

Meeting Book - Board of Visitors Full Board Meeting- December 8, 2023

# Board of Visitors Full Board Meeting

Student Center Board Room, 3rd Floor, Suite 301

700 Park Avenue

Norfolk, VA, 23504

## December 8, 2023



## Meeting Book - Board of Visitors Full Board Meeting- December 8, 2023

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We see the future in you.

**BOARD OF VISITORS**

700 Park Ave., HBW Suite 520, Norfolk, Virginia 23504  
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10:30 a.m. **Academic and Student Affairs Update** ..... Mr. Delbert Parks, Chair  
– Update

**10:50 a.m. BREAK (15 minutes)**

11:05 a.m. **Strategic Finance Committee Update** ..... Mr. James Jamison, Chair  
– Update

11:25 a.m. **Governance Committee Update** ..... Ms. Heidi Abbott, Chair  
– Update

11:45 p.m. **State of the University** ..... Dr. Javaune Adams-Gaston, President  
– PowerPoint Presentation

12:15 p.m. **Action Items**

- Recommend Approval of 2023-2024 Legislative Priorities
- Recommend Approval of Board Policies-
  - BOV # 22 Violence Prevention and Threat Assessment Team Policy
- University Information Security Policies (UISP)
  - BOV #10 UISP Security Assessment Authorization Policy (2023)
  - BOV #11 UISP System and Information Integrity Policy (2023)
- Recommend Approval of Annual Executive Summary of Board’s Activity and Work

12:35 p.m. **OLD BUSINESS**

12:45 p.m. **NEW BUSINESS**

1:00 p.m. **MOTION – CLOSED MEETING** – Pursuant to §2.2-3711A. 1, 4, 7, and 8, *Code of VA  
BREAK (10 minutes)*

1:10 p.m. **START OF CLOSED MEETING**  
*Lunchbreak (included during this period)*



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## BOARD OF VISITORS

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- 3:10 p.m.    **OPEN MEETING**
- Closed Meeting Certification
  - Recommend Approval of Candidates for Promotion and Tenure
  - Other Actions/Motions
- 3:30 p.m.    **PUBLIC COMMENT**
- 3:40 p.m.    **INFORMATION ITEMS**
- 4:00 p.m.    **ADJOURNMENT**

The Norfolk State University Board of Visitors will meet December 8, 2023.

The meeting will be held in open and closed session via the Zoom Webinar app. The open session of the meeting can be accessed through the app using the following link to register:

December 8, 2023 at 8:30 a.m.

[https://nsu-edu.zoom.us/webinar/register/WN\\_Bd\\_YxDt0RwSYgtYxLw70wA](https://nsu-edu.zoom.us/webinar/register/WN_Bd_YxDt0RwSYgtYxLw70wA)

Registering will allow participants to attend virtually or by phone. Information on public comment is provided on the registration form. Public comment should address only the items listed on the agenda.

If you require assistance with registering, or if there is any interruption in the broadcast of the meeting, please contact ( [ssdozier@nsu.edu](mailto:ssdozier@nsu.edu) 757-823-8676).

A recording of the meeting will be posted to the Board of Visitors website following the meeting.

**BOARD OF VISITORS FULL  
BOARD MEETING  
October 5, 2023  
MINUTES**

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

Mr. Devon Henry, Rector, called the Norfolk State University Board of Visitors meeting to order at approximately 1:00 p.m.

A quorum was established with a 9-0 Roll Call vote. A list of individuals who joined the meeting is provided below.

Recommended approval of virtual participation for The Honorable James W. Dyke, Jr., Mr. Delbert Parks, and Mr. T. Michael Andrews. Each Board Member provided their reason for virtual participation. A motion was made by Mr. Conrad Hall and seconded by Mr. Dwayne Blake. The Board approved with a 9-0 roll call vote.

Participants – Board Members

Mr. Devon M. Henry, Rector  
Bishop Kim W. Brown, Vice Rector  
Mr. Dwayne B. Blake, Secretary  
Dr. Katrina Chase  
Mr. BK Fulton  
Mr. Conrad Hall  
Mr. James Jamison  
Dr. Harold Watkins, II  
Mr. Gilbert Bland

Virtual Attendance - Board Members

The Honorable James W. Dyke, Jr.  
Mr. Delbert Parks  
Mr. T. Michael Andrews

Non-Participants – Absent Board Members

Mrs. Heidi Abbott

Participant – Student Representative to the Board

Mr. Zaykori Jones, SGA

Participant – Counsel

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

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Participants – NSU Administrators and Staff

- Dr. Javaune Adams-Gaston, President
- Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
- Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs
- Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration
- Dr. Leonard E. Brown, Vice President, Student Affairs
- Ms. Melody Webb, Athletics Director
- Mr. Eric W. Claville, J.D., M.L.I.S., Executive Advisor to the President, Governmental Relations
- Mr. Clifford Porter, Vice President, University Advancement
- Dr. Tanya S. White, Chief of Staff
- Dr. Dawn Hess, Chief Compliance Officer
- Mrs. Derika Burgess, Chief Audit Executive
- Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist
- Mr. Richard Law, Facilities Management
- Dr. Aurelia T. Williams, Senior Vice Provost, Office of the Provost
- Dr. Davida Williams, Director, Auxiliary Services
- Mr. Anton Kashiri, Facilities
- Ms. Stevalynn Adams, Assistant Vice President Communications and Marketing
- Mr. Cornelius Graves, Research Innovation Foundation
- Mr. Denis Jones, Executive Budget Director
- Ms. Misti Goodson, University Advancement
- Ms. Shana James, University Advancement
- Ms. Michelle Hill, University Advancement
- Ms. Crystal Square-Williams, University Advancement
- Andrew Carrington, Assistant Vice President Finance and Administration
- Dr. Derika Burgess, Internal Audit
- Ms. Karla Amaya Gordon, Controller’s Office
- Mr. Christopher Stancil, OIT
- Mr. Rasool Shabazz, OIT
- Ms. Sher’re Dozier, Clerk to the President for the Board of Visitors

**1. Rector’s Opening Comments .....Rector Devon Henry**  
Rector Henry expressed his gratitude for meeting with the Board of Visitors Members. Rector Henry also informed of his conversation with a student. The student was invited to attend a

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Board of Visitors meeting. He highlighted on policies, tuition, and the relationships that is created with the President to help run the institution.

**2. President’s Opening Comments ..... Dr. Adams-Gaston**

Dr. Adams-Gaston expressed her gratitude and appreciation to the Board of Visitors Members, Cabinet, Extended Cabinet, Faculty, Staff, Executive Team, and Students. Dr. Adams-Gaston also highlighted that the number one factor is student success.

**3. Welcome and Introduction of New Board Member..... Rector Devon Henry**

Rector Henry highlighted two board members that have been reappointed, Bishop Kim Brown with an additional 4 years, and Mrs. Heidi Abbott. Newly appointed board member Mr. Michael Andrews was welcomed and introduced to the Board and individuals in the audience. Mr. Andrews provided an introduction and remarks.

Rector Henry introduced the new Faculty Representative Dr. Robert Perkins, who was unable to be present for the meeting. Zaykori Jones New Student Representative was introduced and provided the opportunity to give a brief biography.

**4. Consent Agenda .....Recommend Approval of May 5, 2023, Board Meeting Minutes  
Rector Devon Henry**

The Committee voted and unanimously approved with a 9-0 Roll Call Vote, the minutes for the May 5, 2023, Committee Meeting motioned by Mr. Blake and seconded by Mr. Chase.

**5. Academic and Student Affairs Committee Update.....Mr. Parks, Chair**

Mr. Delbert Parks, Chair expressed his appreciation to the Committee, and recognized Dr. Brown, Vice President of Student Affairs; Dr. Fulton, Provost, and Vice President for Academic Affairs; Dr. Mosses, Vice President for Operations and Chief Strategist for Institutional Effectiveness; and Ms. Melody Webb, Athletics Director; and Board Members.

Mr. Parks reviewed the prior Committee meeting and discussions that were held. Dr. Fulton provided a curriculum reform update. The hybrid model was also reviewed for General Education. Dr. Fulton’s goal was to have something available for review in the May meeting for the new General Curriculum Reform. Optimizing scheduling for students was also highlighted which continues to progress. A Faculty workload initiative has been rolled out with the faculty for review, and will be discussed in the future. The SACS-COC

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report was also addressed and the impact it has, which is currently being prepared. Enrollment update was provided; and reflecting a good status. An update on athletics, since the transition of Division 1, we have captured 52 Championships. We have a success rate of student athletes of 81 percent.

During the prior Committee meeting Dr. Brown, provided an update on the topic of “What Happens to Students after they Graduate?” Reflecting a good percentage of students are employed or in Graduate school. An update was provided for the Promise to Persist with Purpose program. Students are using the program of Timely Care counseling services which is available for mental health. A housing update was provided, and the use of hotels at this current time. Mr. Parks highlighted that Norfolk State University received the 2023 First Generation College Celebration Grant; and the University is recognized as a Military Friendly School.

Rector Henry, inquired of the Phase approach and proposed the question of which phase are we currently in? Dr. Fulton, Provost/Vice President for Academic Affairs; informed that we are in Phase 4, once further information is received their will be a Faculty-Wide meeting to review the recommendations. A deep assessment will also be conducted, with the process there will be information provided to the faculty in the next couple of months.

Dr. Fulton advised that there are two new degree programs that we are working on,  
-Collaborative degree programs

- Doctorate in Social Work
- PHD in Educational Leadership

The question was proposed of any degrees in Hospitality or Maritime, Dr. Fulton informed that we do have a degree in Tourism Hospitality and partnering with the Naval Station Norfolk and Student Exchange Program.

Dr. Adams-Gaston informed that conversation has been held with the Shipyard and Maritime programs. There is a heavy focus on our Graduate Programs also.

Dr. Chase inquired about how we handle dealing with a loss amongst the students on campus. Dr. Brown informed of the protocols and immediate crisis response we have. Dean Marable is the Family Liaison.

Mr. Zaykori Jones, SGA; informed from a student perspective and extended their appreciation.

**6. Audit, Risk and Compliance Committee Update..... Dr. Watkins II, Chair**

Dr. Watkins II addressed the Violence Prevention Committee and Threat Assessment Team Policy. Dr. Hess indicated that the policy has been updated, due to the Virginia Code changing this summer.

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Compliance was also discussed regarding the Utility Vehicle Golf Cart Administrative Policy. The policy will be used with all vehicles.

Mrs. Derika Burgess, Chief Audit Executive, provided an update on the Internal Audits. Some of the findings were reviewed for the root cause. Office of Sponsored Programs was also reviewed highlighting the Funding, Documentation, Agreements, and Training.

Mr. Porter informed of the current scholarship named after Jaharie George, which is available for contributions. Information will be provided to the Board.

**7. Strategic Finance Committee Update..... Mr. Jamison, Chair**

Mr. Jamison reviewed:

- FY 2022- Condensed Summary of Revenues and Expenses Budget.
- The Fall 2023 E&G Tuition Revenue Projection as of September 7,2023
- The Fall 2023 Out of State Capital Outlay Revenue Projection as of September 7,2023
- The Fall 2023 AW Mandatory Fee Revenue Projection as of September 7,2023

Dr. Hunter, Vice President and Chief Financial Officer, Finance and Administration; shared on August 29, 2023, a group of leadership team presented to NSU a six-year plan. A walkthrough of the institution’s strategic position through an introduction and overview. The Athletic success was highlighted along with pillar programs. Ms. Melody Webb, Athletics Director; provided a brief overview.

Dr. Hunter addressed the challenges, ability to recruit, and retain; competitive salary and developments that are on the way in relation to the six-year plan.

Dr. Adams-Gaston, advised that the six-year plan is comprehensive to where we are trying to go as an institution. Richmond Times article “The Growth of Enrollment at HBCUs and the historic underfunding that they face” was received via email by Board Members.

The Honorable James Dyke, Jr. highlighted the importance of addressing the HBCUs Underfunding in Virginia.

Motioned by Mr. Conrad Hall, Seconded by The Honorable Mr. James Dyke, Jr., to approve the 2023 Six-Year Plan. With a 9-0 Roll Call vote, the Board unanimously agreed.

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Mr. Claville reviewed the updates passed by the General Assembly on September 6,2023. Two key Senate Seats, for the City of Norfolk and Virginia Beach were also recognized. Mr. Claville, discussed funding to address nursing shortage, which will be for faculty, resources that are needed in the Nursing program. Dr. Fulton also addressed funding, and competitiveness with salaries, and would like to increase the cohort of students that enter the program.

Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness provided an update on Human Resources. Seeking a comprehensive automated HR tool, a system that will fit best for NSU. Also, would like engagement with vendors, to inquire about the needs for Norfolk State University.

Mr. Clifford Porter, Vice President, University Advancement introduced Mr. Cornelius Graves; as the Executive Director & CEO for Norfolk State University Research and Innovation Foundation. Mr. Porter highlighted two items in the Advancement Report.

- The campaign has gone especially well, with an increase in the goal
- In effort to honor the legacy of Norfolk State University, Former long time Tennis Coach Nat Warren, the committee wanted to name the current Tennis Courts “The Nat Warren Tennis Center.”

Motioned by Mr. Blake, Seconded by Mr. Fulton, approve to name the Norfolk State University Tennis Courts the Nat Warren Tennis Center. With a 8-0 Roll Call vote, the Board unanimously agreed.

**8. Governance Committee Update..... Dr. Katrina Chase**

Dr. Chase reviewed September 12,2023 Governance Committee Meeting, and highlighted that the skill matrix was outdated, and the Committee will reach out to board members to review on ways to add to the board.

**9. Public Comment**-there was none.

**10.** The meeting was adjourned at approximately 3:20 p.m.

Respectfully submitted,

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

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Dwayne Blake, Secretary  
Board of Visitors

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**  
**ROLL CALL VOTE October 5, 2023**

<b>Item</b>	<b>Rector Devon Henry</b>	<b>Mrs. Heidi Abbott</b>	<b>Mr. Dwayne Blake</b>	<b>Mr. Glibert Bland</b>	<b>Mr.T. Michael Andrews</b>	<b>Bishop Kim Brown</b>	<b>Dr. Katrina Chase</b>	<b>The Honorable James Dyke, Jr.</b>	<b>Mr. BK Fulton</b>	<b>Mr. Conrad M. Hall</b>	<b>Mr. James Jamison</b>	<b>Mr. Delbert Parks</b>	<b>Dr. Harold “Harry” Watkins</b>	<b>Totals</b>
Quorum	Present	Absent	Present	Present	Present (Virtual)	Present	Present	Present (Virtual)	Present	Present	Present	Present (Virtual)	Present	9-0
Approval of Virtual Participation; The Honorable Mr. Dyke, Mr. Parks, and Mr. Andrews	Yes	--	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	9-0
Approval May 5, 2023, Board Meeting Minutes	Yes	--	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	9-0
Motion to approve the 2023 Six-Year Plan	Yes	--	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	9-0
Motion to approve to name the NSU Tennis Courts the Nat Warren Tennis Center	Yes	--	Yes	Yes	Yes	--	Yes	Yes	Yes	Yes	Yes	Yes	Yes	8-0

**BOARD OF VISITORS FULL  
BOARD MEETING  
October 6, 2023  
MINUTES**

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

Mr. Devon Henry, Rector, called the Norfolk State University Board of Visitors meeting to order at approximately 8:30 a.m.

A quorum was established with an 8-0 Roll Call vote. A list of individuals who joined the meeting is provided below.

Recommended approval of virtual participation for The Honorable James W. Dyke, Jr., and Mr. Delbert Parks. A motion was made by Mr. Dwayne Blake and seconded by Dr. Katrina Chase. The Board approved with an 8-0 roll call vote.

Participants – Board Members

Mr. Devon M. Henry, Rector  
Bishop Kim W. Brown, Vice Rector  
Mr. Dwayne B. Blake, Secretary  
Dr. Katrina Chase  
Mr. BK Fulton  
Mr. James Jamison  
Dr. Harold Watkins, II  
Mr. Gilbert Bland

Virtual Attendance - Board Members

The Honorable James W. Dyke, Jr.  
Mr. Delbert Parks

Non-Participants – Absent Board Members

Mrs. Heidi Abbott  
Mr. Conrad Hall  
Mr. T. Michael Andrews

Participant – Student Representative to the Board

Mr. Zaykori Jones, SGA

Participant – Counsel

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

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Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President

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

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

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

Dr. Leonard E. Brown, Vice President, Student Affairs

Ms. Melody Webb, Athletics Director

Mr. Eric W. Claville, J.D., M.L.I.S., Executive Advisor to the President,  
Governmental Relations

Mr. Clifford Porter, Vice President, University Advancement

Dr. Tanya S. White, Chief of Staff

Dr. Dawn Hess, Chief Compliance Officer

Mrs. Derika Burgess, Chief Audit Executive

Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist

Dr. Aurelia T. Williams, Senior Vice Provost, Office of the Provost

Dr. Davida Williams, Director, Auxiliary Services

Ms. Stevalynn Adams, Assistant Vice President Communications and Marketing

Dr. Andrew Carrington, Assistant Vice President Finance and Administration

Dr. Derika Burgess, Internal Audit

Mr. Christopher Stancil, OIT

Mr. Rasool Shabazz, OIT

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

Ms. Sandra Williamson-Ashe, SW/Provost Office

Ms. Rhonda Fitzgerald- Center for Teaching & Learning

Ms. Saranette Williams, Career Services

Ms. Faye Monroe-Davis, OIT

Ms. Tracey Rogers, OIT

Ms. Tam Tran, OIT

Mr. Linwood Moses, OIT

Participants – Non NSU Staff

Sherrif Ford, Phi Beta Sigma

Jaylin Drewry, Alumni of Norfolk State University

Reginald Rice, Phi Beta Sigma

Mr. James Richardson, Apple

Mr. Eric Woud, Apple

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**DRAFT**

- Ms. Josie Guthrie, Apple
- Ms. Katherine Hughes, Apple
- Ms. Anne Van Middlesworth, Apple
- Mr. Shaun Anderson, HPE & EXS
- Mr. Jack Burns, Apple

**1. Student Representative.....Mr. Zaykori Jones**

Mr. Zaykori Jones, Student Government Association President; informed of his initiatives which are Transparency, Bridging the Gap, and Increasing Student Engagement. Mr. Jones highlighted each initiative.

- **Transparency:** Keeping an open line of communication with students. By releasing a statement to the student body when events occur on campus.
- **Bridging the Gap:** The Student Government Association is the gap between the students and faculty. Pushing Towne Halls and General Assembly meetings which help students to voice their opinions.
- **Increasing Student Engagement:** Students engagement has decreased since Covid. SGA goal is to encourage students to have events on campus to encourage socialization and campus experience.

Mr. Jones informed us of the Diversity of Inclusion upcoming events, to provide a place for students to be themselves. Items discussed included:

- Campus safety:** Have a campaign partnered with the Police Department. If you see something say something.
- Parking:** Would like a more efficient parking management system.
- Housing:** Student concerns to be fixed as soon as possible

Mr. Jones also highlighted the campus improvements that are taking place. The Police Department are implementing spikes on the one-way street near their building. The Spartan Suites Parking lot will have an ID Scan Gate, coming soon as well.

**2. Faculty Representative ..... Dr. Shawn Anderson**

Rector Henry informed that Dr. Robert Perkins would not be present for this meeting, Dr. Shawn Anderson would present his report and speak for the voice of the faculty. The Faculty Senate and Dr. Perkins has put together focus areas and concerns received from Faculty.

- **Create an Institute for Faculty Strategic Plan:** A direction of what the faculty body needs. Ways to operate and clean up the handbook, and objectives of this academic year.
- **Rebuild a long-lasting faculty infrastructure:** Update websites, have an administrative staff, and an overall budget for the operations to operate as a Faculty Senate body.

- **Strengthen relationships and collaboration across the University:** An Executive Committee member has been assigned to each Vice President to meet with them regularly, to strengthen that line of communication.
- **Transparency and Accountability:** Holding ourselves accountable professionally and ethically, and our commitment to be transparent.

**Some of the wins includes:**

- The first Faculty Senate Officers initiation ceremony has been held. Which is part of refocusing.
- Being aware of what is needed amongst this body as a part of a procedure.
- The completion of two Faculty Grievances.
- Currently have liaisons to meet with all the Vice Presidents.
- The establishment of two Ad-Hoc Committees for concerns (The Strategic Planning Committee, and Open Education Resource Committee).
- Partnering with Norfolk NAACP Branch.

**Areas of Concerns:**

- Security Training
- Delayed Payments for Grants and Rewards
- Increasing Moral overall
- Excessive Annual Evaluation
- Lack of technical support
- Dean appointments and observing that process for qualification of the Deans.

**3. President’s Update/ Presentation .....Dr. Adams-Gaston**

Dr. Adams-Gaston expressed her gratitude to Mr. Zaykori Jones for his presentation. Dr. Adams-Gaston addressed that we are making good progress and spoke on the topic of “Sowing in Good Ground”, which gives great results. Mr. Jordan Moody was also highlighted as a 2023 HBCU Scholar at the White House Initiative on Advancing Educational, Equity, and Excellence, and Economic Opportunity.

Dr. Adams-Gaston also presented on twelve students that interned with the Virginia Attorney General Legal Internship Program, six of those students were from Norfolk State University. Dr. Adams- Gaston stressed that student success is our number one opportunity for this institution. A video was presented which showed the experience of attending Martha Vineyard 9-day African American Film Festival, with an exclusive Spartan Screening of “Freedom’s Path”. Mr. BK Fulton and April Woodard were acknowledged for making this program possible.

Dr. Adams-Gaston addressed the Spartan Security Initiative. Safety is a top priority. Working to ensure that there are no disruptive events on or surrounding areas of campus. A moment of silence

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**DRAFT**

was acknowledged for Jahari George. For safety we have acquired “Shot Spotters” gunshot detection technology. The Police Department is also fully staffed, and there is a reconstruction for gates one and eight.

A meeting was held with Student Leaders and Staff, at the University House to discuss how we can come together to make a difference. Also, a meeting with staff and parents to hear of their concerns.

The University offers escort information for students to be provided with individuals to be available to walk with students if needed. The shuttle services routes and times are provided through the app which students are encouraged to utilize for tracking the shuttle.

**The future plans include:**

- Walking Beats around the campus
- Training provided for directing students for shelters to be in place
- Addressing Parking concerns
- Placing mobile police camera at the Spartan Suites

**Dr. Adams- Gaston spoke on the topic “Access to a World-class Education.” Norfolk State University offers students:**

- Teaching Excellence
- Degree Programs
- Support

Dr. Adams-Gaston highlighted Norfolk State University athletics, accomplishments, and 81 % graduation success rate.

Mental health counseling is also provided for students. Many students have been using the after hours opportunities. Faculty and Staff also have the same opportunities to utilize Timely Care.

Dr. Adams-Gaston extended gratitude of thanks to everyone.

Members of Apple recognized Norfolk State University as an Apple Distinguished School. Through the use of tools for educational advancement, this program was built in two years.

**4. MOTION-CLOSED MEETING ..... Rector Devon Henry**

Closed Session: Bishop Brown read the following motion, seconded by Dr. Watkins, and with an 8- 0 Roll Call Vote the Board unanimously approved.

**Motion – (by Board member)**

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Mr. Rector, I move that we adjourn and reconvene in Closed Meeting pursuant to:

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

(1): To discuss personnel matters, including more specifically, appointment, performance, salaries, and the evaluation of performance of specific employees, including discussion of compensation of a high-level university employee at Norfolk State University; and

(4): Evaluation of performance of departments or schools, where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and

(7) and (8): A. For the purpose of consultation and briefing by staff members; and B. Consultation with legal counsel regarding specific matters requiring the provision of legal advice pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university, including more specifically for legal counsel to give a status update on pending and potential litigation of which the Board should be made aware; along with any necessary consultation with legal counsel regarding matters noted in this motion; and further that the following remain for or attend, when called, the Closed Meeting, and that any member of the NSU Board of Visitors be permitted to virtually attend or by phone to listen in on the Closed Meeting.

**5. Reconvene in Open Meeting.....Rector Devon Henry**

Having reconvened in Open Meeting, we will now take a roll call vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed, or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place. Please call the Roll. With a vote of 8-0 Roll Call Vote the Board unanimously approved.

Mr. Blake motioned, that the Board approve the actions discussed to regarding a high-level University employee at Norfolk State University, which includes discussion of the subject matter of job performance in the matter of consistence for the discussion in closed session. Second by Bishop Brown the motion was unanimously approved with an 8-0 roll call vote.

**6. New Business**

Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs, provided a copy of “The

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Beautiful Struggle,” written by Ta-Nehisi Coates. The University will be graced with his presence on October 19, 2023, at 12:00 pm, at the L. Douglas Wilder Center.

Mr. Bland informed of the Urban League hosting a reception on October 12, 2023 at 6:00 p.m. located at the Wilder Center.

Mr. BK Fulton informed of the film Freedom Fast will be dropping today.

Bishop Brown commended on the bus loads of football players from local High Schools, which received their jackets at Norfolk State University.

Former Board Member and SGA President Mr. Jaylin Drewry provided an update post-graduation since leaving the board.

7. Old Business – there was none

8. Public Comments-there was none

9. The meeting was adjourned at approximately 12:20 p.m.

Respectfully submitted,

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Mr. Dwayne B. Blake, Secretary  
Board of Visitors

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

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**

**ROLL CALL VOTE October 6, 2023**

**DRAFT**

<b>Item</b>	<b>Rector Devon Henry</b>	<b>Mrs. Heidi Abbott</b>	<b>Mr. Dwayne Blake</b>	<b>Mr. Glibert Bland</b>	<b>Mr.T. Michael Andrews</b>	<b>Bishop Kim Brown</b>	<b>Dr. Katrina Chase</b>	<b>The Honorable James Dyke, Jr.</b>	<b>Mr. BK Fulton</b>	<b>Mr. Conrad M. Hall</b>	<b>Mr. James Jamison</b>	<b>Mr. Delbert Parks</b>	<b>Dr. Harold "Harry" Watkins</b>	<b>Totals</b>
Quorum	Present	Absent	Present	Present	Absent	Present	Present	Present (Virtual)	Present	Absent	Present	Present (Virtual)	Present	8-0
Approval of Virtual Participation; The Honorable Mr. Dyke, and Mr. Parks	Yes	--	Yes	Yes	--	Yes	Yes	Yes	Yes	--	Yes	Yes	Yes	8-0
Motion to go into a Closed Meeting	Yes	--	Yes	Yes	--	Yes	Yes	Yes	Yes	--	Yes	Yes	Yes	8-0
Motion to Reconvene in an Open Meeting	Yes	--	Yes	Yes	--	Yes	Yes	Yes	Yes	--	Yes	Yes	Yes	8-0
Actions discussed to regarding a high-level University employee at Norfolk State University, which includes discussion of the subject matter job performance in the matter of consistence for the discussion in closed session	Yes	--	Yes	Yes	--	Yes	Yes	Yes	Yes	--	Yes	Yes	Yes	8-0

**BOARD OF VISITORS**

Ad-Hoc President's Goals Committee

October 5, 2023

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**BOARD OF VISITORS  
Ad-Hoc President's Goals Committee**

October 5, 2023

MINUTES

**DRAFT**

**1. Call to Order/Establish Quorum** -Mr. Blake, Chair, called the Committee meeting to order at approximately 10:30 a.m. A quorum was established with a 6-0 Roll Call vote. Listed below are the individuals that joined the meeting.

**Committee Members Present**

Mr. Dwayne B. Blake, Chair

Rector Devon M. Henry

Bishop Kim W. Brown

Dr. Katrina L. Chase

**Committee Members Participating Virtual**

Mr. T. Michael Andrews

The Honorable James W. Dyke, Jr.

**Committee Members Absent**

Mrs. Heidi Abbott

**NSU Administrators and Staff Present**

Dr. Javaune Adams-Gaston, President

Dr. Tanya White, Chief of Staff

Ms. Dericka Burgess, Audit-Risk-and-Compliance

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

Mrs. Kimberly Gaymon

Mr. Christopher Stancil, Office of Information Technology

President Adams-Gaston introduced Ms. Sher're Dozier, to the Committee. Ms. Dozier is the newly hired Clerk to the University President for the Board of Visitors. Ms. Dozier provided a short biography and expressed her gratitude.

**2. Approval of Electronic Participation**

Mr. Blake requested virtual participants to provide their reasons for not attending the meeting in person. Mr. Andrews and The Honorable James W. Dyke, Jr. informed the Committee of their reasons of having to participate electronically.

## BOARD OF VISITORS

Ad-Hoc President's Goals Committee

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**DRAFT**

Motioned was made by Rector Henry and seconded by Dr. Chase, with a 4-0 Roll Call vote, the Board approved the electronic participation of the Honorable James Dyke and Mr. Andrews.

### 3. Motion to go into Closed Meeting

Rector Henry read: Pursuant to Section 2.2-3711(A).1 and 8 of the Code of Virginia, I move that this Norfolk State University Board of Visitors go into Closed Session for the purpose of discussion of compensation of a high-level university employee at Norfolk State University, which includes discussion of the subject matter of job performance, and for the purpose of consultation and briefing by staff members. Further, that the following remain for or attend when called to the Closed Meeting – Eric Claville and the President, and that any member of the NSU Board of Visitors be permitted to attend virtually or by phone to listen in to the Closed Meeting or in person.

Motioned was made by Rector Henry and seconded by Dr. Chase with a 6-0 Roll Call Vote, the Board unanimously approved to go into a Closed Meeting.

### 4. Open Meeting

Mr. Blake read: Having reconvened in open session, we will now take a roll call vote so that each member of this President's Goals committee can certify that the actions taken by this committee in closed session were pursuant to §2.2- 3711A.1 and 8, Code of Virginia, were (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place. The motion was unanimously approved with a 5-0 roll call vote.

Bishop Brown moved that the President's Goals Committee recommend that the Committee approve the actions discussed regarding a high-level University employee at Norfolk State University which includes discussion of the subject matter of job performance, in a manner consistent with the discussion in closed session.

Motioned was made by Bishop Brown and seconded by Dr. Chase with a 5-0 Roll Call Vote.

**BOARD OF VISITORS**

Ad-Hoc President's Goals Committee

October 5, 2023

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**5. Adjournment**

**DRAFT**

There being no further business, the meeting was adjourned at approximately 11:29 a.m.

Respectfully submitted,

---

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

---

Dwayne Blake, Chair Ad-Hoc President's  
Goals Committee

**BOARD OF VISITORS**

Ad-Hoc President’s Goals Committee

October 5, 2023

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**DRAFT**

**NSU BOV GOVERNANCE COMMITTEE  
ROLL CALL VOTE October 5, 2023**

<b>Item</b>	<b>Rector Devon Henry</b>	<b>Mr. Dwayne Blake</b>	<b>Mrs. Heidi Abbott</b>	<b>Mr. T Michael Andrews</b>	<b>Bishop Kim W. Brown</b>	<b>Dr. Katrina L. Chase</b>	<b>The Honorable Mr. James W. Dyke, Jr.</b>	<b>Totals</b>
Quorum	Present	Present	Absent	Present (virtual)	Present	Present	Present (virtual)	4-0
Approve Virtual Participation of Mr. Andrews and The Honorable Mr. James Dyke Jr.	Yes	Yes	Absent	--	Yes	Yes	--	4-0
Motion to go into Closed Meeting	Yes	Yes	Absent	-	Yes	Yes	-	4-0
Motion to Reconvene in Open Meeting	--	Yes	Absent	-	Yes	Yes	-	3-0
Presidents Goals Committee recommend that the Committee approve the actions discussed regarding a high-level University Employee at Norfolk State University, which includes discussion of the subject matter job performance in a matter consistent with the discussion in closed session.	--	Yes	Absent	-	Yes	Yes	-	3-0



## **2023 Audit Entrance Meeting**

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December 8, 2023

David Rasnic, Audit Director

Auditor of Public Accounts

## Engagement Overview

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- Audit Team: David Rasnic – Project Manager  
Noah Johnson - Incharge
- Audit Period: July 1, 2022 – June 30, 2023
- Audit Timing: January 2024 – May 2024
- Objectives: University-specific

# Audit Objectives

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- **Basic Financial Statements**
  - Primary objective of audit is to provide an opinion on fair presentation in accordance with GAAP
  - We assess risk of material misstatement at the line-item level and design an audit approach responsive to those risks
  - Procedures include a combination of tests of detailed transactions and balances, as well as internal control processes

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# Audit Objectives

- **Required Supplementary Information (RSI)**
  - We review for consistency with the basic financial statements
  - We perform limited procedures, including management inquiries and review of support
  - We do not provide an opinion concerning RSI

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# Audit Objectives

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- **Other Information**

- We review for consistency with the basic financial statements
- We review for apparent material misstatements of fact based on knowledge of operations
- We do not provide an opinion or any assurance whatsoever concerning other information

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## Significant Risks

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- Management Override of Controls
  - Risk is present at all organizations
  - Access Controls
  - Segregation of Duties
  - Culture/tone at the top
- Revenue Recognition
  - Risk is generally present at all organizations

## Approach to Materiality

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- We consider what is likely to influence the judgment of a financial statement user in order to:
  - Assess risk and design audit procedures
  - Evaluate misstatements in amounts and deficiencies in processes
- Calculate quantitative thresholds by ‘opinion unit’
  - University and Component Units
- Apply qualitative considerations in addition to quantitative

## Assessing Fraud Risk

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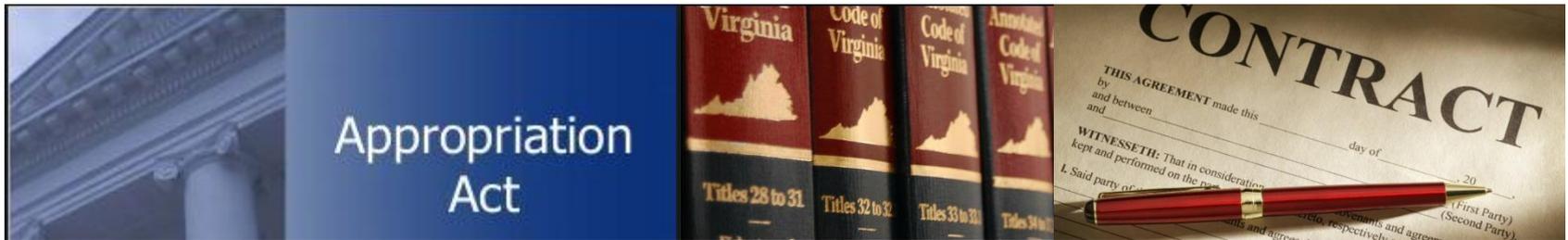
- Team interviews personnel and assesses the risk of fraud
- Team looks for red flags and considers the potential for fraud as it relates to exceptions identified during fieldwork
- NSU is required to notify APA when suspected fraud is identified



# Assessing Risk of Noncompliance

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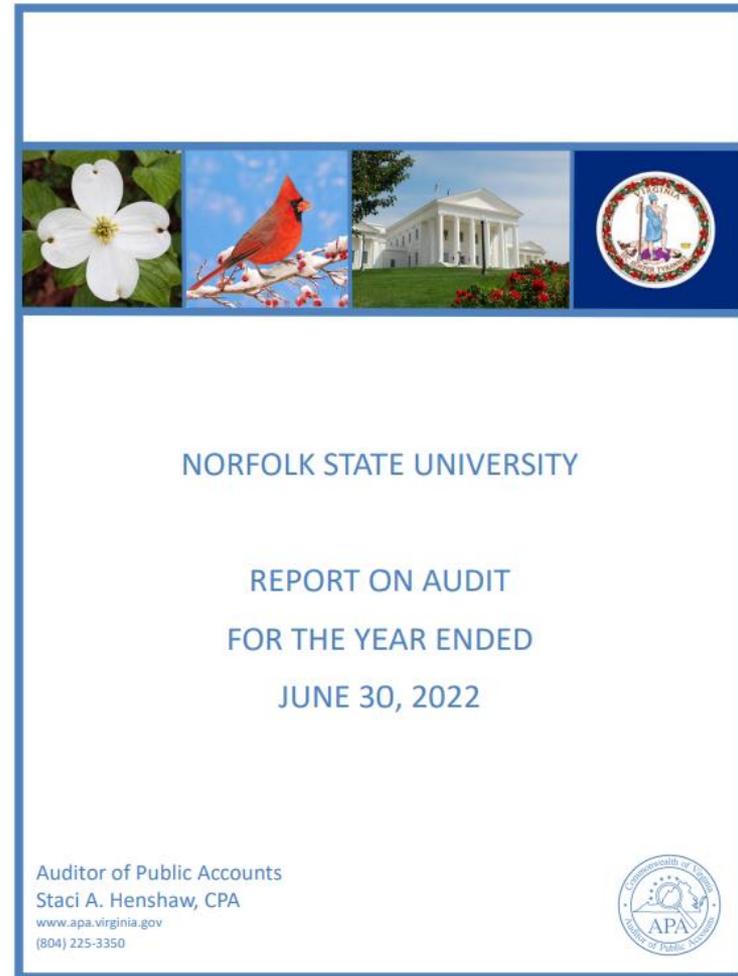
- We consider the risk that potential non-compliance could have a material direct or indirect effect on the financial statements
- We assess management's processes
- We test compliance which we deem significant in the context of the audit objectives



# Report on Internal Controls and Compliance

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- We do not provide an opinion on internal controls
- We are required to report any findings that we deem to be significant deficiencies or material weaknesses
- Though not required, we plan to issue this report the same week we release the audit opinion



# Management Communication

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- Entrance/Exit with Management
- Status updates
- When potential concerns are noted:
  - Confirm condition
  - Obtain response
  - Evaluate significance

## BOV Communication

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- If you are aware of risks our audit should address, please share those with us
- Unless there are findings requiring your immediate attention, we will present our results to you at the conclusion of the audit
- If earlier communication is warranted, we will coordinate with management to ensure the Committee is informed in a timely manner
- Terms of the engagement and representation letters

## Intended Use Statement

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***This presentation is intended solely for the information and use of those charged with governance and management, and is not intended to be, and should not be, used by anyone other than these specified parties.***

# **Student Representative Report**

# Faculty Representative Report

# **Audit, Risk, and Compliance**



# 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



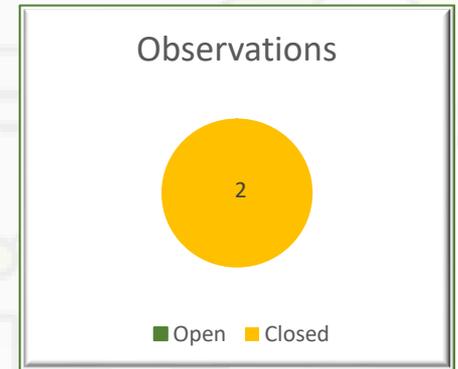
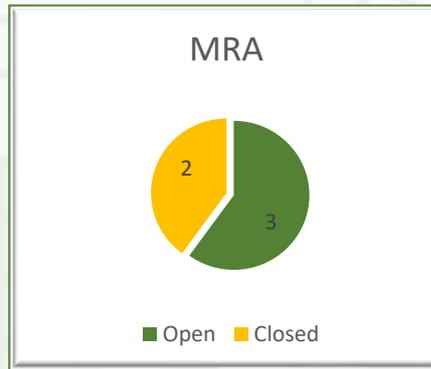
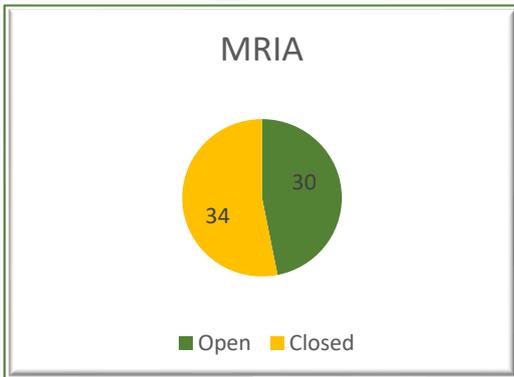
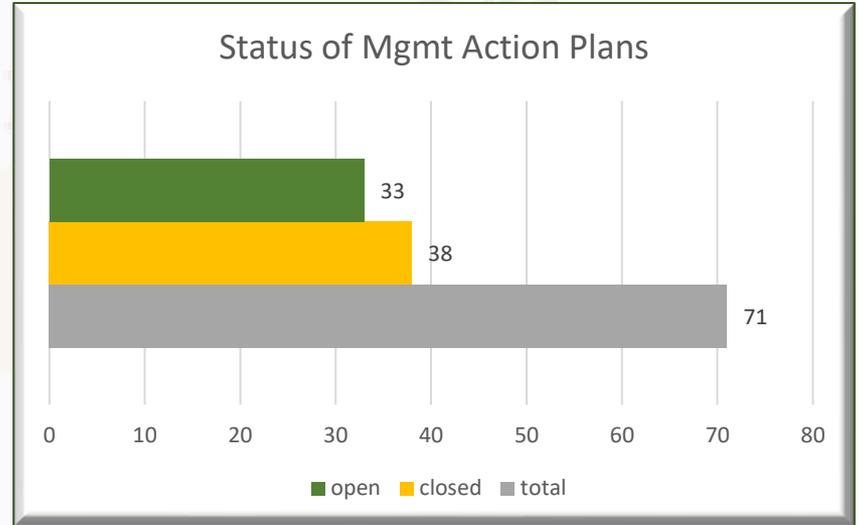
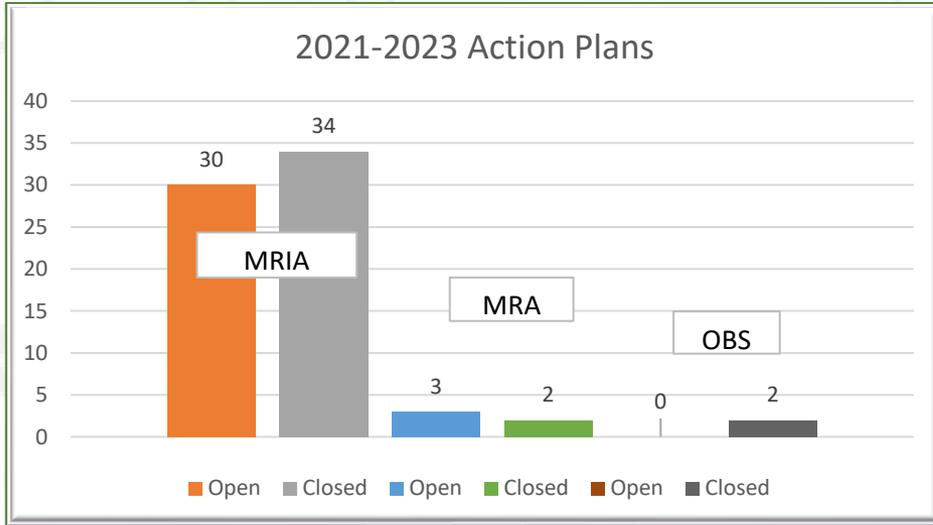
# Audit Reporting Process

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

## Ratings

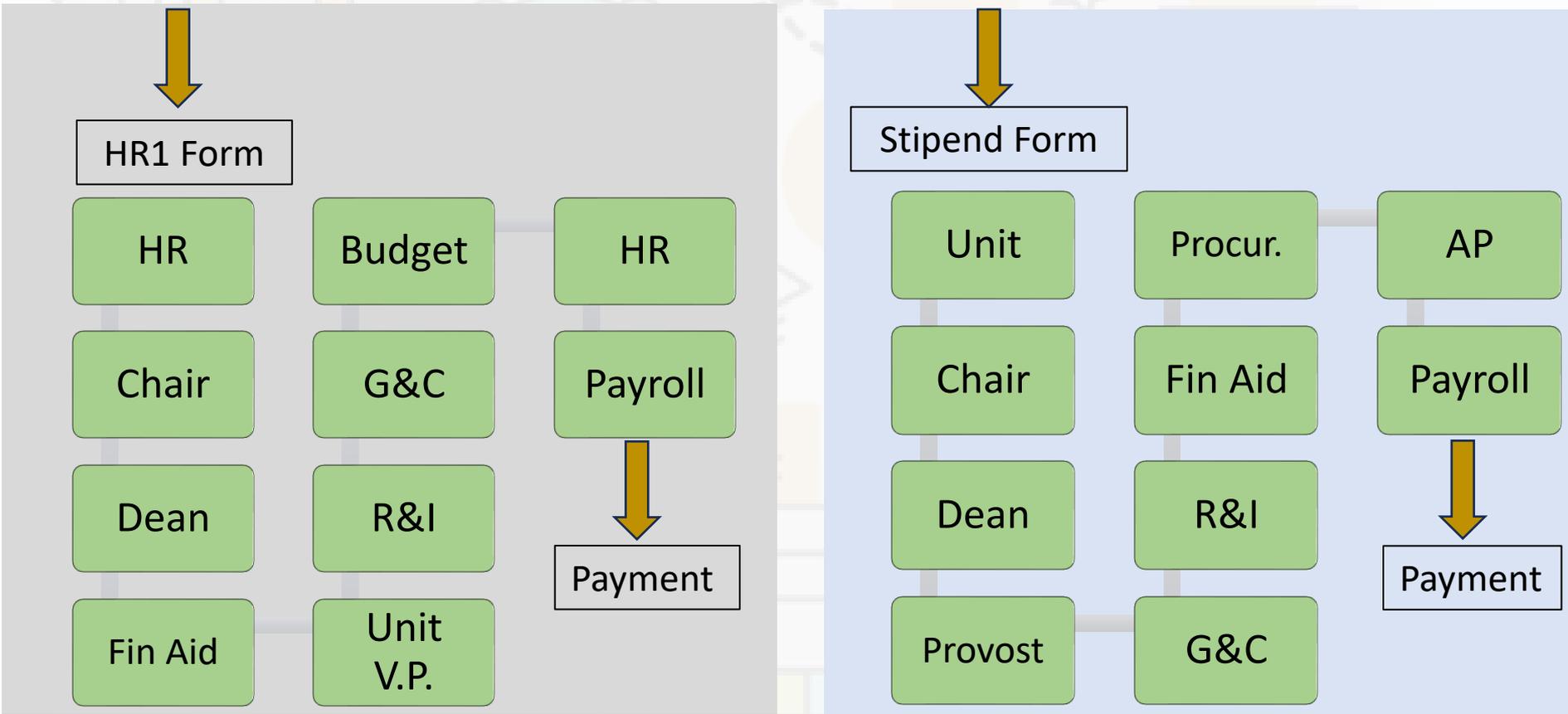
<p><b><u>MRIA</u></b></p> <p>lack of internal controls or processes lead to a high probability that the organization or dept will not reach its goals.</p>	<p><b><u>MRA</u></b></p> <p>lack of internal controls may lead to a moderate probability that the organization or dept will not reach its goals.</p>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

# 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*



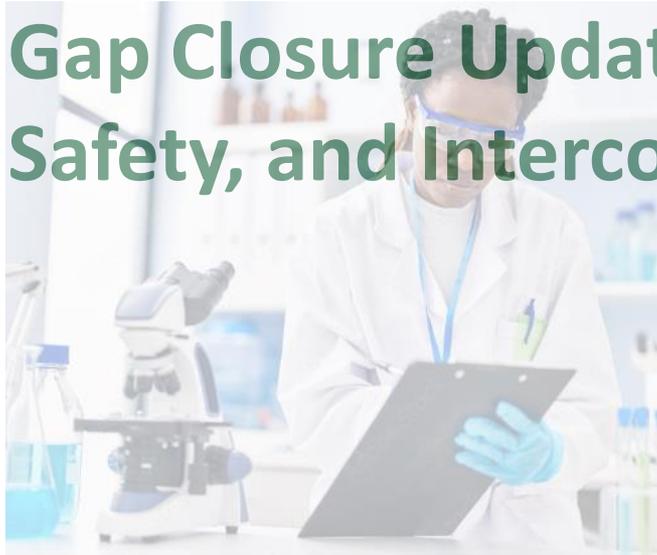
**Transportation and Fleet  
Services**



## **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

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.

<b>Requirement</b>	<b>Compliance</b>
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**

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## 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
<b>ASSETS</b>		
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
<b>Total assets</b>	<b>\$ 98,346,627</b>	<b>\$ 104,193,941</b>
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities		
Accounts payable	\$ 214,103	\$ 208,922
Split-interest agreement liability	-	18,487
Operating lease liability	103,746	-
<b>Total liabilities</b>	<b>317,849</b>	<b>227,409</b>
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
<b>Total without donor restrictions</b>	<b>41,487,455</b>	<b>50,960,579</b>
With donor restrictions	56,541,323	53,005,953
<b>Total net assets</b>	<b>98,028,778</b>	<b>103,966,532</b>
<b>Total liabilities and net assets</b>	<b>\$ 98,346,627</b>	<b>\$ 104,193,941</b>

**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
<b>Revenues and Support</b>						
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)	-
<b>Total revenues and support</b>	<b>(5,075,588)</b>	<b>3,535,370</b>	<b>(1,540,218)</b>	<b>8,950,035</b>	<b>11,144,906</b>	<b>20,094,941</b>
<b>Expenses</b>						
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
<b>Total expenses</b>	<b>4,397,536</b>	<b>-</b>	<b>4,397,536</b>	<b>3,772,634</b>	<b>-</b>	<b>3,772,634</b>
<b>Change in net assets</b>	<b>(9,473,124)</b>	<b>3,535,370</b>	<b>(5,937,754)</b>	<b>5,177,401</b>	<b>11,144,906</b>	<b>16,322,307</b>
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	<b>\$ 41,487,455</b>	<b>\$ 56,541,323</b>	<b>\$ 98,028,778</b>	<b>\$ 50,960,579</b>	<b>\$ 53,005,953</b>	<b>\$ 103,966,532</b>

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
<b>Total expenses before depreciation and amortization</b>	<b>3,711,411</b>	<b>574,377</b>	<b>99,118</b>	<b>4,384,906</b>
Depreciation and amortization	6,315	5,052	1,263	12,630
<b>Total expenses</b>	<b>\$ 3,717,726</b>	<b>\$ 579,429</b>	<b>\$ 100,381</b>	<b>\$ 4,397,536</b>

**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
<b>Total expenses before depreciation and amortization</b>	<b>3,180,812</b>	<b>448,599</b>	<b>104,170</b>	<b>3,733,581</b>
<b>Depreciation and Amortization</b>	<b>19,526</b>	<b>15,621</b>	<b>3,906</b>	<b>39,053</b>
<b>Total expenses</b>	<b>\$ 3,200,338</b>	<b>\$ 464,220</b>	<b>\$ 108,076</b>	<b>\$ 3,772,634</b>

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
<b>Cash Flows from Operating Activities</b>		
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	-
<b>Net cash provided by (used in) operating activities</b>	<b>381,362</b>	<b>3,631,542</b>
<b>Cash Flows from Investing Activities</b>		
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)
<b>Net cash used in investing activities</b>	<b>(10,437,941)</b>	<b>(36,788,849)</b>
<b>Cash Flows from Financing Activities</b>		
Payments on capital lease obligation	-	(2,024)
Collections of contributions restricted for long-term investment	3,074,050	2,831,301
<b>Net cash provided by financing activities</b>	<b>3,074,050</b>	<b>2,829,277</b>
<b>Net decrease in cash and cash equivalents</b>	<b>(6,982,529)</b>	<b>(30,328,030)</b>
Cash and Cash Equivalents, beginning of year	12,757,712	43,085,742
Cash and Cash Equivalents, end of year	<b>\$ 5,775,183</b>	<b>\$ 12,757,712</b>
<b>Supplemental Disclosure of Non-Cash Activities</b>		
In-kind gifts received	\$ -	\$ 2,500

See Notes to Consolidated Financial Statements.

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# NORFOLK STATE UNIVERSITY FOUNDATION, INC. AND SUBSIDIARIES

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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### 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**

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**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**

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**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>
<b>Total endowments</b>	<u><b>33,318,470</b></u>	<u><b>36,587,244</b></u>
<b>Total net assets with donor restrictions</b>	<u><b>\$ 56,541,323</b></u>	<u><b>\$ 53,005,953</b></u>

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

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

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**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:

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

Changes in endowment net assets consisted of the following:

	<b>2022</b>		
	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	<b>Total</b>
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)
<b>Endowment net assets, end of year</b>	<b>\$ 34,895,240</b>	<b>\$ 33,318,470</b>	<b>\$ 68,213,710</b>

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

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

**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)
<b>Endowment net assets, end of year</b>	<b>\$ 44,906,109</b>	<b>\$ 36,587,244</b>	<b>\$ 81,493,353</b>

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**

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**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**

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**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)
<b>Fair value, December 31, 2022</b>	<b>\$ 372,350</b>	<b>\$ 6,908,954</b>	<b>\$ 1,440</b>	<b>\$ 7,282,744</b>

	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)
<b>Fair value, December 31, 2021</b>	<b>\$ 231,246</b>	<b>\$ 4,002,188</b>	<b>\$ (18,487)</b>	<b>\$ 4,214,947</b>

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**

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**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>
<b>Total operating lease liability</b>	<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**

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**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)
<b>Total lease liability</b>	<b>\$ 103,746</b>

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**

# Agenda

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

# 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](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](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)		
2024 - 2025		2025 - 2026		2026 - 2027		2027 - 2028			2028 - 2029		
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.

- ❖ **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).

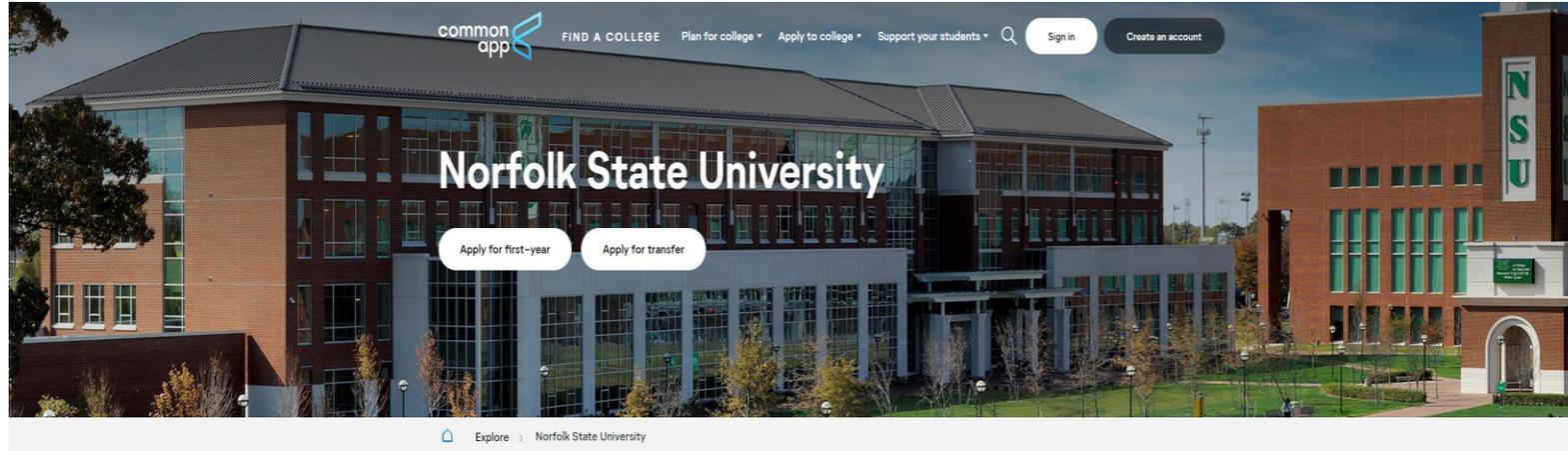
### Concentration Areas (12 credits)

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

### 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



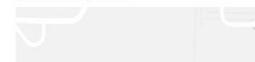
Norfolk State University is four-year, public, urban, coeducational comprehensive university offering 31 undergraduate, 15 graduate, and 3 doctoral programs. Our 134-acre campus is near downtown Norfolk, VA with its shops, restaurants and museums. Ranked as a top 20 HBCU by U.S. News and World Report,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

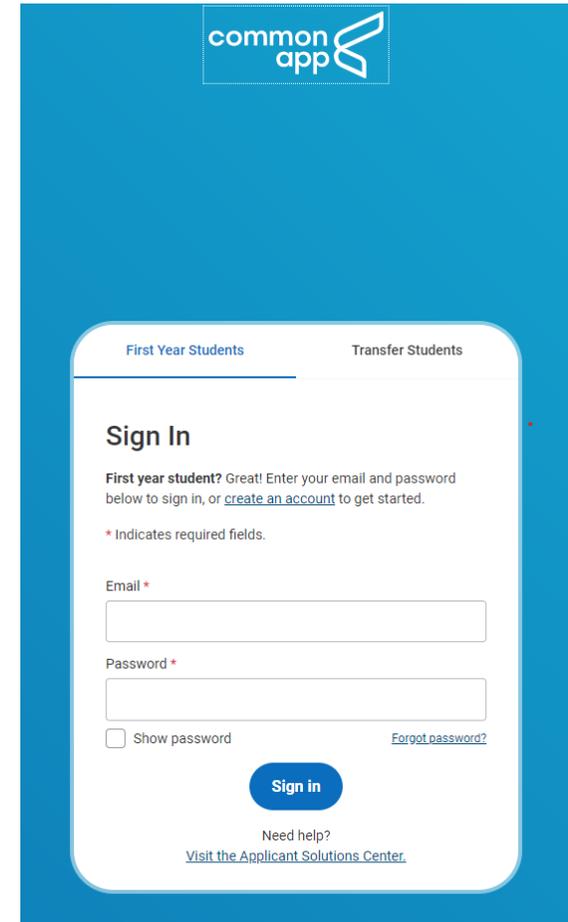


**NORFOLK STATE**  
UNIVERSITY

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# 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 'common app' with a blue background. At the top right is the 'common app' logo. Below it, there are two tabs: 'First Year Students' (selected) and 'Transfer Students'. The main content is a 'Sign In' form. It includes a heading 'Sign In', a message for first-year students, and instructions to enter email and password. There are two input fields: 'Email \*' and 'Password \*'. Below the password field is a 'Show password' checkbox and a 'Forgot password?' link. A blue 'Sign in' button is at the bottom of the form. At the very bottom, there is a 'Need help?' link to '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

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

<b>Total Part-Time Undergraduates</b>	<b>611</b>
Men	178
Women	433
<b>Total Part-Time Graduates</b>	<b>182</b>
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**

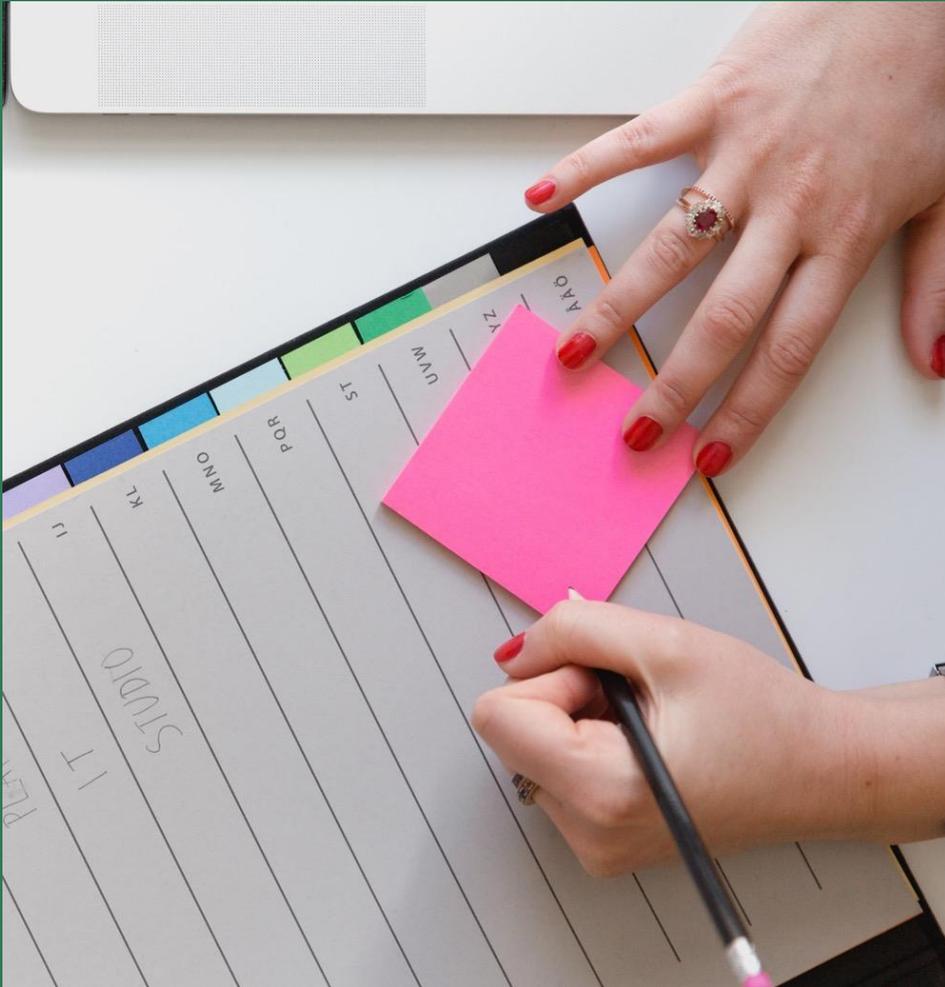


# O.A.S.I.S

## 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 38<sup>th</sup> 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.

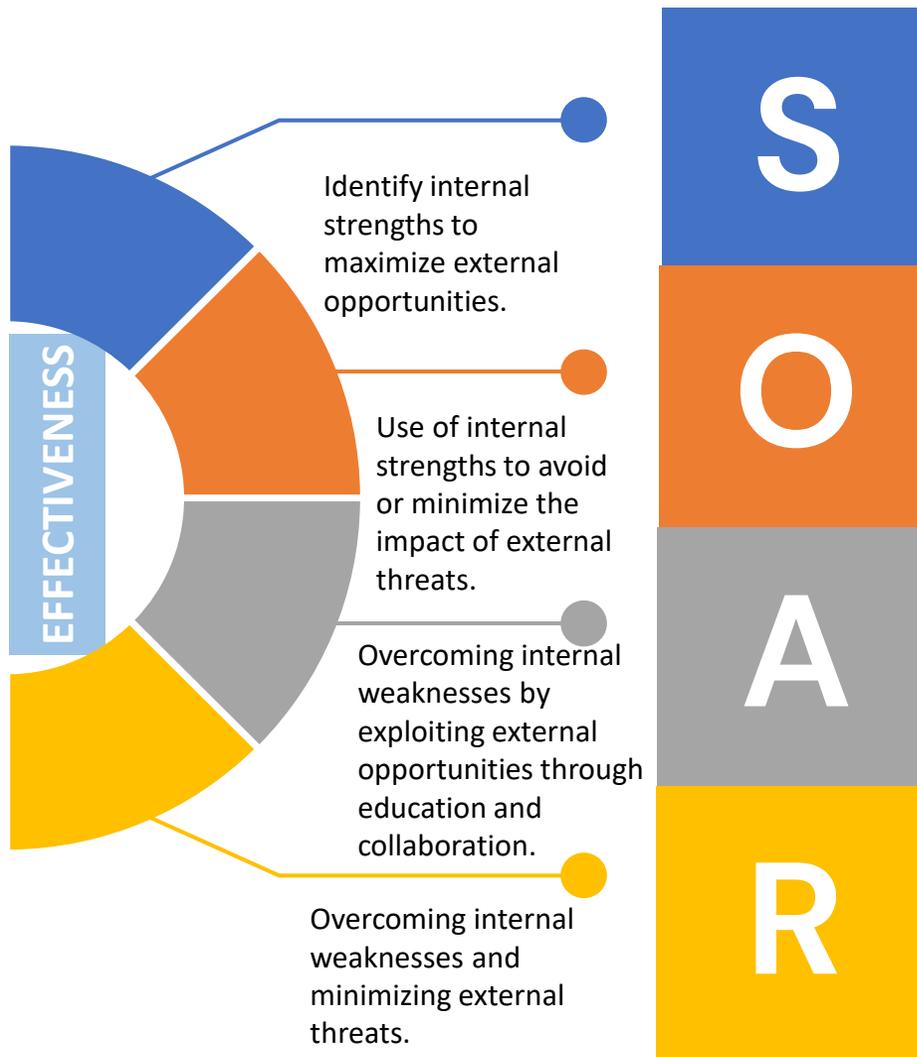


# Department of Athletics



# 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 Committee**

# BOARD OF VISITORS (BOV) STRATEGIC FINANCE COMMITTEE MEETING

November 16, 2023, 1:00 PM

**Mr. Jay Jamison, *Chair***

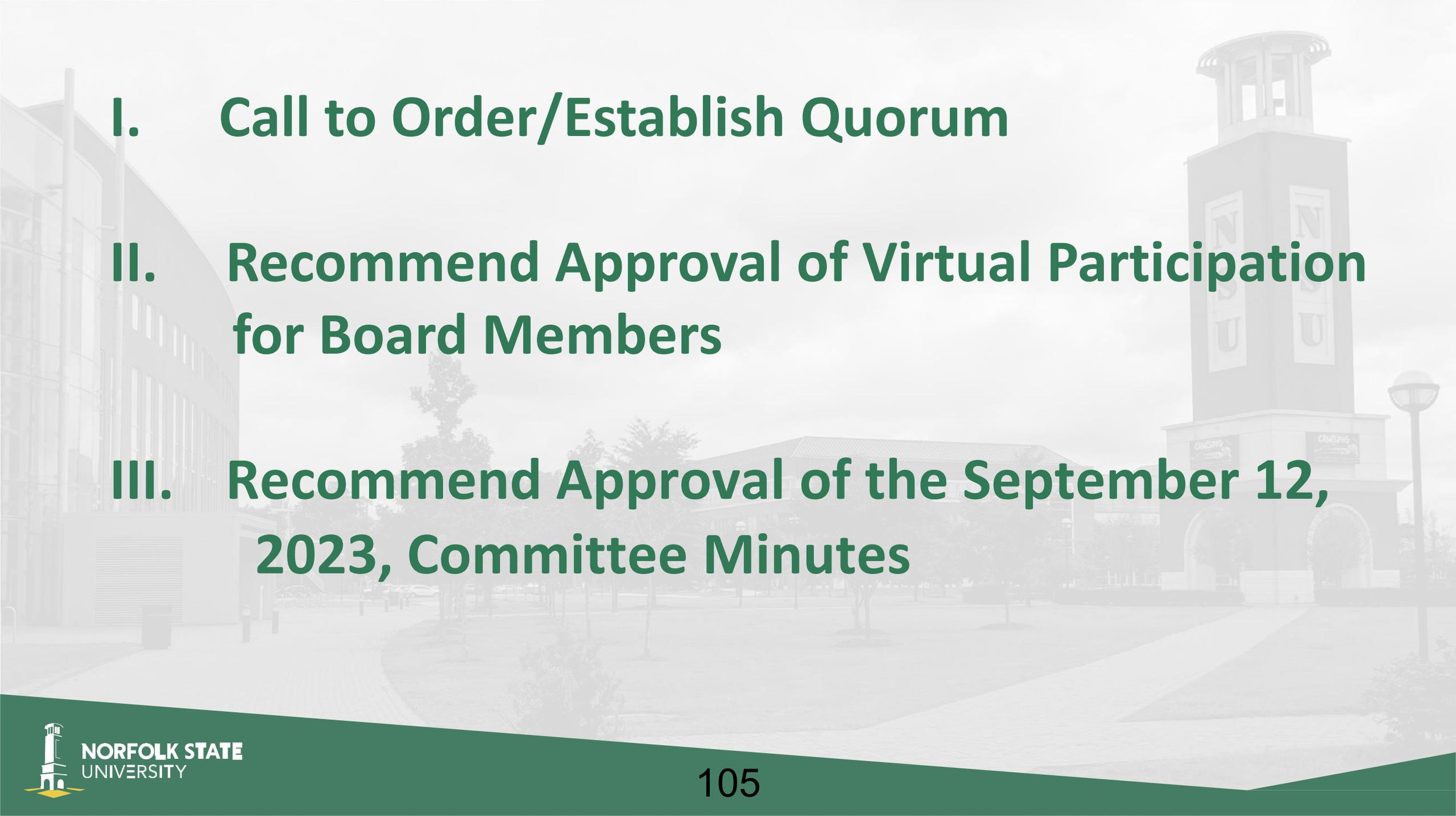
**Ms. Heidi W. Abbott**

**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**

**Strategic Finance  
Committee  
November 16, 2023**

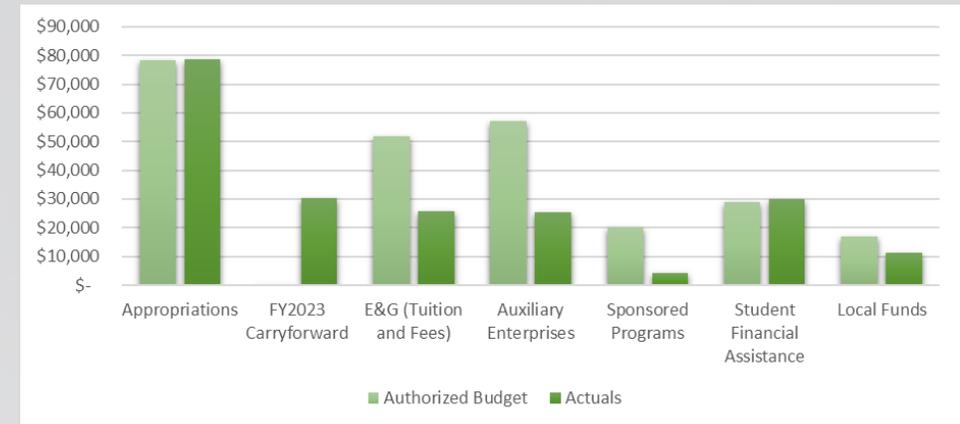
# **Division of Finance and Administration**

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

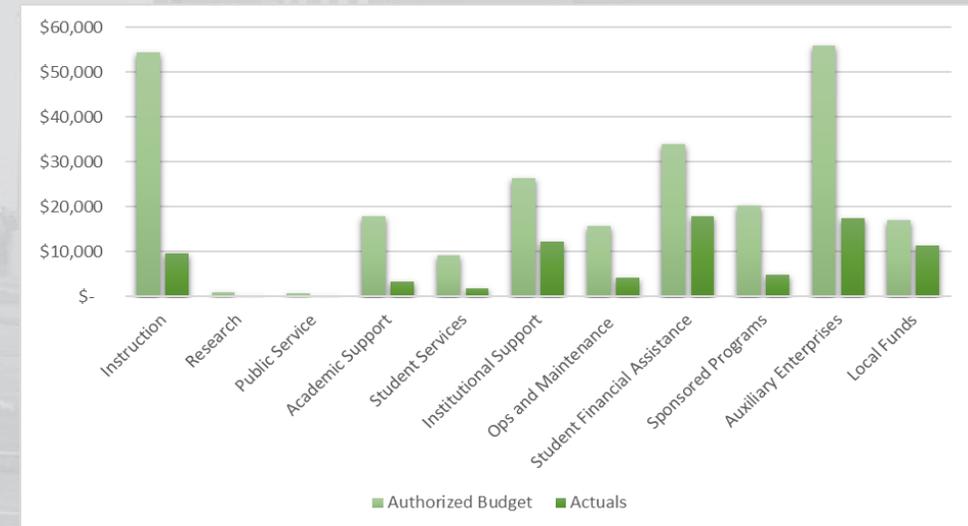


# FY 2024 - Condensed Summary of Revenues and Expenses Budget Report - All Funds (Cash Basis) As of September 30, 2023 (amounts in thousands)

<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
<b>Total Revenues</b>	<b>\$ 253,559</b>	<b>\$ 205,400</b>	<b>81%</b>	<b>\$ 293,553</b>

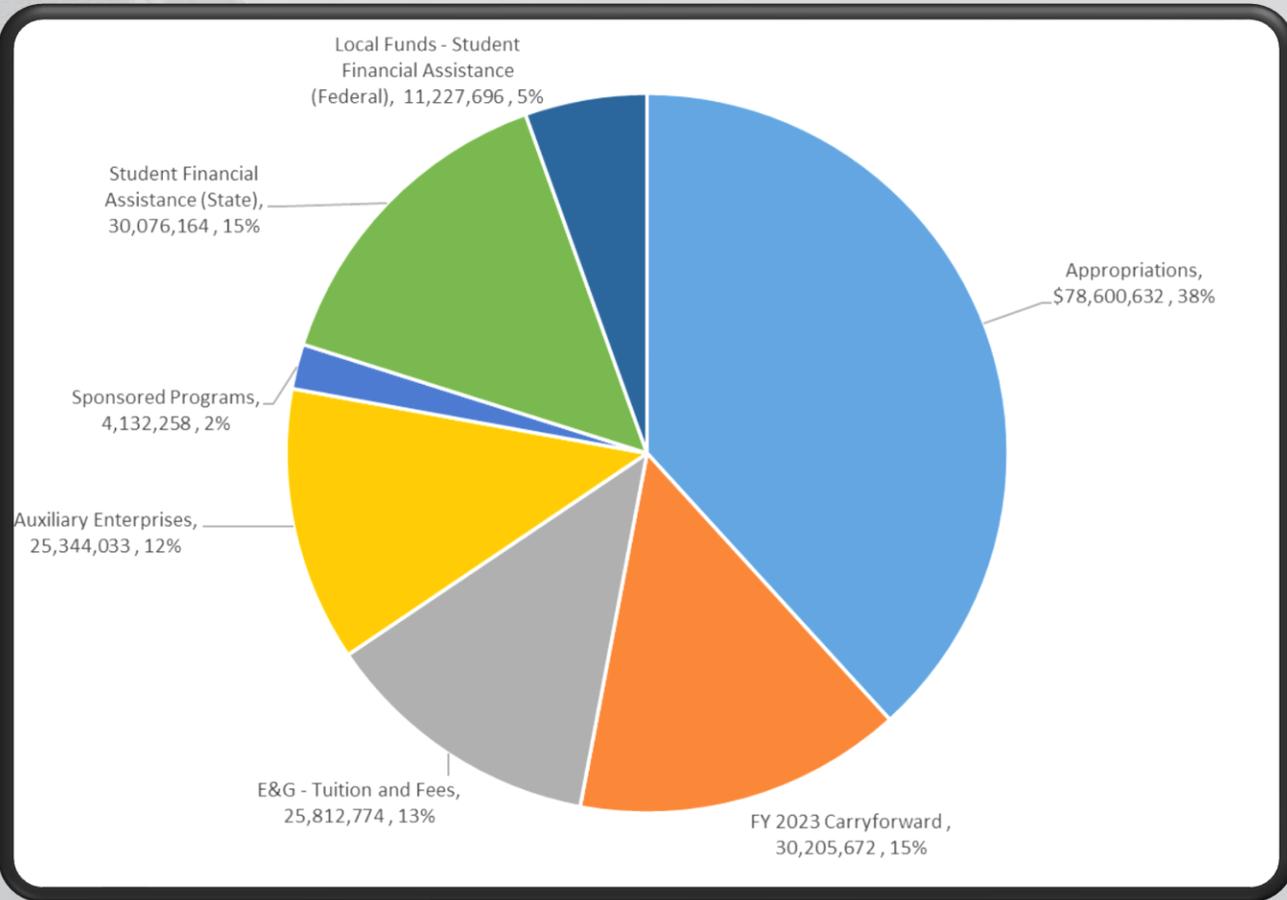


<u>Expenses</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>	<u>Year-end Projection</u>
Instruction	\$ 54,316	\$ 9,712	18%	\$ 54,316
Research	1,003	330	33%	1,003
Public Service	654	74	11%	654
Academic Support	17,974	3,339	19%	17,974
Student Services	9,201	1,881	20%	9,201
Institutional 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
<b>Total Expenses</b>	<b>\$ 252,135</b>	<b>\$ 83,326</b>	<b>33%</b>	<b>\$ 259,408</b>
<b>Revenue Over Expenses</b>	<b>\$ 1,424</b>	<b>\$ 122,074</b>		<b>\$ 34,145</b>



# SOURCE OF FUNDS

Actuals as of September 30, 2023

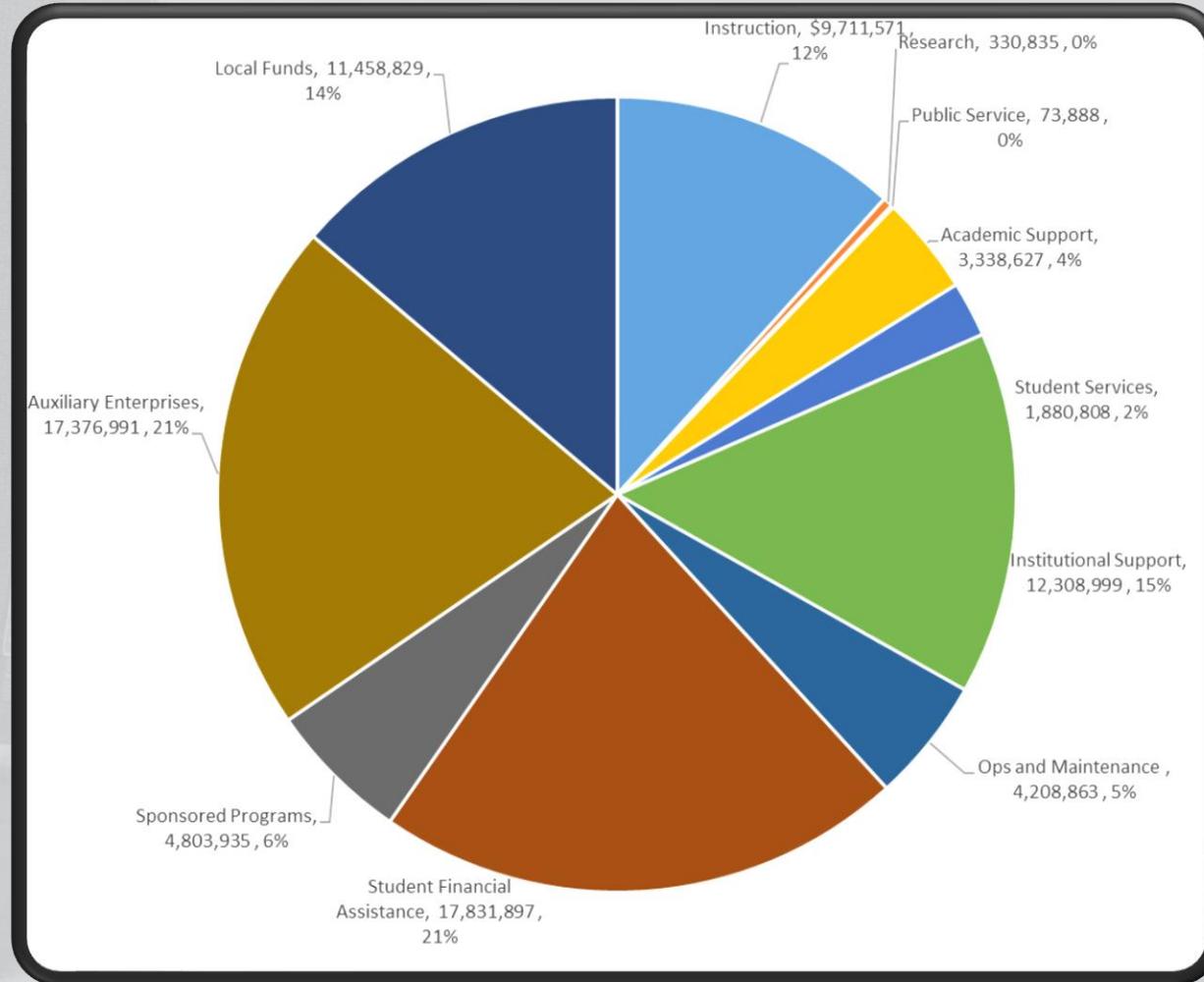


## Revenues

	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
<b>Total Revenues</b>	<b>\$ 205,399,229</b>

# 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
<b>Total Expenses</b>	<b>\$ 83,325,243</b>

# 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

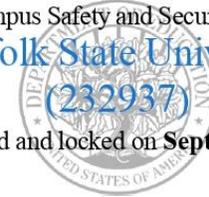
VAWA OFFENSES																	
Domestic Violence	1	1	4	1	1	0	0	0	0	0	0	4	4	1	5	4	0
Stalking	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0
Dating Violence	9	0	2	7	0	1	1	0	0	2	0	1	12	0	3	0	

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 10<sup>th</sup> 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.

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## **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**



<b>Policy Title:</b>	Security Assessment and Authorization Policy
<b>Policy Type:</b>	Board of Visitors
<b>Policy Number:</b>	BOV UISP #10 (2023)
<b>Approval Date:</b>	Month, Day, Year
<b>Responsible Office:</b>	Office of Information Technology (OIT)
<b>Responsible Executive:</b>	Vice President for Operations and Chief Strategist for Institutional Effectiveness
<b>Applies to:</b>	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.

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## **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](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.

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<b>DEFINITIONS</b> .....	2
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<b>STAKEHOLDER(S)</b> .....	3

<b>SYSTEM AND INFORMATION INTEGRITY POLICY .....</b>	<b>3</b>
<b>EDUCATION AND COMPLIANCE.....</b>	<b>8</b>
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**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)**

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

### **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**

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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
<b>\$4.3M</b>			
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
<b>Total</b>	<b>\$7,900,000</b>	<b>\$9,100,000</b>	<b>\$10,000,000</b>

# 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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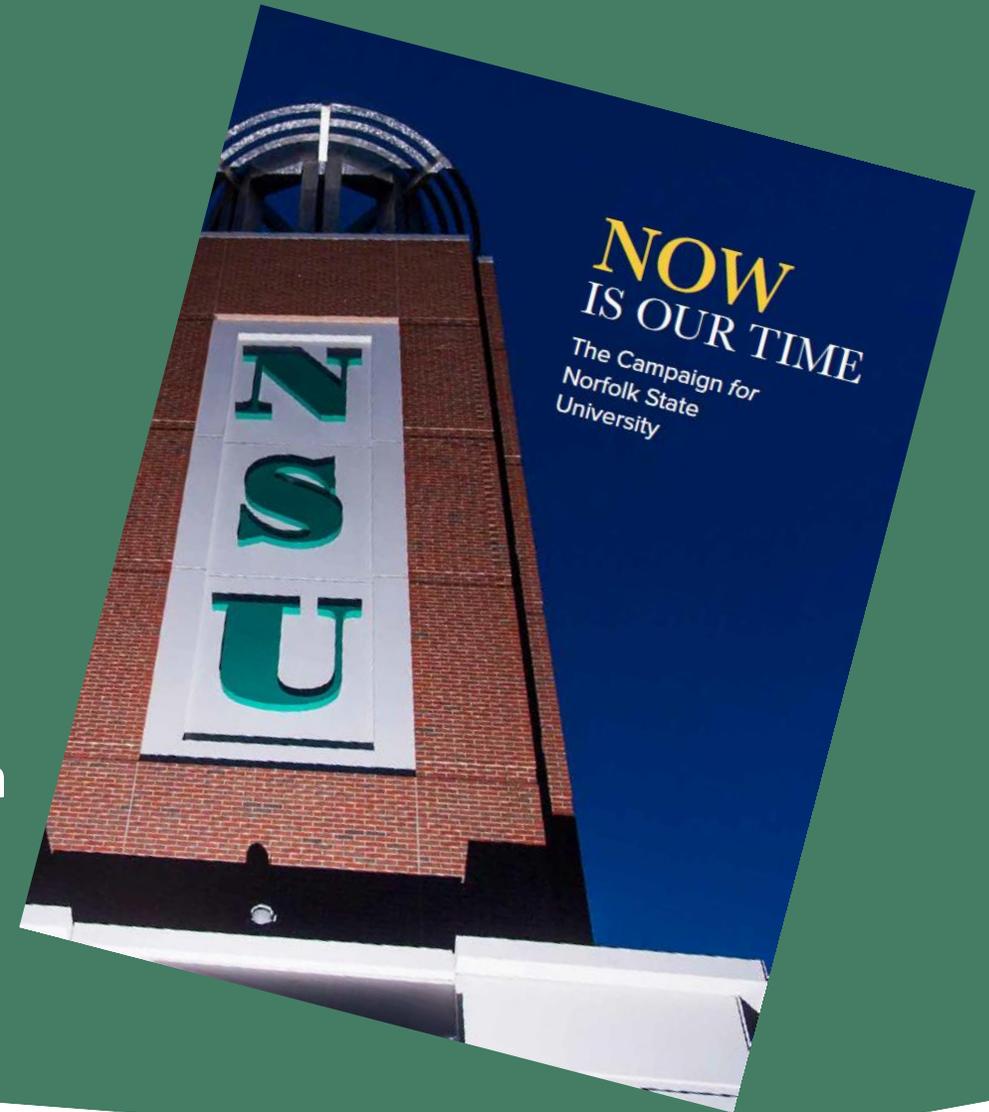
# Capital Campaign Overview

## COMPLETED

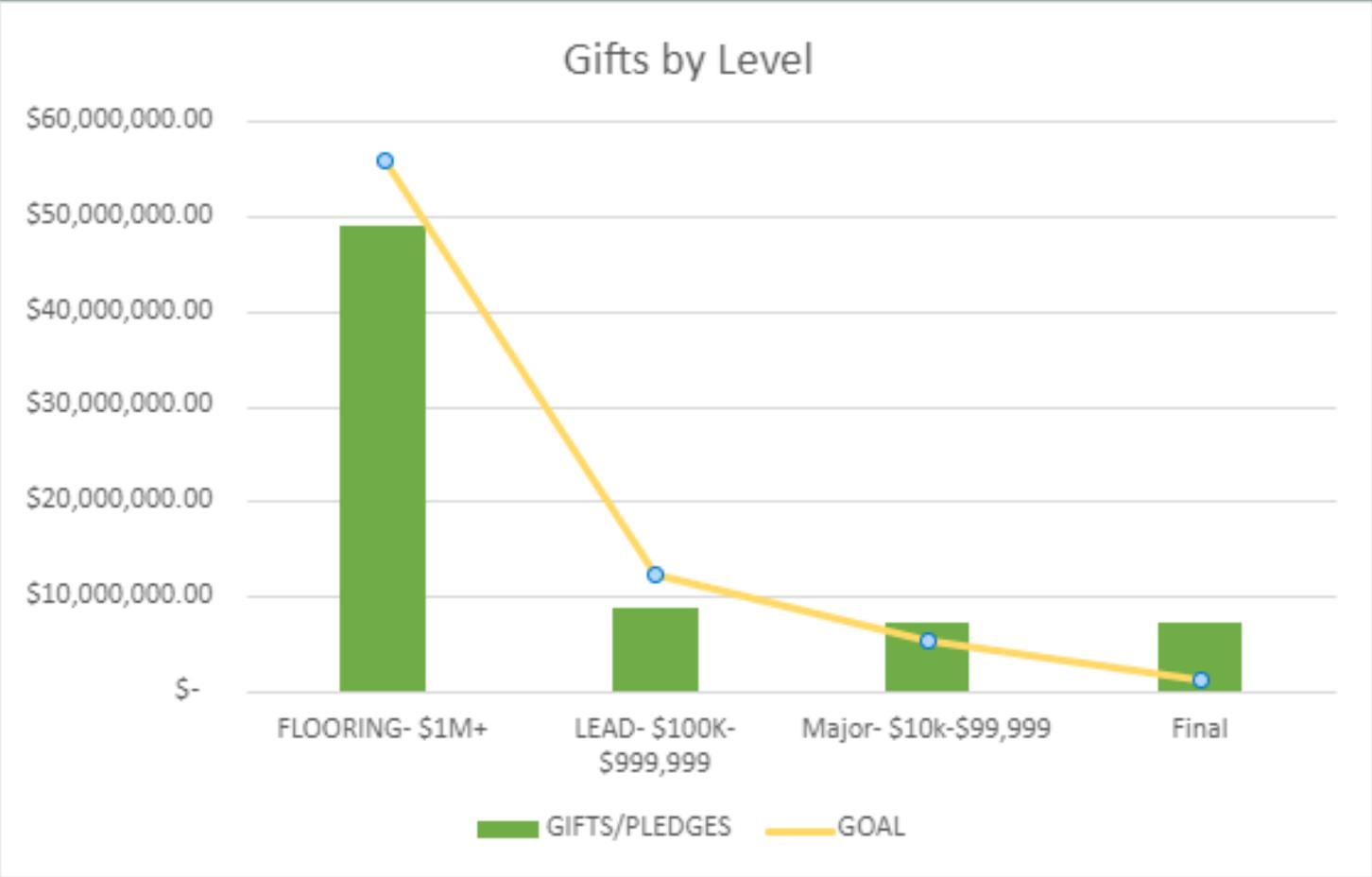
NSU Foundation has finalized 100% pledge participation to the “Now Is Our Time” Campaign.

## 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

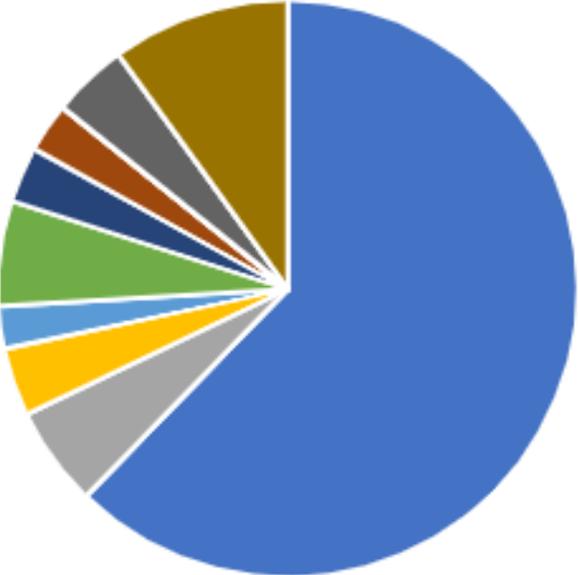


# Capital Campaign Overview



# Capital Campaign Overview

Now Is Our Time: Campaign for NSU Gifts by Size



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

**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](http://www.nsu.edu)

# **GOVERNANCE COMMITTEE**

# NSU B.O.V. GOVERNANCE COMMITTEE REPORT

December 8, 2023

# REPORT

- ❑ Opening by Chair, Heidi Abbott
  - ❑ Called to order and quorum was established.
- ❑ Discussed the 2023 Board of Visitors Orientation that was held on November 14 – 15, 2023, in Richmond, Virginia.
  - ❑ Comments were provided about the usefulness of the orientation and information provided by attendees.
  - ❑ The importance of Board continuing education to diversify its knowledge and increase board effectiveness was also emphasized.
- ❑ Board of Visitors
  - ❑ Governance Committee advised that they are continuing to work on Board of Visitors recommendations given the Skills Matrix and needs of the University.
- ❑ Open Discussion of Other Items was held
- ❑ Meeting was Adjourned

# QUESTIONS & DISCUSSION

# STATE OF THE UNIVERSITY



# **RESEARCH AND INNOVATION**

**BOARD OF VISITORS MEETING**

**Javaune Adams-Gaston, Ph.D.**

Norfolk State University President

December 8, 2023



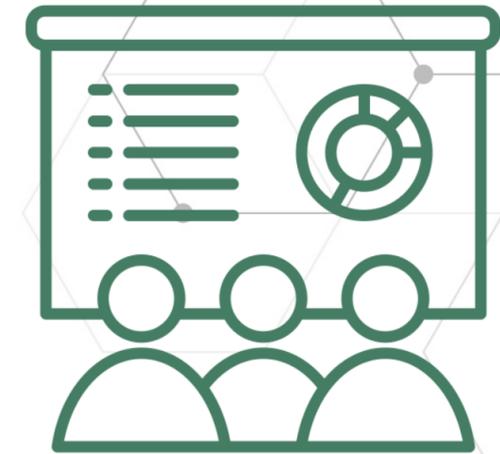
## ***RESEARCH***

**Research is a process of systematic inquiry that entails collection of data; documentation of critical information; and analysis and interpretation of that data/information**



## ***INNOVATION***

**Innovation is making changes to something already established by adding something new.**



## ***PROGRAMS***

**Successful programming in higher education meets the needs of the student scholar, empowers the faculty scholar, and furthers the mission and purpose of the institution.**



# RESEARCH

## Faculty Research: New Discovery and Publications

**“Research is to see what everybody else has seen, and to think what nobody else has thought.” – Albert Szent-Gyorgyi**

**“If we knew what we were doing it wouldn’t be research.”  
– Albert Einstein**



NORFOLK STATE  
UNIVERSITY



# **INNOVATION**

## **Faculty Innovation: Unlocking Discovery**

***“The first step in teaching students to innovate is making sure that educators have opportunities to be innovators themselves.” - Suzie Boss, Bringing Innovation to School: Empowering Students to Thrive in a Changing World***





# PROGRAMS

## Cultivating Student Success: Foundation of our Future

- **Pathway to the STARS**
- **Spartan Promise to Persistence  
Career Readiness Institute (SP3)**
- **Spartan Student Employment  
Program**
- **Students Preparing for Academic  
Rigor in College (SPARC)**

# ***NORFOLK STATE UNIVERSITY AND ARTIFICIAL INTELLIGENCE***

## **Artificial Intelligence at NSU**

**“Artificial intelligence will reach human levels by around 2029. Follow that out further to, say, 2045, we will have multiplied the intelligence, the human biological machine intelligence of our civilization a billion-fold.”  
~Ray Kurzweil.**



# ***SUCCESS TOGETHER***

**INCREASES  
FUNDING +  
ENROLLMENT +  
RECOGNITION =  
SPARTAN  
SUCCESS**





**NORFOLK STATE**  
UNIVERSITY

700 Park Avenue | Norfolk VA 23504  
(757) 823-8600



January \_\_, 2023

**TRANSMITTAL LETTER**

**DRAFT**

The Honorable Glenn Younkin  
Office of the Governor  
P. O. Box 1475  
Richmond, VA 23218

The Honorable Members of the General Assembly  
Pocahontas Building  
900 East Main Street  
Richmond, VA 23219

SUBJECT: Annual Executive Summary – Report for Norfolk State University

Dear Governor Youngkin, and Members of the Virginia General Assembly:

Pursuant to *Code of Virginia* §23.1-1303 (B) (11) (Eff. Oct. 1, 2016), the Norfolk State University Board of Visitors hereby submits its Annual Executive Summary of its Interim Activity and Work for the 2022 calendar year. Should you have questions regarding this report, please feel free to contact me at (757) 353-5639 or [dhenry@teamhenryent.com](mailto:dhenry@teamhenryent.com).

Sincerely,

Devon M. Henry  
Rector  
Norfolk State University Board of Visitors

C: The Honorable Aimee Rogstad Guidera, Secretary of Education  
Laura Wilborn, Division of Legislative Automated Systems  
Bishop Kim W. Brown, Vice Rector, Norfolk State University Board of Visitors  
Dwayne Blake, Secretary, Norfolk State University Board of Visitors  
Dr. Javaune Adams-Gaston, President, Norfolk State University



**DRAFT**

**ANNUAL EXECUTIVE SUMMARY**

Section 23.1-1303 (B) (12) of the *Code of Virginia* (Eff. Oct. 1, 2016) requires that each Board of Visitors of public institutions of higher education submit to the General Assembly and the Governor an annual executive summary of its interim activity and work prior to the first day of the regular session of the General Assembly. This executive summary describes the Board’s compliance with the *Code of Virginia* as it relates to the following statutory requirements:

<u>Code Section</u>	<u>Description</u>
§23.1-1301 (B) (10)	Governing Boards; Powers – Public Access to Information
§23.1-1303 (B) (1)	Governing Boards; Duties – Bylaws
§23.1-1303 (B) (8)	Governing Boards; Duties – Annual Evaluation Meeting with the President/Chief Executive Officer of the Institution
§23.1-1306	Governing Board Executive Committee; Duties
§23.1-1303 (B) (12)	Governing Boards; Duties – Annual Executive Summaries
§23.1-1304	Governing Boards; Additional Duties; Educational Programs

The Board of Visitors for Norfolk State University is comprised of 13 members, four of whom are alumni (\*). The Board members are:

- |                                    |                                    |
|------------------------------------|------------------------------------|
| Heidi W. Abbott                    | BK Fulton                          |
| T. Michael Andrews                 | Conrad Hall                        |
| Dwayne B. Blake (Secretary)        | Devon M. Henry (Rector)*           |
| Gilbert T. Bland                   | James Jamison*                     |
| Bishop Kim W. Brown* (Vice Rector) | Delbert Parks                      |
| Dr. Katrina L. Chase*              | Dr. Harold L. “Harry” Watkins, II* |
| The Honorable James W. Dyke, Jr.   |                                    |

§23.1-1301 (B) (10) Governing Boards; Powers – Public Access to Information **DRAFT**

**NSU Board Actions**

The Norfolk State University (NSU) Board of Visitors ensures that the people of the Commonwealth of Virginia have immediate access to its public records and free entry to its public meetings in compliance with this section of the *Code*. All public meetings of the Board are noticed in advance and clearly marked as “open” or “closed” in accordance with the Virginia Freedom of Information Act, §2.2-3700 et seq. of the *Code of Virginia*. Board meeting notices are announced through a variety of methods and posted in compliance with the three-day notice requirement in various locations on campus.

All Board meetings are conducted in accordance with the *Code of Virginia*, the [Board Bylaws](#), and in a manner and under such procedures that are generally applicable to similar meetings. The Chair, in conducting meetings, is guided by *Robert’s Rules of Order Newly Revised*. Meeting notices are posted as required on the following websites: [NSU Board of Visitors Website](#) and the [Commonwealth Calendar Website](#). Meeting notices are posted on campus in the following three public locations in Harrison B. Wilson Hall – Administration Building:

- 1) Harrison B. Wilson Hall Foyer, 1<sup>st</sup> Floor
- 2) L. Douglas Wilder Performing Arts Center Foyer, 1<sup>st</sup> Floor

Meeting minutes for all open meetings are recorded and posted on the Board’s website at the [NSU Board of Visitors Website](#). All business of the Board not exempted by §2.2-3711 of the *Code of Virginia* are held in open meetings and all official actions taken in closed meetings are approved openly. Both the University Counsel and the Assistant University Counsel are invited to all open and closed meetings of the Board.

§23.1-1303 (B) (1) Governing Boards; Duties – Bylaws

**NSU Board Actions**

As required, the [Board Bylaws](#) communicates the Board’s desire to be transparent in its general operations to the extent required by law and in compliance with the Virginia Freedom of Information Act. The Board’s Statement of Governance further states: “The Board is transparent in its operations and operates openly in compliance with the Virginia Freedom of Information Act (*Code of Virginia* §2.2-3700 et seq.).”

§23.1-1303 (B) (8) Governing Boards; Duties – Annual Evaluation Meeting with the President of the Institution

**NSU Board Actions**

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The Board of Visitors' [Presidential Evaluation Policy](#), reflects the statutory requirement in the *Code*. This policy details a timeline for conducting the annual meeting with the President and the performance evaluation process.

The Board completed the 2022-2023 evaluation of the President on December 8, 2023.

The President's evaluation goals for the 2023-2024 academic year were officially approved by the Board at the October 6, 2023, Board Meeting. At the October 6, 2023, Board meeting, the Board awarded the President the maximum bonus authorized under her contract in recognition of her excellent performance over the past year. And further that the President's employment agreement be amended to increase the performance bonus through the remainder of the contract term. November 16, 2022, the Board of Visitors extended the president's contract to year 2027.

### §23.1-1306 Governing Board Executive Committee; Duties

#### NSU Board Actions

As required by this section of the *Code*, the following documents are in place: Board [Statement of Governance](#), Board of Visitors [Code of Ethics and Statement of Mutual Expectations](#), and a set of [Qualifications and Competencies for Governing Board Membership](#) for the NSU Board.

### §23.1-1303 (B) (12) Governing Boards; Duties – Annual Executive Summaries

#### NSU Board Actions

The Board, in compliance with this section of the *Code*, reviewed and approved the annual executive summary at its December 8, 2023, Board meeting with the provision to incorporate any additional actions taken on that date. The submission of the annual executive summary will be made available as required prior to the first day of the regular session of the General Assembly.

Board actions during the 2023 calendar year are as follows by the meeting date.

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**February 17, 2023, Executive Committee Meeting** – The Board approved the following:

- Approved Resolution to adopt the new BOV Policy #5 which shall replace in full the Board's current Policy #5, including any and all subparts to that policy.

**May 5, 2023, Board Meeting** – The following items were approved by the Board.

- Approved Board Dates for 2023-2024
- Approved that in-state undergraduate tuition be increased by 3%.
- Approved that the 3% in-state undergraduate tuition increase be amended into the operating budget that was presented.
- Approved Mr. Devon Henry remains as Rector for 2023-2024
- Approved Bishop Kim Brown becomes Vice Rector for 2023-2024 fiscal year.
- Approved that Mr. Dwayne Blake becomes Secretary for 2023-2024 fiscal year.
- Approved recommendation and changes of Salary Changes as discussed in Closed Meeting
- Approved Dr. Rober K. Perkins be appointed the designated Faculty Representative to the Board
- Approved candidates discussed in Closed Meeting for tenure and promotions.
- Approved Dr. Katrina Chase and Dr. Harry Watkins be appointed to the Executive Committee.

**October 5, 2023, Board Meeting** – The following actions were taken:

- Approved FY23 Resolution to approve Six-year Plan.
- Approved to name the NSU Tennis Courts the Nat Warren Tennis Center

**October 6, 2023, Board Meeting** – The following actions were taken:

- Approved actions discussed regarding a high-level University employee at Norfolk State University, which includes discussion of the subject matter of job performance in the matter of consistence for the discussion in closed session.

§23.1-1304 Governing Boards; Additional Duties; Educational Programs

NSU Board Actions

Reappointments for the NSU Board of Visitors effective July 1, 2023 include Heidi Abbott and Kim Brown. Reappointments were officially announced through the Governor's press release dated June 28, 2023.

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New Board of Visitors members include T. Michael Andrews. He was officially announced through the Governor’s press release dated June 28, 2023.

Newly appointed Board members received Board Orientation from Counsel(s) on November 17, 2023 in Norfolk, VA at the Harrison B. Wilson Building, NSU Campus.

The mandatory orientation conducted by the State Council of Higher Education for Virginia (SCHEV) was held on November 14-15, 2023. The following NSU Board members participated in the SCHEV training:

Heidi Abbott  
T. Michael Andrews  
Gilbert Bland

Other members of the Norfolk State University Board of Visitors requiring training will use the alternate option of attending four Association of Governing Boards (AGB) webinars from Board Fundamentals to satisfy the mandatory training requirement.

Conclusion:

The Norfolk State University Board of Visitors has demonstrated compliance with the requirements of *Code of Virginia* §23.1-1303 (B) (12) and looks forward to a productive start to 2023.

**January 2023 to December 2023**

Attendance at Special Events

**Spring Opening Conference (Virtual)**

Tuesday, January 5, 2023 – 9 am.

Devon M. Henry, Rector (Greetings)

**NSU Foundation Board of Directors Meeting**

Thursday, March 9, 2023 – 10:00 a.m.

Dr. Harry L. Watkins

Rector Devon M. Henry

**Commencement – Spring 2023 Graduates**

Saturday, May 6, 2023 - 9:00 a.m.

Heidi Abbott

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Dwayne Blake  
Gilbert Bland  
Mary Blunt (Vice Rector)  
Dr. Katrina Chase  
Devon Henry (Rector)  
Jay Jamison

**NSU Foundation Board of Directors Meeting**

Thursday, June 8, 2023 – 10:00 am.

Dr. Harry L. Watkins  
Rector Devon M. Henry

**NSU Foundation Board of Directors Meeting**

Thursday, September 14, 2023 – 10:00 am.

Dr. Harry L. Watkins

**Founders Day Ceremony, Freshman Convocation**

Thursday, September 21, 2023 – 12:30 p.m.

Dr. Katrina Chase

**New Member Board Orientation for New Board Members**

T. Michael Andrews

Friday, November 17, 2023 – 10:00 a.m.

**Commencement – Fall 2023 Graduates**

Saturday, December 9, 2023 – 9:00 a.m.

Rector Devon Henry

Mrs. Heidi Abbott

Mr. Mike Andrews

Mr. Gilbert Bland

Dr. Katrina Chase

Mr. BK Fulton

Mr. Conrad Hall

Mr. Jay Jamison

Mr. Dwayne Blake

**NSU Foundation Board of Directors Meeting**

Thursday, December 14, 2023 – 10:00 a.m. Dr.

Harry L. Watkins