas of concern such as malware, application and source code flaws, industry supplied alerts, and remediation of detected or disclosed integrity issues.

This policy also meets the control requirements outlined in Commonwealth of Virginia (COV) Information Technology Resource Management (ITRM) Information Security Policy SEC519 and Security Standard SEC501, Section 8.17 System and Information Integrity Family, Controls SI-1, SI-2, SI-2-COV, SI-3, SI-3-COV, SI-4, SI-5-COV, SI-8, SI-9, and SI-10.

Table of Contents	Page Number
POLICY STATEMENT	1
DEFINITIONS	2
CONTACT(S)	3
STAKEHOLDER(S)	3

SYSTEM AND INFORMATION INTEGRITY POLICY	3
EDUCATION AND COMPLIANCE.....	8
PUBLICATION	9
REVIEW SCHEDULE.....	9
RELATED DOCUMENTS	9

DEFINITIONS

Agency Head: Responsible for the security of the University’s information technology resources and data. Designates the Information Security Officer (ISO) and System Owners.

Chief Information Officer (CIO): Oversees the operation of NSU Information Technologies. Responsible for policies, procedures, and standards for assessing security risks, determining the appropriate security measures, and performing security audits.

Director of IT Security (DIS): The senior management designated by the CIO of NSU to develop Information Security policies, procedures, and standards to protect the confidentiality, integrity, and availability of information systems and data.

Information Security Officer (ISO): The individual designated by the Agency Head to be responsible for the development, implementation, oversight, and maintenance of the agency's information security program.

Information Technology (IT): Resources include but are not limited to computers and terminals, software, printers, networks and equipment, telecommunication equipment and services such as telephones, facsimile machines, modems, basic and long-distance calling service and voicemail, television and radio systems and equipment, computer information systems, data files and/or documents managed or maintained by the University which reside on disk, tape or other media.

Input Validation: Checking the type and content of data supplied by a user or application (i.e., input validation, for web applications, means verifying user inputs provided in web forms, query parameters, and uploads). malicious code

Malicious Code/Program: Harmful code introduced into a program or file for the purpose of contaminating, damaging, or destroying information systems and/or data. Malicious code includes viruses, trojan horses, trap doors, worms, spy-ware, and counterfeit computer instructions (executables).

Office of Information Technology (OIT): OIT manages the administrative and academic information technology resources for Norfolk State University.

Spam: Unsolicited and unwanted junk email sent out in bulk to an indiscriminate recipient list. Typically, spam is sent for commercial purposes. It can be sent in massive volume by networks of infected computers.

System Owner: A NSU Manager designated by the Agency Head or Information Security Officer, who is responsible for the operation and maintenance of an agency IT system.

System Administrator: An analyst, engineer, or consultant who implements, manages, and/or operates a system at the direction of the System Owner.

CONTACT(S)

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STAKEHOLDER(S)

All NSU Faculty, Staff, Students, & Community

SYSTEM AND INFORMATION INTEGRITY POLICY

OIT will review and update the System and Information Integrity policy on an annual basis or more frequently if required to address changes.

A. FLAW REMEDIATION

1. The System Administrator or designee shall:
 - a. Identify, report, and correct information system flaws.
 - b. Investigate software and firmware updates related to flaw remediation for effectiveness and potential side effects before installation.

- c. Install publisher security-relevant software and firmware updates as soon as possible after appropriate testing, not to exceed 90 days of the release date of the updates.
 - d. Incorporate flaw remediation into organizational change management.
2. The CIO or designee shall:
- a. Prohibit the use of software products that the software publisher has designated as End-of- Life/End-of-Support (i.e., software publisher no longer provides security patches for the software product).

B. MALICIOUS CODE PROTECTION

1. The DIS or designee shall:
- a. Employ malicious code protection mechanisms at information system entry and exit points to detect and eradicate malicious code.
 - b. Update malicious code protection mechanisms whenever new releases are available in accordance with organizational change management policy.
 - c. Configure malicious code protection mechanisms to:
 - i. Perform periodic scans of the information system and real-time scans of files from external sources at network entry/exit points as well as the destination host as the files are downloaded, opened, or executed.
 - ii. Quarantine malicious code; send alert to administrator in response to malicious code detection.
 - d. Address false positives during malicious code detection and eradication and the resulting potential impact on the availability of the information system.
 - e. Centrally manage malicious code protection mechanisms.
2. The DIS or designee shall ensure that the information system automatically updates malicious code protection mechanisms.

3. The CIO or designee shall:
 - a. Prohibit:
 - i. Malicious programs (e.g., viruses, worms, spyware, keystroke loggers, phishing software, trojan horses, etc.).
 - ii. Users from propagating malicious programs including opening attachments from unknown sources.
4. The Agency Head or designee shall prohibit the use of software on the University's network until the software is approved by the CIO or designee where practicable.
5. The DIS or designee shall:
 - a. Provide protection against malicious programs through the use of mechanisms that:
 - i. Eliminate or quarantines malicious programs that it detects.
 - ii. Provide an alert notification.
 - iii. Periodically run scans on memory and storage devices.
 - iv. Scan all files retrieved through a network connection, modem connection, or from an input storage device.
 - v. Allow only authorized personnel to modify program settings.
 - vi. Maintain a log of protection activities.
 - b. Provide:
 - i. The ability for download of definition files for malicious code protection programs whenever new files become available and

propagates the new files to all devices protected by the malicious code protection program.

- ii. Instruction to administrators and IT system users on how to respond to malicious program attacks, including shut-down, restoration, notification, and reporting requirements.
 - iii. Network designs that allow malicious code to be detected and removed or quarantined before it can enter and infect a production device.
 - iv. Malicious code protection mechanisms via multiple IT systems and for all IT system users preferably deploying malicious code detection products from multiple vendors on various platforms.
- c. Require all forms of malicious code protection start automatically upon system boot.
 - d. Establishes Operating System (OS) update schedules commensurate with sensitivity and risk.

C. INFORMATION SYSTEM MONITORING

1. The DIS or designee shall:
 - a. Monitor the information system to detect:
 - i. Attacks and indicators of potential attacks.
 - ii. Unauthorized local, network, and remote connections.
 - b. Identify unauthorized use of the information system.
 - c. Protect information obtained from intrusion-monitoring tools from unauthorized access, modification, and deletion.
2. The DIS or designee shall ensure that the information system monitors inbound and outbound communications traffic for unusual or unauthorized activities or conditions.
3. The DIS or designee shall:

- a. Analyze communications traffic/event patterns for the information system.
 - b. Develop profiles representing common traffic patterns and/or events.
 - c. Use the traffic/event profiles in tuning system-monitoring devices to reduce the number of false positives and the number of false negatives.
4. The DIS or designee shall employ:
- a. A wireless intrusion detection system to identify rogue wireless devices and to detect attack attempts and potential compromises/breaches.
 - b. An intrusion detection system to monitor wireless communications traffic.
5. The DIS or designee shall correlate information from employed monitoring tools.

D. SECURITY ALERTS, ADVISORIES, AND DIRECTIVES

1. The DIS or designee shall:
- a. Receive information system security alerts, advisories, and directives from the appropriate external organizations on an ongoing basis.
 - b. Generate internal security alerts, advisories, and directives as deemed necessary.
 - c. Disseminate security alerts, advisories, and directives.
 - d. Implement security directives.

E. SPAM PROTECTION

1. The DIS or designee shall:
- a. Employ spam protection mechanisms at information system entry and exit points to detect and take action on unsolicited messages.
 - b. Update spam protection mechanisms when new releases are available.

F. INFORMATION INPUT VALIDATION

1. The System Administrator or designee shall ensure that:
 - a. The information system checks the validity of information inputs.

EDUCATION AND COMPLIANCE

A. SECURITY POLICY TRAINING

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INSTITUTIONAL EFFECTIVENESS AND PLANNING UPDATE

Assistant/Associate Vice President for Institutional Effectiveness and Planning Search

- Search committee has identified seven semifinalists
- Finalists to be invited to campus in early December
- Scope of role includes the following:
 - Institutional research
 - Data governance
 - Data centralization and visualization
 - Business intelligence
 - Operational efficiency

Strategic Finance
Committee
November 16, 2023

Division of University

Advancement

Clifford Porter, Jr., J.D.

Vice President



Five-Year Fundraising Projections

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

Fundraising Analysis

Calendar Year	Total Dollars Raised	Cash	Pledges	No. of Donors	No. of Alumni
CY 2017	\$ 4,428,520	\$ 3,512,204	\$ 564,688	4,052	2,277
CY 2018	\$ 7,003,612	\$ 3,673,537	\$ 1,346,770	5,092	3,007
CY 2019	\$ 4,697,371	\$ 3,829,699	\$ 470,737	4,539	2,688
CY 2020	\$ 45,838,417	\$ 43,127,142	\$ 2,711,275	3,846	2,547
CY 2021	\$ 10,511,509	\$ 9,660,978	\$ 759,421	4,132	2,524
CY 2022	\$ 11,801,656	\$ 7,599,011	\$ 4,242,645	5,016	3,113
CY 2023	\$ 7,223,745	\$ 4,145,604	\$ 3,078,141	3,504	2,098

Five-Year Fundraising Projections

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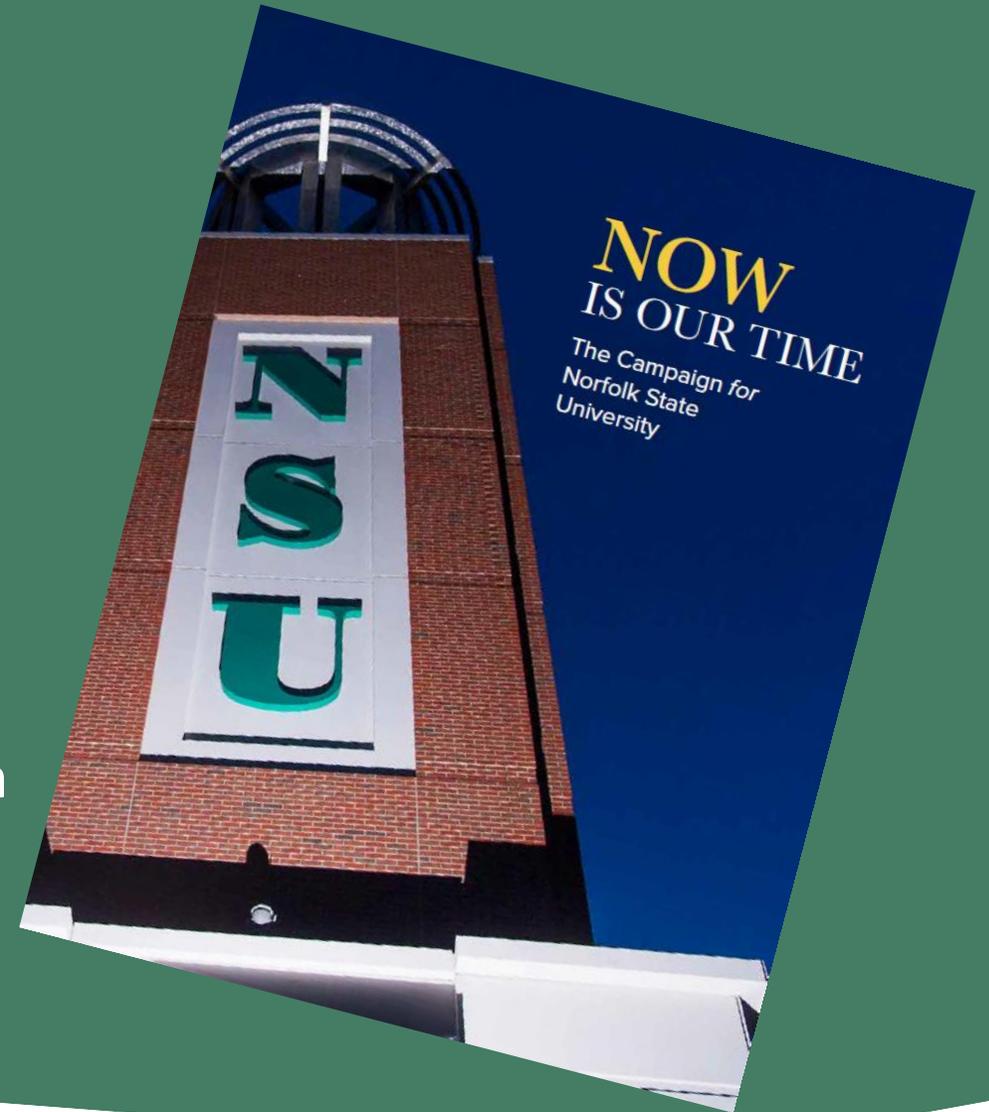
Capital Campaign Overview

COMPLETED

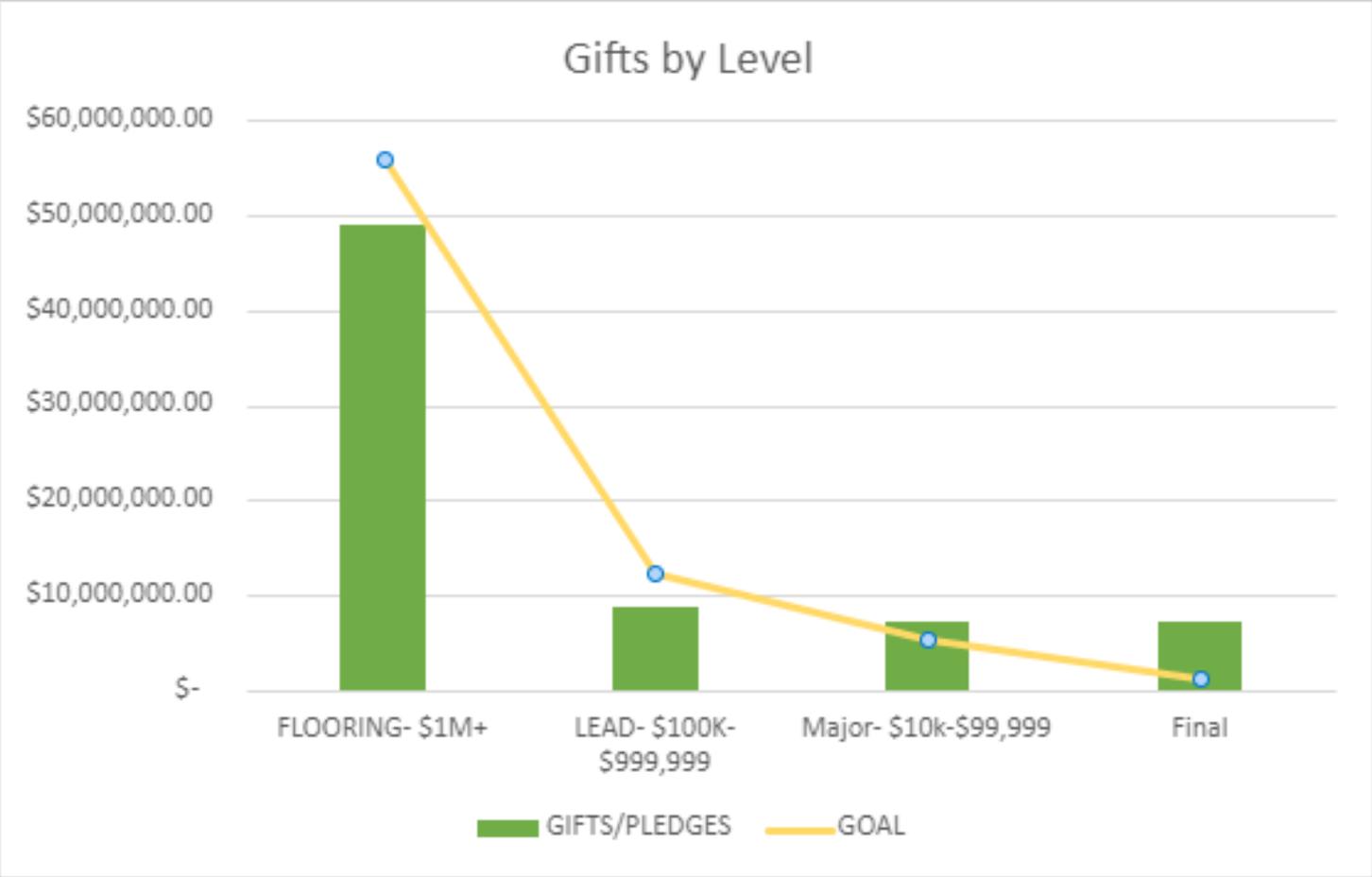
NSU Foundation has finalized 100% pledge participation to the “Now Is Our Time” Campaign.

UPCOMING TIMELINE

1. Board of Visitors Personal Appeal-100% Participation Goal
2. NSU National Alumni Association Board-100% Participation Goal
3. NSU Athletic Foundation Board-100% Participation Goal

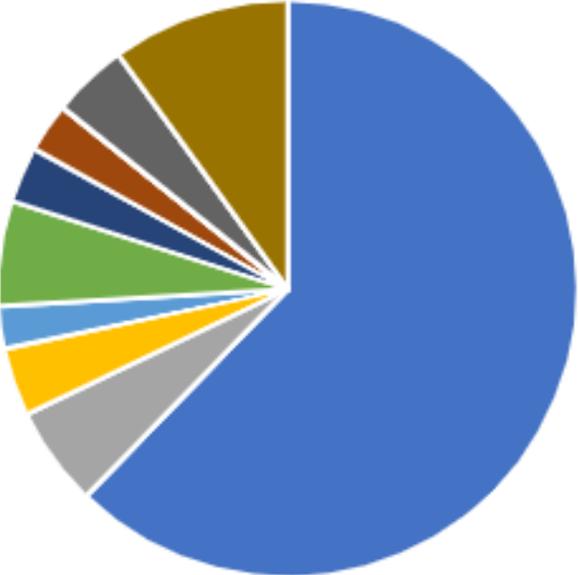


Capital Campaign Overview



Capital Campaign Overview

Now Is Our Time: Campaign for NSU Gifts by Size



- \$5,000,000+
- \$2,500,000 - \$4,999,999
- \$1,000,000 - \$2,499,999
- \$500,000 - \$999,999
- \$250,000 - \$499,999
- \$100,000 - \$249,999
- \$50,000 - \$99,999
- \$25,000 - \$49,999
- \$10,000 - \$24,999
- Below \$10,000

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

VI. Open Meeting
– Closed Meeting Certification

VII. Adjournment



NORFOLK STATE UNIVERSITY

700 Park Avenue, Norfolk, VA 23504

www.nsu.edu

NSU B.O.V. GOVERNANCE COMMITTEE

November 16, 2023

AGENDA
BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING

Thursday, November 16th, 2023

Heidi Abbott, Chair

Time 2:30PM – 3:30PM

Campus Location:

Norfolk State University

700 Park Avenue, Norfolk, VA 23504 Wilson Hall, Board Room, 5th Fl., Suite

Zoom Webinar Participation:

<https://nsu-edu.zoom.us/j/98128994477?pwd=bEVuUFlrOEt6aHJpNWNITUF0RGVYZz09>

- I. Call to Order/Establish Quorum
- II. Recommend Approval of Electronic Participation
- III. Recommend Approval of the September 12, 2023, Governance Committee Minutes
- IV. BOV Member Responsibilities: Review 2023 Board of Visitors Orientation
- V. Update: Skills Matrix for Board of Visitors and Review of Board Policies and Procedures
- VI. Discussion of other items
- VII. 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*

The President participates in all Committee meetings.

BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING
September 12, 2023
MINUTES

1. Call to Order

The Governance Committee Meeting was called to order at approximately 11:34 a.m. A quorum was established with 5-0 Roll Call Vote.

Committee Members Present

Ms. Heidi Abbott, Chair
Mr. BK Fulton
Mr. Delbert Parks
Dr. Katrina Chase
Mr. Mike Andrews

Other Board Members Present

Bishop Kim W. Brown
Mr. Jay Jamison
Dr. Harold L. Watkins

Committee Members Absent

Mr. Devon M. Henry, Rector
Mr. Gilbert Bland
The Honorable James W. Dyke, Jr.
Mr. Conrad Mercer Hall

NSU Administrators and Staff Present

Dr. Javaune Adams-Gaston, President
Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General
Mr. Eric Claville, Executive Advisor to the President for Government Relations
Dr. Leonard Brown, Vice President for Student Affairs
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration
Mr. Clifford Porter, Vice President, University Advancement
Ms. Kimberly Jones-Williams
Dr. Aurelia Williams
Ms. Melody Webb, Athletics Director
Dr. Tanya White, Chief of Staff
Ms. Sher're Dozier, Clerk to the University President for the Board of Visitors
Mr. Christopher Stancil, Office of Information Technology

2. Recommend Approval of Electronic Participation

None

3. Recommend Approval of the April 11, 2023, Governance Committee Minutes

The Committee voted and unanimously approved with a 5-0 Roll Call Vote, the minutes for the April 11, 2023, Committee Meeting motioned by Mr. Fulton and seconded by Mr. Parks.

4. Welcome by the Chair.

Ms. Abbot acknowledged the former Chair of the Committee, by extending gratitude.

5. Responsibilities of Governance Committee

Ms. Abbot reviewed the responsibilities of board members within the Committee; based on a matrix of needs and skill sets. There are two members that term limit's out: in the month of June. There will have to be two board appointments, by the Governor, which the committee will be working on. Through review of the matrix, there are three specific skill sets that are needed, which includes legal, sponsored research, and higher education.

6. Skills Matrix and future Board of Visitors

The "Skills Matrix" was reviewed by, Mr. Eric Claville, Executive Advisor to the President for Government Relations. The presentation discussed the expectations and desired skill set for future members. The Board's makeup for the year 2022, will be used as a guide. Policies will be reviewed for an update; and will be provided to the committee, at the next meeting. There is also a legend that is provided as a guide for the matrix, and effectiveness for the board.

7. Discussion of other Items

- Mr. Eric Claville, addressed the process of reviewing policies at the beginning of the year. Policies are being reviewed for an update and will be provided to the Committee at the next meeting.
- Board Members that are termed limited out in the month of June.
- The Compliance of Board Members regarding attendance, and requirements to address hardships.
- SCHEV Board of Visitors Orientation, which is required every two years. The next training will be November 14-15,2023 in Richmond, VA.
- Importance of attentiveness to emails

BOARD OF VISITORS

Governance Committee Meeting

September 12, 2023

Page 3

8. Adjournment

There being no further business, Ms. Heidi Abbott adjourned the meeting at 11:53 a.m. With a motion to close, with a 5-0 Roll Call Vote. The Committee unanimously agreed.

Respectfully submitted,

Heidi Abbott, Chair Governance Committee

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

NSU BOV GOVERNANCE COMMITTEE
ROLL CALL VOTE September 12, 2023

Item	Ms. Heidi Abbott	Mr. BK Fulton	Mr. Delbert Parks	Dr. Katrina Chase	Mr. T. Mike Andrews	Gilbert Bland	Totals
Quorum	Present	Present	Present	Present	Present	Absent	5-0
Approve Virtual Participation	-	-	-	-	-	--	0-0
Approve April 11, 2023, Minutes	Yes	Yes	Yes	Yes	Yes	--	5-0
Adjournment	Yes	Yes	Yes	Yes	Yes	Absent	5-0

AGENDA

- ❑ Opening by Chair

- ❑ Discussion of Governance Committee Responsibilities
 - ❑ Review of 2023 Board of Visitors Orientation
 - ❑ November 14 - 15: 2023 Board of Visitors Orientation, Richmond, Virginia

- ❑ Skills Matrix
 - ❑ Update: Skill capabilities of the Board and process

- ❑ Board Policies and Procedures
 - ❑ Update of Board of Visitors board policies and procedures

- ❑ Open Discussion of Other Items

- ❑ Adjournment

QUESTIONS & DISCUSSION

AGENDA
Ad-Hoc President's Goals Committee
Thursday, November 16, 2023
Dwayne Blake, Chair
Approximately 3:30PM – 4:30PM

Campus Location:

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
Wilson Hall, Board Room, 5th Fl., Suite

Zoom Webinar Participation:

<https://nsu-edu.zoom.us/j/98128994477?pwd=bEVuUFlrOEt6aHJpNWNITUF0RGVYZz09>

- 3:30 p.m. Call to Order/ Establish Quorum**
- 3:35 p.m. Approval of Electronic Participation**
- 3:40 p.m. MOTION- CLOSED MEETING**
- 4:20 p.m. OPEN MEETING**
 - **Closed Meeting Certification**
 - **Motions**
- 4:25 p.m. Adjournment**

Ad-Hoc President's Goals Committee

Dwayne Blake, Chair
Heidi Abbott
T. Michael Andrews
Advisor: The Honorable James W. Dyke, Jr.,
Staff: Eric Claville, Executive Advisor to the
President for Governmental Relations

**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.**