

BOARD OF VISITORS MEETING, MARCH 16, 2022



AGENDA
BOARD OF VISITORS MEETING
March 16, 2022

Times are approximate

Devon M. Henry, Rector

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

Campus Location:

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

Zoom Webinar Participation

https://nsu-edu.zoom.us/webinar/register/WN_Msr3uUi2TY-W1_uZc5-X7w

Breakfast served at 8am

- 9:00 a.m. **Call to Order/Establish Quorum**..... Mr. Devon M. Henry, Rector
- 9:05 a.m. **Opening Remarks**..... Mr. Devon M. Henry, Rector
Dr. Javaune Adams-Gaston, President
- 9:20 a.m. **Consent Agenda** – Recommend Approval of the following minutes:
– December 9, 2021 Board Meeting Minutes
– December 10, 2021 Board Meeting Minutes
- 9:35 a.m. **BOV/NSUF Liaison Committee Update** Dr. Harold L. Watkins, Chair
- 9:55 a.m. **Academic and Student Affairs Committee Update**..... Mrs. Mary L. Blunt, Chair
- 10:15 a.m. **Audit, Risk and Compliance Committee Update** Bishop Kim W. Brown, Chair
- 10:35 a.m. **Strategic Finance Update** Mr. B. Keith Fulton, Chair
- 10:55 a.m. **BREAK**
- 11:05 a.m. **Governance Committee Update** Mr. Dwayne B. Blake, Chair
- 11:25 a.m. **State of the University**Dr. Javaune Adams-Gaston, President
President’s Presentation
- 12:15 p.m. **Representative to the Board**
Report from the Student Representative to the Board.....Mr. Jaylin Drewry
- 12:40 p.m. **LUNCH**

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



BOARD OF VISITORS

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

- 1:50 p.m. **Action Items**
- 2:00 p.m. **MOTION – CLOSED MEETING – Pursuant to §2.2-3711A. 1, 4, 7, and 8, Code of VA**
- 4:00 p.m. **OPEN MEETING**
 – **Closed Meeting Certification**
 – **Other Actions/Motions**
- 4:10 p.m. **OLD BUSINESS**
- 4:20 p.m. **NEW BUSINESS**
- 4:25 p.m. **PUBLIC COMMENT**
- 4:30 p.m. **ADJOURNMENT**

The Norfolk State University Board of Visitors will meet March 16, 2022 in person.

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

March 16, 2022 at 9:00 a.m.

https://nsu-edu.zoom.us/webinar/register/WN_Msr3uUi2TY-W1_uZc5-X7w

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 there is any interruption in the broadcast of the meeting, please contact 757-823-8676.

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

DRAFT

BOARD OF VISITORS FULL BOARD MEETING December 9, 2021 MINUTES

Prior to the start of the Board Meeting, we were graced with a visit from The Honorable Governor Ralph Northam, who had just made an announcement at the Lyman Beecher Brooks Library that he has proposed an additional \$277 million to be added towards funding for Virginia's public Historically Black Colleges and Universities (HBCUs), which creates an 87% funding increase for HBCUs in Virginia for the remainder of his term.

The Honorable Grindly Johnson, along with Fran Bradford, both accompanied the governor and presented to Dr. Adams-Gaston the signed MOU that was presented for Level 2 in 22. The Governor thanked everyone for their hard work.

1. Call to Order/Establish Quorum

Mr. Devon Henry, Rector, called the NSU Board of Visitors meeting to order at approximately 1:49 p.m. A quorum was established with a 10-0 Roll Call vote. The motion to approve the virtual attendance was made by The Honorable James Dyke, was seconded by Mr. Dwayne Blake, and approved with a 10-0 roll call vote. Below is a list of individuals that joined the meeting.

Participants – Board Members

Mr. Devon M. Henry, Rector
Mrs. Heidi Abbott
Dr. Terri L. Best
Mr. Dwayne B. Blake
Ms. Mary L. Blunt
Bishop Kim W. Brown
The Honorable James W. Dyke, Jr.
Mr. BK Fulton
Mr. Delbert Parks
Dr. Harold Watkins, II

Participant – Virtual

Mr. Larry A. Griffith

Non-Participants – Absent Board Members

Dr. Deborah M. DiCroce
Ms. Joan G. Wilmer

Participant – Faculty Representative to the Board

Dr. Geoffroy de Laforcade, Professor of History and Interdisciplinary Studies

Participant – Student Representative to the Board

Mr. Jaylin Drewry, SGA President

Participant – Counsel

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

Participants – Presenters

The Honorable Ralph S. Northam, Governor of Virginia

The Honorable Grindly Johnson, Secretary of Administration

Ms. Fran Bradford, Deputy Secretary of Education

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

Mr. Clifford Porter, Vice President, University Advancement

Ms. Melody Webb, Athletics Director

Ms. Tanya S. White, Chief of Staff

Ms. Karla Amaya Gordon, Assistant Vice President, Finance and Administration/University Controller

Dr. Juan M. Alexander, Associate Vice President for Enrollment Management

Dr. Dawn Hess, Chief Compliance Officer

Mrs. Derika Burgess, Chief Audit Executive

Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist

Mr. Rasool A. Shabazz, Project Engineer, OIT

Mr. Christopher M. Gregory, Information Technology Specialist, OIT

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

Observers – NSU Administrators and Staff

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

Dr. Tony Atwater, Faculty Senate President

Mrs. Ruby M. Spicer, Director Procurement Services

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

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

Dr. Karen H. Pruden, Assistant Vice President for Human Resources

Dr. Davida H. Williams, Auxiliary Enterprises and Services

2. **Opening Remarks** – Dr. Adams-Gaston thanked everyone for their hard work in getting NSU to Level 2, stating that it is because of the hard work that we are “Done in 21.” The Rector acknowledged the hard work of Dr. Adams-Gaston and emphasized that the governor said 87% was the increase for funding for HBCUs over the next four (4) years. He thanked the people around the room and anyone who had any part in this great accomplishment. The Rector stated that the Board recognizes the hard work, and they all want to thank Dr. Adams-Gaston for her leadership
3. **Consent Agenda**– The October 14 and 15, 2021 meeting minutes were approved with an 11-0 Roll Call Vote, motioned by The Honorable James Dyke and seconded by Mr. BK Fulton.
4. **Auditor of Public Accounts Report** – Mr. David Rasnic was unable to attend, and Mr. Noah Johnson, Audit Supervisor, Auditor of Public Accounts, presented virtually in his place.

Mr. Johnson stated that his purpose for attending was to bring to the Board the 2021 Financial Statement Audit, stating that David Rasnic will be Project Manager, Noah Johnson will return as Auditor In-Charge, Danese Seabourne will be Information Systems Security Auditor, Jailyn Maddox, Staff, Justin Rhodes, Staff, and Matthew Waskin Staff.

The audit period will cover July 1, 2020, through June 30, 2021, and he does anticipate discussing with the Board the results of the audit at the May Board Meeting. The objectives are to determine if the financial statements are presented fairly, the adequacy of the statements and internal controls, as well as if the university is in compliance. They will follow up on any recommendations from the prior year audit report; they will review some agreed-upon procedures related to intercollegiate athletics, for which they will produce a separate report.

There have been no significant changes in terms from the prior years. Mr. Johnson plans to meet with the Audit Committee Chair during the audit, so if there are any additional questions, they can be entertained during the meeting.

5. **BOV/NSUF Liaison Committee Update** – Dr. Harold L. Watkins, Chair
 - A request was approved for additional funding during the October meeting.
 - The Foundation finalized the MOU that was brought to the Board.

- It was agreed that the Governance Committee will address the requested changes to the BOV Policy #13.

6. Academic and Student Affairs Committee – Ms. Mary L. Blunt, Chair

- A major focus is to develop internships for our students.
- SASCs Accreditation will take place in 2024. NSU needs to focus on what needs to take in order for the university to have a successful report. QEP (Quality Enhancement Plan) is a main focus area.
- Ms. Blunt made a motion to vote to discontinue the Medical Technology Program at Norfolk State University. Motion was seconded by Mrs. Abbott, and vote was unanimously approved with an 11-0 vote.

7. Governance Committee Update – Mr. Dwayne Blake

Eric Claville will take a look at Policy 13 and propose the appropriate changes for consideration by the Board at the next meeting.

8. Audit, Risk and Compliance Committee Update – Bishop Kim Brown, Chair

The University's Compliance Ecco System are all referenced in the U.S. Department of Justice's Letter. The goal is to shift from program development to program implementation, and we are at about 80%. The timeline for implementation is 2022.

The Committee has completed the internal assessment and the audit has addressed some additional areas that need improvement:

- The charter has been created and it clearly states the responsibilities, performance, and expectations of the committee.
- We need to hire and train staff to become certified fraud examiners.
- A third party should be hired to audit the Information Technology Department

9. Strategic Finance Update – Mr. B. K. Fulton, Chair

- The quarterly financial report of Dr. Hunter shows that the university collected through September 30, 2021, \$106.8 million in revenue and accrued \$46.5 million in expenses.

- Certified on September 30, 2021, there were no weaknesses identified.
- The university has contracted with Brailsford & Dunlavey, Inc., Washington, DC, to conduct a critical review of the NSU Master Plan that will include properties contiguous to the campus.

2 Items for Approval:

- (1) Mr. B. K. Fulton motioned that the Board of Visitors of Norfolk State University approve the naming of the gymnasium floor at the Joseph E. Echols Memorial Hall as the Charles O. Christian Court. Motion was seconded by Mr. Delbert Parks. The motion was unanimously approved with an 11-0 Roll Call vote.
- (2) Mr. B. K. Fulton motioned that the Board of Visitors of Norfolk State University approve the naming of Suite 111 located on the first floor of the William P. Robinson Building as the Keysight Technologies Education Classroom. Motion was seconded by Mr. Dwayne Blake. The motion was unanimously approved with an 11-0 Roll Call Vote.

10. Public Comments – there were no public comments.

11. Adjournment – The meeting concluded at 2:38 p.m.

A private event hosted by President Adams-Gaston was held at the University House. No business was discussed.

Respectfully submitted,

Inda Walker, Board Liaison

Devon M. Henry, Rector,
Board of Visitors

DRAFT

BOARD OF VISITORS FULL BOARD MEETING December 10, 2021 MINUTES

1. Call to Order/Establish Quorum – Mr. Devon M. Henry, Rector

Mr. Devon Henry, Rector, called the NSU Board of Visitors meeting to order at approximately 9:05 a.m. A quorum was established with a 10-0 Roll Call vote. The motion to approve the virtual attendance was made by Mr. Delbert Parks and seconded by The Honorable James Dyke, and approved with a 10-0 roll call vote. Below is a list of individuals that joined the meeting.

Participants – Board Members

Mr. Devon M. Henry, Rector
Mrs. Heidi Abbott
Dr. Terri L. Best
Mr. Dwayne B. Blake
Ms. Mary L. Blunt
Bishop Kim W. Brown
The Honorable James W. Dyke, Jr.
Mr. BK Fulton
Mr. Delbert Parks
Dr. Harold Watkins, II

Participant – Virtual

Mr. Larry A. Griffith

Non-Participants – Absent Board Members

Dr. Deborah M. DiCroce
Ms. Joan G. Wilmer

Participant – Faculty Representative to the Board

Dr. Geoffroy de Laforcade, Professor of History and Interdisciplinary Studies

Participant – Student Representative to the Board

Mr. Jaylin Drewry, SGA President*

Participant – Counsel

Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General
Mr. James D. Wright, Associate University Counsel and Senior Assistant Attorney General
Ms. Deborah A Love, Senior Assistant Attorney General/ Chief, Office of the Attorney General (for Closed Meeting only)

Participant – Non-NSU

Ms. Anne VanMiddlesworth, U.S. Higher Education Leadership Manager, Apple, Inc.
Bob Whicker, Apple, Inc.
Jack Bums, Apple, Inc.

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial officer, Finance and Administration
Mr. Clifford Porter, Vice President, University Advancement
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs
Ms. Melody Webb, Athletics Director
Ms. Tanya S. White, Chief of Staff
Mr. Eric W. Claville, J.D., M.L.I.S., Executive Advisor to the President, Governmental Relations
Dr. Dawn Hess, Chief Compliance Officer
Mrs. Derika Burgess, Chief Audit Executive
Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist
Mr. Christopher M. Gregory, Information Technology Specialist, OIT
Ms. Inda Walker, Clerk to the University President/Board Liaison

Observers – NSU Administrators and Staff

Dr. Tony Atwater, Faculty Senate President
Dr. Leonard E. Brown, Vice President, Student Affairs
Dr. Andrew Carrington, Assistant Vice President, Finance and Administration

2. Opening Remarks – Mr. Devon Henry, Rector

Rector Henry reflected on the previous historical day, the visibility, and the recognition that Norfolk State and other HBCU's are receiving, although long overdue, will gladly be embraced and leveraged for bigger things.

Rector Henry states that having met the students at the President's house was a great highlight. Engaging the amazing minds of the students was truly encouraging as he heard the Board Members say that they were happy for the opportunity to share experiences and knowledge with the next generation. He states that the future is bright for the students at NSU.

3. State of the University – President Javaune Adams-Gaston

Dr. Adams-Gaston gave an overview of where the university is now, one of the main accomplishments, *Level 2 in 22 and 21 and Done*, and the impact that it will have on the university and the students. She thanks everyone for their hard work.

Her main focus was impact. The things that NSU is doing and the great impact they are having on our students, faculty, staff, the community. She thanked Anne VanMiddlesworth, U.S. Higher Education Leadership Manager for Apple Nationwide, for coming.

Dr. Adams-Gaston states that what we are doing is making a difference. Partnerships such as the Spartan Innovation Academy is making a great difference, however, opportunities without dollars makes it difficult to make a difference. As we look at the past budgets and how the institution has received funds in the past, what the Governor has done is a great step in the right direction, and we want to help the Commonwealth to continue to take those steps.

Our Academic Partnerships with Connectivity is helping us to move the needle on why it is important to have online learners, who are largely adult learners, who want to pursue the next phase of their degree, and they are able to get a Master's Degree in a year's time. We opened the portal on November 11 of this year and already we have students signed up. This is the first HBCU that has partnered with Academic Partnerships.

We also look humbly at the gifts that we are receiving. We received \$1,080,000 from Penn National and TheScore for the Dozoretz Program (DNIMAS Program), some of the brightest minds at this university. The program was initially designed for students to have a full scholarship when they came to the university, and that included tuition, fees, room, and board. Over the years, because of lack of money, that had to be scaled back to tuition and fees only for most of the students. We want to get back to fully funding these students. These students are turning down prestigious institutions to come to NSU.

Pharrell Williams hosted an Economic Business Forum in October at NSU, which was phenomenal. NSU received national, local, and international coverage. The real impact was that Mr. Williams brought financial investors who represented \$3 trillion. That means that we get to create economic opportunities for NSU and the City of Norfolk. This really changed the status of who we are.

We have activated the Spartan Innovation Academy. This distribution of devices gives everyone equal footing. We have a wonderful partnership with Apple.

Ms. VanMiddlesworth states that she is mesmerized with everything that is going on at NSU. She emphasized that the world is mobile, connected, it's global, it's All In. Everything that the student needs is there with them at all times. The students that come out of these programs are the ones that sit on the top of the resumes when they apply for jobs.

Impactful things that our students are doing:

- Our students won the SANS + HBCU Cyber Range Fall Classic Cyber Ware competition and have been invited to compete in the Tournament of Champions to be held in Washington, DC in December.
- We have millions of dollars for research at NSU that is available to our graduate and undergraduate students. NSU is one of 6 HBCU's that will share a gift of \$100,000,000 from Johnson and Johnson over the next 5 years to increase the number of black nurses in clinical practice.
- Our student athletes are doing extremely well inside and outside of the classroom.
- Netflix Partnership
- Partnership with For Offshore Wind.

4. Faculty Representative to the Board – Dr. Geoffrey de Laforcade

The Faculty Senate has elected new executive officers:

Vice- President, Dr. Matthew Russell of Visual and Performing Arts
Secretary, Dr. Shaun Anderson of Health, Physical Education and Exercise Science.

Dr. de Laforcade states that he was there to express faculty concerns. He read from his prepared comments.

He states that faculty is sincere in their passion as educators and determination to help our students grow, and because this is a teaching institution, there will always be faculty who excel in the classroom and put aside their scholarly pursuits. He highlighted the need for more faculty, and the fact that faculty are overloaded, overwhelmed, and burnt-out. He states that if the goal is to increase enrollment, we should be hiring more faculty and support staff.

Dr. de Laforcade is grateful for the opportunity to come before the Board and he is not complaining. The faculty are all proud to work at NSU and see the university as a shining light of heritage and talent.

Rector Henry thanked Dr. de Laforcade for his report and thanked him for his candor.

Dr. Fulton addressed the issues around faculty workload and the consciousness for creating a better environment for teaching and research for faculty. The university has contracted

with a consultant and we are looking at our data with respect to the number of courses and the number of students in courses. It was noted that the average class size is 12 to 1.

The underlying issue is more funding is needed.

Communication, faculty senate engagement, and quantitative stood out for Board members. If these 3 things are addressed as a body, they will be the most beneficial in terms of the Board's role.

It will be helpful for the Board members to understand the scope of the consultant's work plus the funding and any actionable plan anticipated to come out of the consultant's work.

Dr. Tony Atwater, President of the Faculty Senate, states that the number one issue of the Faculty Senate is the area of teacher workload. Lots of his faculty colleagues are in the 50-70 age limit and they are stretched. He would like to see a faculty sabbatical program, as well as have a distinguished faculty awards program.

As the Chair of the Academic Affairs Committee, Ms. Blunt has volunteered the Committee to look at this information and bring it to the Board.

5. Student Representative to the Board – Mr. Jaylin Drewry

At the start of the Fall 2021 semester, 3 initial goals were set.

1. Effectively facilitate dialogue between students and faculty.
2. Advocate for policies and practices that would safeguard students' health and safety while on campus.
3. Uphold the Spartan experience standard that has been set in stone.

Expectations have been exceeded.

Fall 2021 semester review:

- SGA partnered with Communications and Marketing to create a video campaign to the university about the Fall return to campus during Covid.
- SGA rolled out a campus wide in-person and virtual campaign to remind students to wear a mask while in doors on campus.
- SGA implemented new targeted initiatives throughout the semester. Establishing two subject focused oversight committees "Spartan Wellness" & "Spartan Success." Both committees have begun working towards achieving their overall objectives.

- There were two University Town-Halls allowing students to voice their concerns to faculty and administration.
- SGA successfully planned and carried out in-person Homecoming activities while still in the middle of a global pandemic.
- Throughout the semester each SGA liaison held weekly meetings with their respective departments and areas.

In the works for the Spring 2022 Semester:

- The first “State of the Student Body Address” delivered by the SGA President will take place.
- A joint summit between Virginia State University SGA & Norfolk State University SGA will take place on our campus to develop solutions to a variety of issues in a diplomatic setting and form. This collaborative summit between the two institutions will be called “V2.” The title represents “Virginia Two,” two institutions working together to make a positive impact across the Commonwealth.
- Advocacy to make Norfolk State University a voting polling location will continue so that students will have direct access to the polls for midterm elections in the Fall of 2022.
- Preparation has begun for the first in person Spartan Fest since the start of the pandemic. Spartan Fest will take place April 9th – 16th.

The University focusing more on students’ health, particularly mental health, is imperative. Campus safety is also a concern. A lot of incidents have taken place on this campus and around the nation. It was agreed that a report can be done for the breakdown of sessions for the use the Counseling Center.

There was lots of talk regarding the alert system that is being used at the university. Mr. Drewy stated that he was disappointed at the communications for the campus incident.

6. Action Item

Board’s Annual Executive Summary – The report has to be approved by the Board and will be submitted to the Governor’s Office by January. There being no questions or comments the following motion was made.

The Honorable Jim Dyke motioned, seconded by Mr. Fulton, the Board unanimously approved the Annual Executive Summary of Board’s Activity and Work.

7. Motion – Closed Meeting

Bishop Brown read the motion for Closed Meeting seconded by The Honorable Dyke, the Board unanimously moved to adjourn and reconvene in Closed Meeting Section 2.2-3711(A) 1, 4, 7 and 8 and 2.2-3705.3 (7) of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

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

(1) and (4): To discuss personnel matters, including more specifically, discussion of assignment, appointment, promotion, salaries, performance, evaluations as well as the promotion of and granting tenure to certain university employees; and disciplining or resignation of specific individuals, and salaries; and performance evaluations of specific individuals and certain university employees; and

To discuss or evaluate performance of departments of the University that necessarily involve discussion regarding performance of individual employees, more specifically related to reports, investigative notes, correspondence, and information furnished in confidence and records otherwise exempted, of the university Internal Audit Office and the Office of the State Inspector General; and

For the purpose of discussion of reports submitted by a high-level University employee at Norfolk State University, which includes discussion of the subject matter of goals and performance; and

(7) and (8): 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 President, and the Provost, and the University Counsel would be present.

8. Open Meeting

The Board having reconvened in the Open Meeting, took a 10-0 Roll Call vote on certification that (1) only public business matters lawfully exempted from Open Meeting requirements, and (2) only such public business matters as were identified in the motion by which the Closed Meeting was convened were heard, discussed or considered in the meeting by the 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.

Action Item

Mary Blunt moved that because of the impact of Covid 19, the Board of Visitors would retroactively approve the one-year extension of the probationary period for tenure and promotion upon request for faculty members. The Board further requires that any request for the extension must be received in the office of the Provost no later than May 3, 2022. Seconded by the Honorable Jim Dyke. The Board unanimously approved.

9. **Old Business** - There was none.
10. **New Business** – There was none.
11. **Public Comment**– there were no public comments.
12. **Announcements** – Dr. Javaune Adams-Gaston

Dr. Adams-Gaston announced the closing of Wilson Hall for the period beginning December 17-January 2.

NSU just received a check for \$500,000 for the Dozoretz Program (DNIMAS).

13. **Adjournment** – The meeting concluded at 1:34 p.m.

Respectfully submitted,

Inda Walker, Board Liaison

Devon M. Henry, Rector, Board of
Visitors

University Advancement Update

*Board of Visitors Meeting
March 2022*

Fundraising Analysis

Calendar Year	Total Dollars Raised	Cash	Pledges	Planned Gifts	No. of Donors Overall	No. of Alumni Donors
CY 2017	\$4,428,520	\$3,512,204	\$564,688	\$351,628	4,052	2,277
CY 2018	\$7,003,612	\$3,673,537	\$1,346,770	\$1,983,305	5,092	3,007
CY 2019	\$4,697,371	\$3,829,699	\$470,737	\$396,935	4,539	2,688
CY 2020	\$45,838,417	\$43,127,142	\$2,711,275	-	3,846	2,547
CY2021	\$10,420,399	\$9,660,978	\$759,421	-	4,132	2,524

CY 2022 Fundraising Update



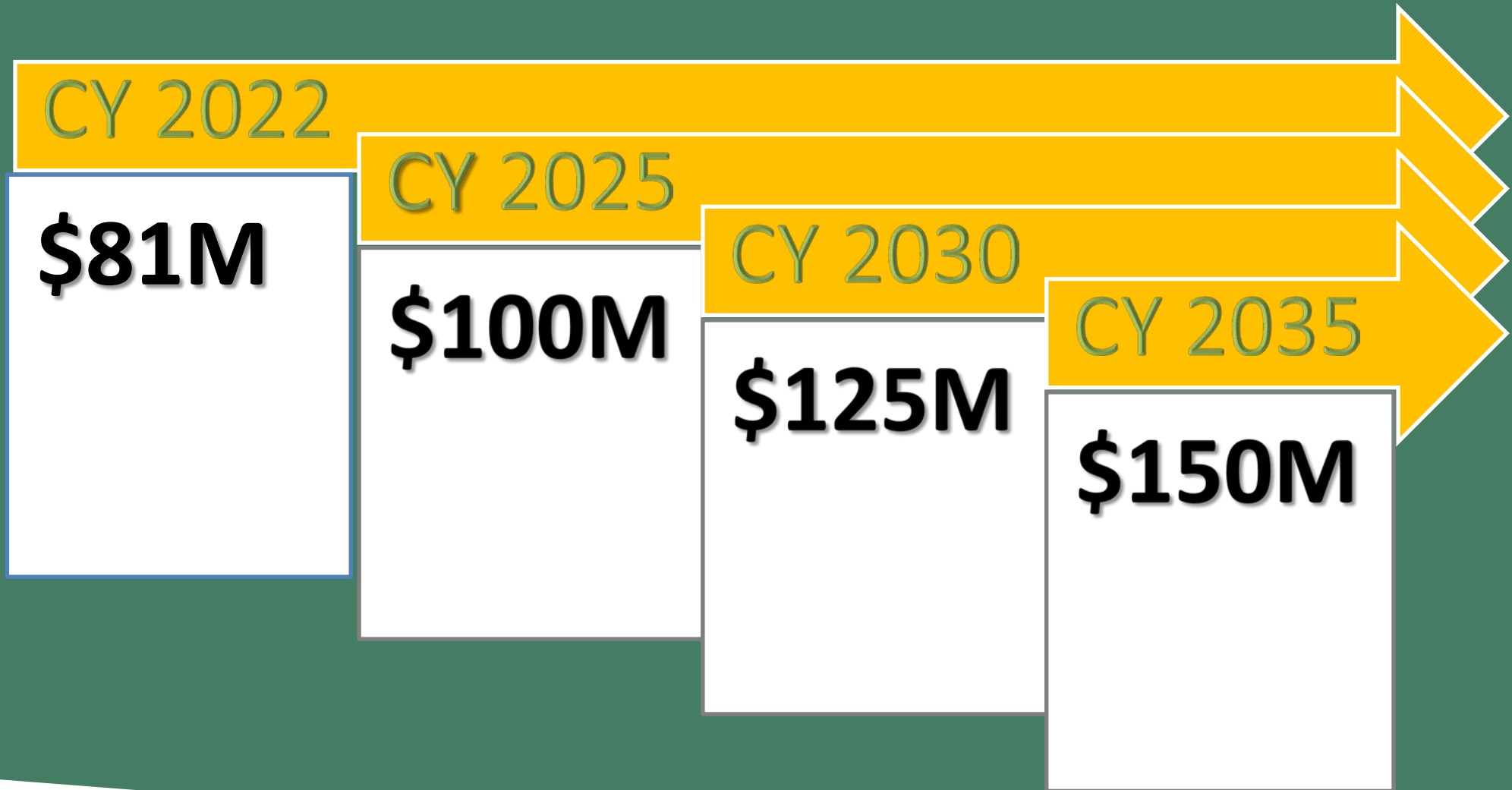
(March 1, 2022)

Total \$622,407.85

Cash \$504,889.10

Pledged \$117,518.75

Five Year Endowment Projections



Campaign for Norfolk State University

Campaign for Norfolk State University

2020-2025

Areas of Greatest Need

Athletic Endowment

Scholarship Endowment

DNIMAS Endowment



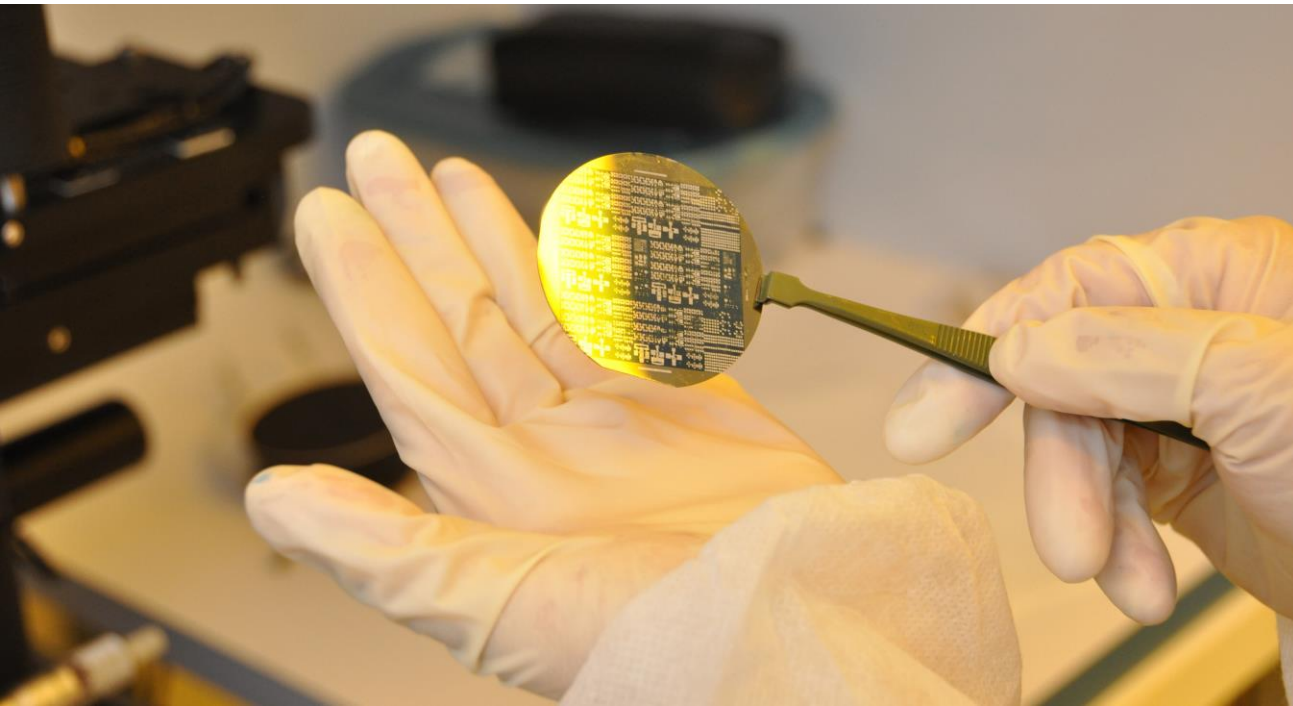
NSU B.O.V. Academic and Student Affairs Committee

February 17, 2022



Agenda

- DNIMAS Program
- Academic Affairs Initiatives
 - Faculty Workload Initiative
 - Research Compensation Analysis Initiative
 - Course Scheduling Optimization Initiative
- Student Enrollment Update
- Strategic Enrollment Planning Update
- COVID-19 Update
- Faculty Senate Update
- Student Government Update





Dozoretz National Institute for Mathematics and Applied Sciences (DNIMAS) Overview

- Dr. Ronald I. Dozoretz (dec.) provided a generous gift to NSU which led to the establishment/founding of the DNIMAS program in the Fall of 1985
- Purpose of program was to reduce the shortage of minority scientists by producing highly trained graduates capable of earning doctoral level degrees.
- Dozoretz Scholars receive scholarships providing financial assistance for tuition, housing, textbooks, and labs.
- Expanded in 2003 to include students from Tidewater Community College
- 518 graduates since 1990 – cumulative graduation rate of 73% for all students entering the program.

DNIMAS Program

- Degrees offered in Applied Mathematics, Biology, Chemistry, Computer Science, Engineering, and Physics
- Scholars participate in a four-week summer session before freshman year
- Scholars enroll in rigorous honor courses each semester
- All scholars participate in summer research programs at the nation's premier laboratories and universities.
- Largest enrollment was 127 students (2006)
- 396 (76%) have earned their graduate or professional degrees
- DNIMAS Scholars have earned advanced degrees from prestigious research institutions such as Harvard, University of Michigan, UNC – Chapel Hill, Emory, and many others.



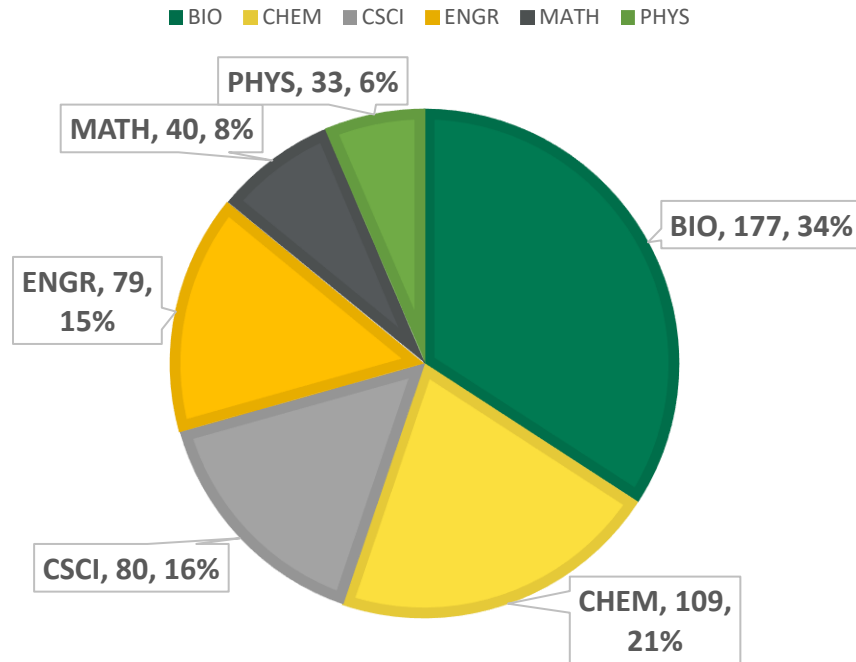
DNIMAS Program Components

- Community focused with cohort model
- Scholarship recipients must maintain at least a “B” average (3.3 on 4.0 scale – grades below a B (C or lower are not acceptable)
- Five hours per week in DNIMAS Peer Tutoring and Mentoring program
- Participation in the Collaborative Learning Group
- Participation in service-learning activities

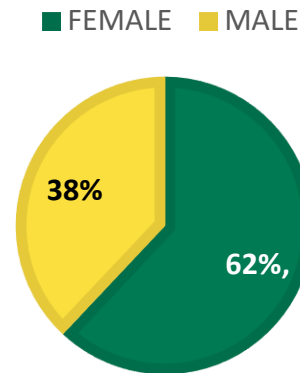


DNIMAS Program – data points

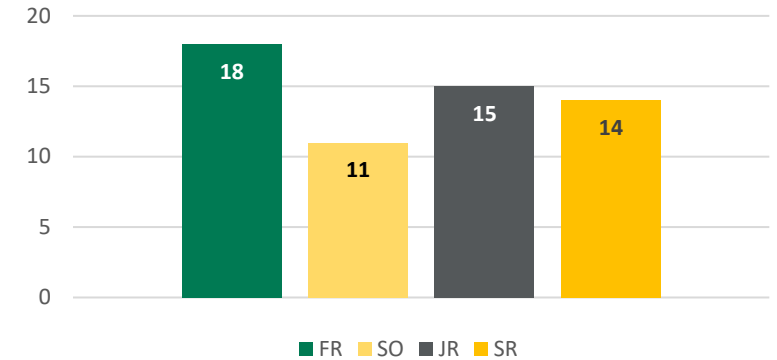
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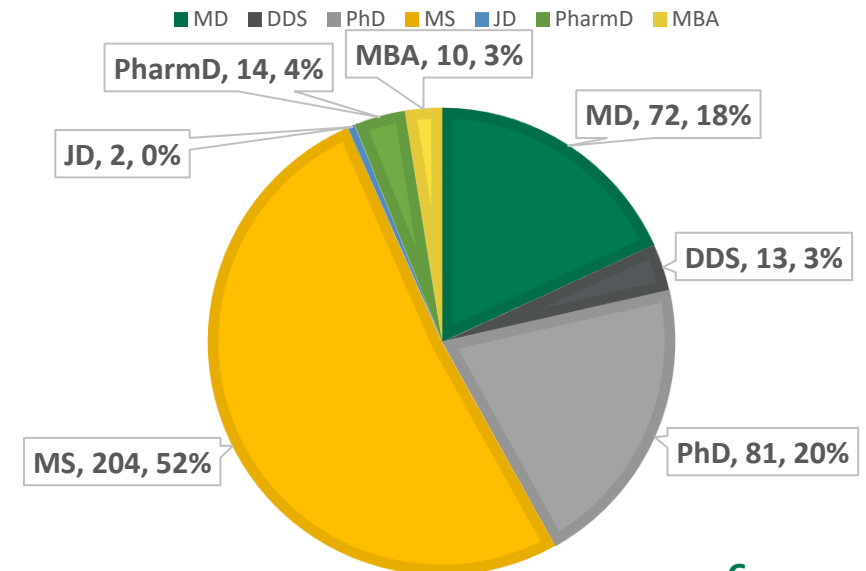
GENDER



CLASSIFICATION BY YEAR

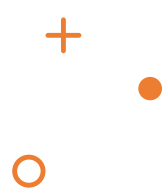


GRADUATE DEGREE EARNED



- Largest number of degrees have been awarded to biology majors
- Engineering degrees have increased substantially
- 58 students currently enrolled – mostly female
- The largest number of graduate degrees awarded to DNIMAS Scholars have been a Master of Science (MS) – followed by Ph.D. and MD. degrees

Faculty Workload Initiative



- **Objective:**
To meet course demands, NSU will develop a plan to reduce faculty teaching loads and guidelines by which teaching loads will be assigned based on research and scholarship productivity and expectations.
- **Timeline/Scope of Work:**
 - **Jan – Feb 2022:** Review and analyze faculty productivity data – Phase 1
 - **Jan – Feb 2022:** Interview Academic and Administrative Personnel – Phase 2
 - **Late March:** Consider financial impact – Phase 3
 - **Late April:** Propose 3-5 models for faculty teaching loads – Phase 4
 - **Late May:** Assist with workload transition – Phase 5

Research Compensation Analysis Initiative

Objective: To assess research compensation practices at Norfolk State University to provide an enhanced culture that supports innovative research by all faculty and a streamlined work-flow for compensation operations across the University.

Timeline/Scope of Work:

- **Nov 2021:** **Current State Analysis**
Review selected documentation, calibrate w/best practices, including federal award regulations, interview process owners to understand current research compensation environment.
- **Nov 2021 -Jan 2022:** **Fit/Gap Analysis**
Make recommendations for changes.
- **February 2022:** **Reporting**
Report details all findings.
- **March 2022:** **Implementation of Recommendations Support**
Support changes to existing documentation.



Course Scheduling Optimization Initiative

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

- **Timeline/Scope of Work:**

- **January 2022:** **Discovery**
Conduct research, review goals of engagement, establish consultation schedule, and review background materials.
- **February 2022:** **Review**
Conduct virtual interviews, review information gathered with Project Lead/Team, address questions.
- **March 2022:** **Project Outcomes**
Submit a report for review and present the finalized report to NSU designated staff.



Spring 2022 Enrollment Snapshot

	Headcount Enrollment	Fulltime Equivalent Enrollment
SP22 Total	4872.00	4354.58
SP21 Total	4858.00	4379.18
% Change	+0.29%	-0.56%
Difference	+14.00	-24.60

Strategic Enrollment Planning Update

- The Enrollment Management Leadership team, in conjunction with a variety of campus administrators/partners is currently working with *Ruffalo Noel Levitz (RNL)* to develop a comprehensive Enrollment Management Strategic Plan.
- The Strategic Enrollment Management plan will position us to align our mission, resources, and the changing higher education eco-system, to maximize our impact in our community, now and in the future.
- The planning process will focus on coordinating resources, data, and activities to support student success, strengthen our university infrastructure, and synergize our efforts to achieve greater synergy in furtherance of university goals and initiatives.



Strategic Enrollment Planning Update – Process and Features

- Year Long Process
- Planning group comprised of senior administrators and RNL consultant and 6 work groups:
 - Marketing, Branding, and Recruitment
 - Entry Services
 - Academic Programs
 - Retention and Graduation
 - Career Planning
 - Data Collection and Distribution



Process Overview & Timeline

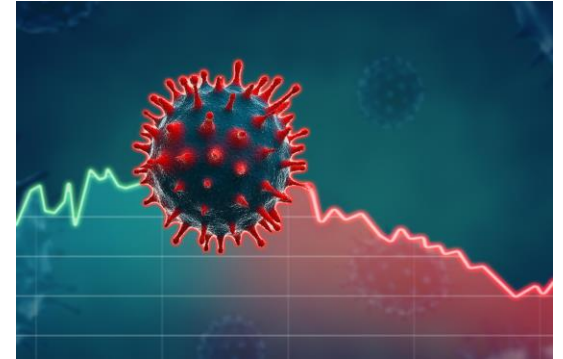


Timeline

- **October 2021** – Planning with Leadership
- **December 2021** – Conference with stakeholders
- **January 2022** – Kickoff
- **Spring & Summer 2022** – Workgroup planning sessions
- **Summer & Fall 2022** – Final Plan Creation

COVID-19 Update

- Students are vaccinated at nearly 90 percent and our employees are vaccinated at nearly 85 percent.
- We currently have an overall positivity rate of 5.4 percent which is higher than we experienced in the last three semesters but have remained well below state and local positivity rates and our current active cases are very low.
- Students and staff are now encouraged but not required to provide vaccination or booster information.
- We partnered with Groomed 4 Greatness Vaccine Clinic (two alumnae) in Norfolk to offer a vaccination clinic on 2.1.22 serving 115 people. We will continue to offer vaccination clinics periodically throughout the semester.
- Indoor mask mandates for all community members remains the same.
- Testing protocol includes random surveillance testing of residential students, open testing for asymptomatic students, symptomatic testing, and testing for student athletes and athletic staff.
- We will continue to provide KN95 masks and home test kits to the University community throughout the semester.

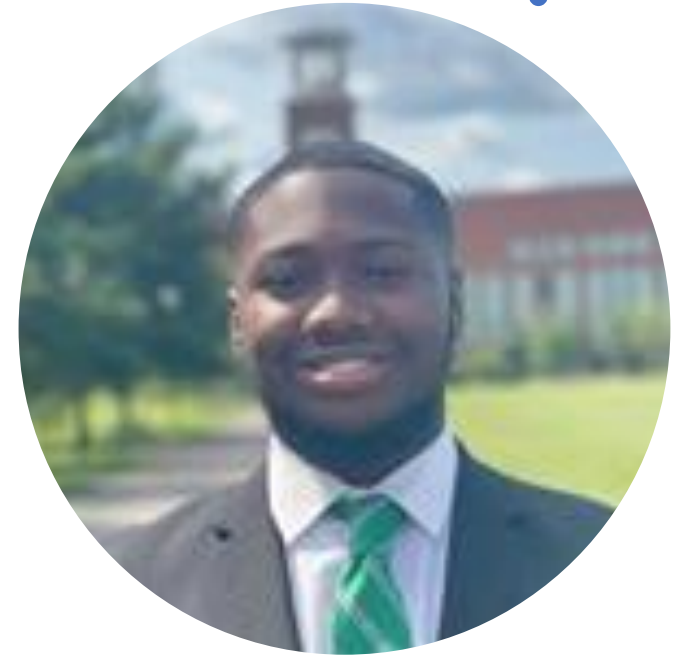


	COVID-19 TESTS PERFORMED	POSITIVE COVID-19 CASES	POSITIVITY RATE:
STUDENTS	3056	156	0.051
EMPLOYEES	74	2	0.027
TOTAL	3130	158	0.050

as of 2-11-22

Student Government Update

- The elected and appointed officers of the Student Government Association(SGA) continue to honor their commitment to the student body by promising student governance and engaging students through dialogue and programs in efforts to ensure students have the best and safest experience at Norfolk State University (NSU).
- Increased focus on campus safety due to recent bomb threats at HBCU's including one at NSU and other incidents of violence on or near campus.
- SGA has been focusing on getting important messaging out about Covid-19, patterning with Student Affairs to hand out KN95 mask to faculty, staff, and students.
- Under the direction of the SGA Vice-President Rachel Osbey, we are working to get free feminine care products on campus. This project will fall under our "*Spartan Wellness*" Committee.
- Our joint diplomatic summit with Virginia State University's Student Government Association and our Student Government Association will take place Friday March 4th. The summit is titled V2 (Virginia Two), representing our two institutions as partners on the statewide stage and national stage. The summit's focus will be on the issues that HBCU's face around the nation. From Debt Relief, Equity, Retention and Health & Wellness.
- SGA has selected a theme for this springs Spartan Fest. "**Something in the Sparta**" is what we have decided to title the theme – similar to Dr. Pharrel William's "Something in the Water" Festival.
- Work is still being done on the front of Government Relations in SGA. We are working diligently to establish a polling location on campus before the upcoming mid-term elections.





NORFOLK STATE UNIVERSITY

Audit, Risk and Compliance Committee

Clery Compliance Action Plans

Implemented

-Develop a reporting system on Fire Drill and Fire Safety Improvement data between Risk Mgmt. and NSUPD

Implemented

-Make crime and fire reports available during onboarding training and prospective employees

Pending approval

-Develop Clery Geography map
-Request weekly stats from NPD and include required data in campus statistics.

June 2022

-Develop related reporting policies to include timely notifications and campus security authorities.

Aug 2022

-Create a dated schedule for campus wide evacuation exercises and after-action reports

Oct 2022

-Create online and in-person, formal educational programs and trainings with target areas such as Title IX, and TAT

Oct 2022

-Retrain NSUPD to properly identify/classify all criminal offenses within the patrol jurisdiction for inclusion in the Daily Crime & Fire Log

Oct 2022

-Create a Clery Compliance Team to provide oversight and coordinate the various departments, functions, and components of the Clery Act

Hazardous Energy Control: Lock Out, Tag Out and Machine Guarding (OPR 2051)

Audit Objective and Scope

Objective - Evaluate the University's hazardous energy control program in conformance with the requirements of Occupational Safety and Health Administration and VA Dept. of Labor and Industry regulations.

Timeframe - October 30, 2021, to January 30, 2022.

Scope - LOTO and machine guarding controls are designed to prevent a harmful release of energy by identifying the hazard prior to service or repair, controlling the hazard during the servicing of equipment using machine guards, locks, tags, and other energy isolation devices that disable the equipment.

- Governance Framework
 - Policies and Procedures
 - Roles and Responsibilities
 - Training provided to trades personnel and external stakeholders
- Operational Processes for meeting regulatory requirements including the control environment
- Management Oversight
 - The Environmental Health Safety & Risk Management (EHS&RM) office interprets and implements regulatory standards promulgated and enforced by the federal, state and local agencies. These regulations form the basis of NSU's employee and environmental health and safety program and includes incident prevention programs like lock out, tag out (LOTO) and machine guarding.

Assessment:

- Although an agency LOTO policy and procedure exists at Norfolk State University, there is evidence the work is done independently of a formal written program.
 - As a result, much of the work is largely person dependent and undocumented.
 - Therefore, internal controls over the Hazardous Energy Control Program is rated as "Needs Improvement".
- *The Hazardous Energy Program should be implemented to ensure compliance with the provisions of the Occupational Safety and Health Act of 1970 (OSH Act), VOSH DHRM LOTO Program and agency policy to increase awareness campus wide and further support worker safety.*

**BOARD OF VISITORS (BOV)
STRATEGIC FINANCE COMMITTEE
MEETING REPORT FOR
Wednesday, February 9, 2022, 11:00 am**

BK Fulton, *Chair*

Dwayne B. Blake

Delbert Parks

The Honorable James W. Dyke, Jr.

Joan G. Wilmer

Larry A. Griffith

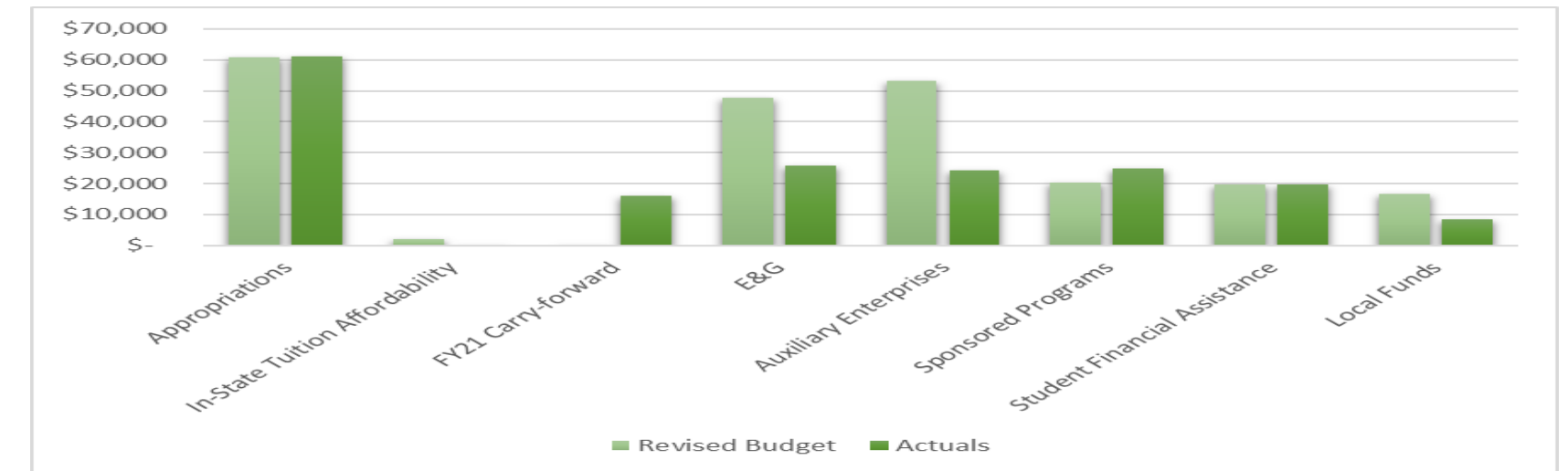
Bishop Kim W. Brown

INFORMATION ITEMS

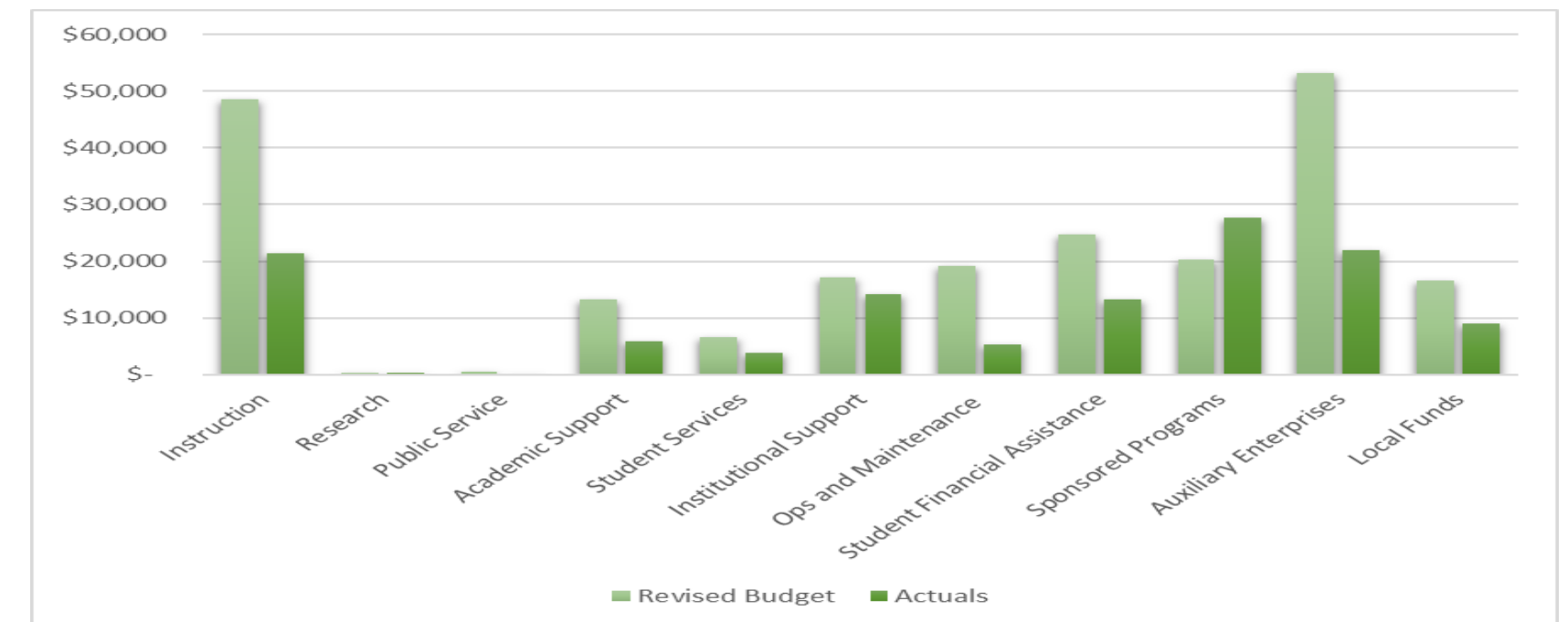
Quarterly Financial Report

FY 2022 - Condensed Summary of Revenues and Expenses Budget Report - All Funds (Cash Basis) As of December 31, 2021 (amounts in thousands)

Revenues	Authorized	Revised	% of Budget		
	Budget	Budget	Actuals	Collected	Year-end Projection
Appropriations	\$ 60,920	\$ 60,920	\$ 61,082	100%	\$ 61,082
In-State Tuition Affordability	2,000	2,000	-	0%	2,000
FY21 Carry-forward	-	-	16,161	0%	16,161
E&G	47,868	47,868	25,687	54%	49,497
Auxiliary Enterprises	53,232	53,232	24,225	46%	46,028
Sponsored Programs	20,232	20,232	25,019	124%	77,747
Student Financial Assistance	19,560	19,560	19,560	100%	19,560
Local Funds	16,500	16,500	8,517	52%	16,500
Total Revenues	\$ 220,312	\$ 220,312	\$ 180,251	82%	\$ 288,575



Expenses	Authorized	Revised	% of Budget		
	Budget	Budget	Actuals	Spent	Year-end Projection
Instruction	\$ 48,640	\$ 48,640	\$ 21,373	44%	\$ 48,640
Research	405	405	305	75%	405
Public Service	563	563	181	32%	563
Academic Support	13,176	13,176	5,915	45%	13,176
Student Services	6,664	6,664	3,824	57%	6,664
Institutional Support	17,099	17,099	14,237	83%	17,099
Ops and Maintenance	19,108	19,108	5,278	28%	19,108
Student Financial Assistance	24,693	24,693	13,338	54%	24,693
Sponsored Programs	20,232	20,232	27,647	137%	77,747
Auxiliary Enterprises	53,232	53,232	21,888	41%	37,694
Local Funds	16,500	16,500	9,049	55%	16,500
Total Expenses	\$ 220,312	\$ 220,312	\$ 123,035	56%	\$ 262,289
Revenue Over Expenses	\$ -	\$ -	\$ 57,216		\$ 26,286



Higher Education Emergency Relief Fund (HEERF) Update

Award Status and Expenditure Summary as of December 31, 2021

Federal						
Program Name	HEERF 1 - CARES	HEERF II - CRRSA	HEERF III - ARP	Total Award	Spent as of December 31, 2021	Remaining Award
Student Aid - P425E200385	\$ 3,450,858	\$ 3,450,858	\$ 10,000,096	\$ 16,901,812	\$ 11,903,252	\$ 4,998,560
Institutional Aid - P425F203515	\$ 3,450,857	\$ 8,000,274	\$ 9,842,191	\$ 21,293,322	\$ 14,482,847	\$ 6,810,475
Historically Black Colleges and Universities - P425J200108	\$ 13,425,519	\$ 18,581,144	\$ 32,406,141	\$ 64,412,804	\$ 33,110,419	\$ 31,302,385
Total	\$ 20,327,234	\$ 30,032,276	\$ 52,248,428	\$ 102,607,938	\$ 59,496,518	\$ 43,111,420
Commonwealth of Virginia						
Program Name	CRF	Spent as of December 31, 2021				
Governor's Emergency Education Coronavirus Relief Fund (CRF)	\$ 3,138,480	\$ 3,138,480				
Total	\$ 3,138,480	\$ 3,138,480				
Program Name	ARPA	Spent as of December 31, 2021				
ARPA State and Local Recovery Funds for Higher Education- Public Institutions (ARPA) for Student Financial Aid awards planned for the Fall 2023 semester	\$ 4,835,606	\$ -				
Total	\$ 4,835,606					
Federal and State COVID-19 Funding Award Total	\$ 110,582,024					
Federal and State Total Expended	\$ 62,634,998					
Federal and State Award Remaining	\$ 47,947,026					

Spring 2022 Enrollment/Financial Forecast



NORFOLK STATE
UNIVERSITY

Norfolk State University
Spring 2022 E&G Tuition Revenue Projection
As of February 4, 2021

	Actual # Enrolled TODAY Spring 2022	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	2,842	2,876	8,173,592	8,659,636	(486,044)
Part-time	449				
Graduate Students					
Full-time	189	4,410	833,490	956,970	(123,480)
Part-time	108				
Total In-State	3,588		9,007,082	9,616,606	(609,524)
OUT-OF-STATE					
Undergraduates					
Full-time	1,088	8,460	9,204,480	9,018,360	186,120
Part-time	97				
Graduate Students					
Full-time	63	10,436	657,468	709,648	(52,180)
Part-time	35				
Total Out-of-State	1,283		9,861,948	9,728,008	133,940
ENROLLMENT GRAND TOTAL	4,871		18,869,030	19,344,614	(475,584)
PART-TIME HOURS					
IN-STATE					
Undergraduate (hours)	3,356	437	1,466,572	818,064	648,508
Graduate Students (hours)	504	746	375,984	346,890	29,094
Total Part - time In - State (hours)	3,860		1,842,556	1,164,954	677,602
OUT-OF-STATE					
Undergraduate (hours)	729	945	688,905	328,860	360,045
Graduate Students (hours)	132	1,455	192,060	151,320	40,740
Total Part - time Out of State (hours)	861		880,965	480,180	400,785
Total Part - time Hours	4,721		2,723,521	1,645,134	1,078,387
Total Revenue			21,592,551	20,989,748	602,803

Level II Procurement Update

Covered Institution; Operational Authority; Procurement per Code of Virginia, Section No. §23.1-1017; and MOU signed 12/8/2021

- Level II gives NSU the authority to approve unlimited dollar transactions without going through Department of General Service, Division of Purchases and Supply, DGS/DPS and Virginia Information Technology Agency, VITA. Level II does not include Capital Outlay, which is governed by the Construction and Professional Services Manual, CPSM.
- Level II makes mandatory sources now optional, such as VCE, VIB, VDC, etc. NSU no longer has any mandatory obligations to these sources. It's totally the decision of the University to enter into contracts in accordance with the Governing Rules. Below are impacts of becoming a Level II/ Covered Institution

Level II Information Technology Update

LEVEL 1

LEVEL 2

ECOS

- VITA reviews vendor security assessment
- Remediation for assessment issues approved by VITA
- Oversees Vendor contract mods
- Receives monthly vendor reports
- Charges for Oversight

ECOS

- OIT Security performs and reviews vendor security assessment (ISO Assists)
- Remediation for assessments determined based on risk and accepted by agency head
- Performs contract Mods
- Receives and acts upon monthly vendor reports

Project Management

- VITA dictates which acquisitions/internal efforts need official project management
- Performs monthly reviews (at a cost)
- Gives Project permission to move to next phase
- Fees per hour

Project Management

- All acquisitions / efforts are reviewed and project management is applied at some level to everything
- PMO performs reviews
- Projects moves along based on project schedule and tasks

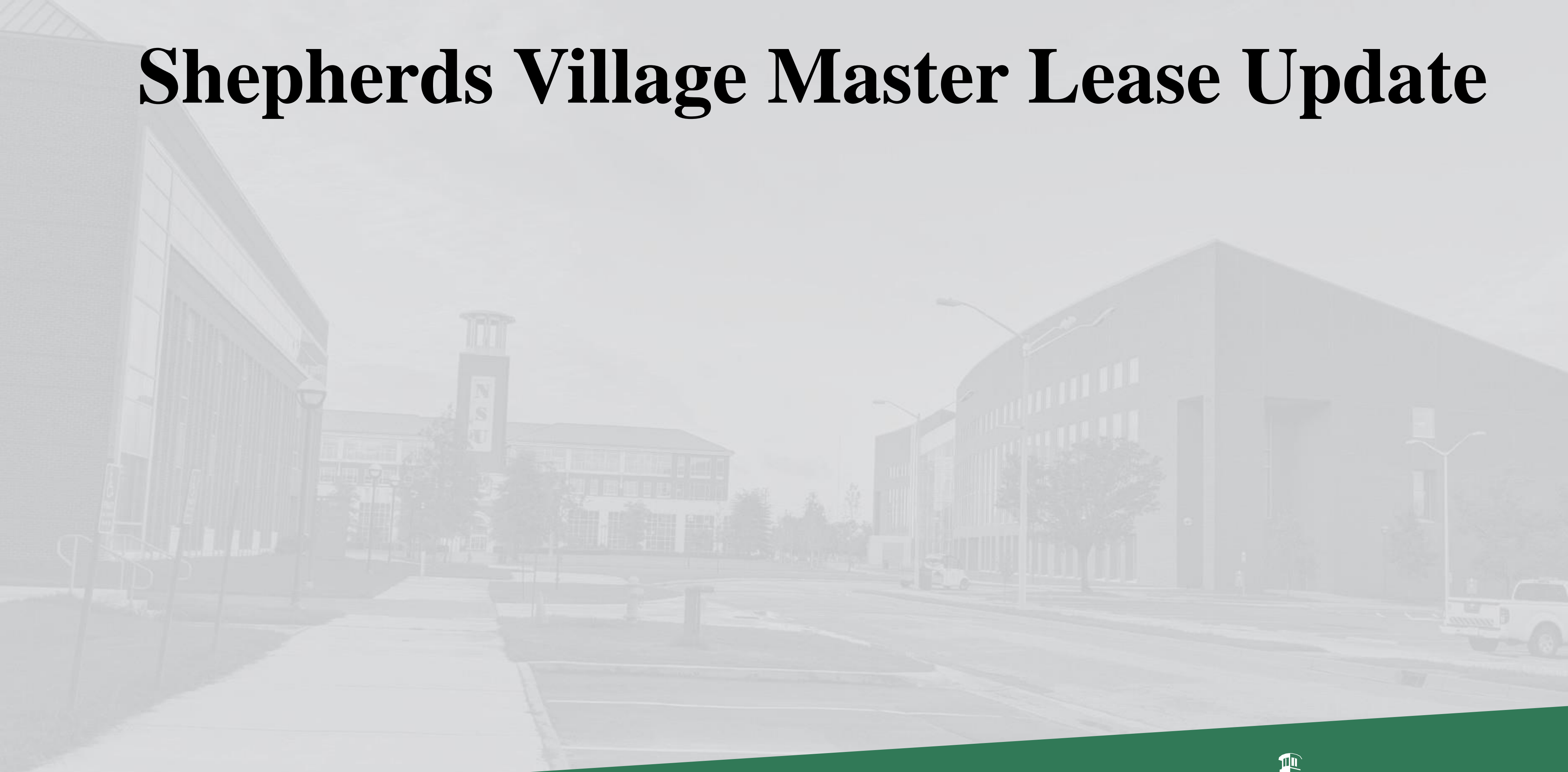
Acquisitions

- Procurement Governance Request (PGRs) required on technology purchases over \$250K (Over 3 year period)
- Process can take 4-6 weeks depending on signatories
- VITA CIO approval to purchase sent to agency head
- VITA charges a fee

Acquisitions

- PGR required for certain technology purchases, \$2 mil or more (over a 3-year period)
- Process can take 4-6 weeks
- VITA CIO approval to purchase sent to agency head
- VITA charges a fee
- Most technology purchases are well under 2 mil threshold

Shepherds Village Master Lease Update



NORFOLK STATE
UNIVERSITY

NSU Master Plan Update



NORFOLK STATE
UNIVERSITY

Legislative Affairs Update

Information Technology Update

- **Spartan Innovation Academy**
- **Hyland Document Management System (DMS)**
 - User acceptance complete
 - 1st group will undergo data conversation process
 - Advancement of the paperless campus objective
- **Information Security Program**
 - OIT has decided to adopt the VITA posture on Information Security (NIST based rules of engagement)
 - Continue to use Archer to report progress on sensitive system documentation and risks
 - Continue to use VITA for certain, high-profile audits (Colleague) for transparency
 - Continue to have ISO report to Agency head for 3-year probationary period



Human Resources Update

- Cardinal System Merge and Implementation
 - Transition from two systems to one
 - Creation of Self-Service mechanism for employee records
 - Increased efficiency
- Workforce Planning Report

Capital Campaign Update and Fundraising Strategies



NORFOLK STATE
UNIVERSITY

NSU B.O.V. GOVERNANCE COMMITTEE

March 16, 2022

Report

Skills Matrix

- A skills matrix is maintained to outline the skill capabilities of the Board, as well as for when it is time for Board reappointments.
- Eric Claville, interim Executive Advisor to the President updated with the Skills Matrix. The update provided the Board with areas of strength and improvement for current and new board members.

New Board Members

- Terms are expiring for Dr. DiCroce and Larry Griffith.
- In choosing replacements, the Board would like to maintain skill sets that are similar as the Board members all agree that there is a good combination of skills amongst the Board members at present.
- The Board also is taking into consideration the concerns of the president regarding her input in choosing new Board members.

Board of Visitors Policy #13

- The Governance Committee is to review the policy and make a recommendation to the Full Board regarding synchronizing the dates of the NSU Foundation and the University.
- The policy will be reviewed in conjunction with legal counsel and an update will be presented to the Full Board.

Closed Session

- Personnel and consultation with Counsel.

QUESTIONS & DISCUSSION



NORFOLK STATE UNIVERSITY AND THE COMMUNITY

BOARD OF VISITORS MEETING

March 17, 2022

Javaune Adams-Gaston, PH.D.
University President

AGENDA

1

Impacting the Community

2

Community Partnerships

3

University Community Service

4

Faculty Innovation, Research, and Service
Impacting the Community

5

Student Community Impact

6

Future Community Impact

IMPACTING THE COMMUNITY

- NSU provides service to the community which is a key component of excellence that contributes to positive social impact.
- As a center of intellectual thought, NSU is an incubator of new knowledge, including contributions in areas such as health disparities, innovation and technology.
- NSU's service provides resources to the community to combat inequities.





GROOMED FOR GREATNESS
VACCINE CLINIC

COMMUNITY PARTNERSHIPS

- NSU's partnerships provide the opportunity to leverage our resources for transformational impact through initiatives such as vaccination clinics.
- Partnerships between NSU and the community create greater reach to vulnerable populations.
- Partnerships provide vital resources to constituents. This helps to combat health and wellness disparities.

FACULTY INNOVATION, RESEARCH, AND SERVICE IMPACTING THE COMMUNITY

- NSU's faculty leverage their expertise and service to the community through:
 - **Innovation:** Faculty create new processes to help the environment in which we live.
 - **Research:** Faculty discover new knowledge and create innovative programs to benefit the community.
 - **Service:** Faculty share new knowledge and data through symposiums and programs to advance the community.



STUDENT COMMUNITY IMPACT

- NSU's students are future leaders. Service is the training ground to become socially responsible leaders.
- Through service, students become problem solvers and active members of the community.
- Service provides the opportunity for students to develop interpersonal skills and create special bonds with their community.





FUTURE COMMUNITY IMPACT

- Exemplary teaching, research, and **service**, helps to empower students to transform their aspirations into reality.
- Service enables students to acquire life skills and knowledge to support the community.
- Continuing to live our mission, we ensure that Norfolk State University remains a place *"where we see the future in you!"*



NORFOLK STATE
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