

Board of Visitors Meeting Book - May 6, 2022

Board of Visitors Meeting May 6, 2022

Agenda

Agenda Board of Visitors Meeting -May 6 2022.pdf	2
Full Board Meeting Minutes March 16, 2022	
Full Board Meeting Minutes March 16, 2022.pdf	5
President - State of the University	
Pres BOV PPT_May 2022 - Updated(1) -.pdf	17
Academic And Student Affairs	
Academic and Student Affairs Presentation BOV April - Final (v.3).pdf	27
Audit, Risk, and Compliance	
ARC April 2022 Compliance Slides DHess 4.8.2022.pdf	41
Strategic Finance	
Strategic Finance Committee Meeting ABC 2022-04-13.pdf	48
Governance	
Governance Committee Presentation.pdf	112

AGENDA
BOARD OF VISITORS MEETING
May 6, 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_OKKtmxqMRDiv7JwCToyUwA

Breakfast served at 8:30am

- 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:
– March 16, 2022 Board Meeting Minutes
- 9:25 a.m. **Auditor of Public Accounts Report**.....Mr. David Rasnic, CPA, CISA
Audit Director, Higher Education Programs
- 9:50 p.m. **State of the University**Dr. Javaune Adams-Gaston, President
President’s Presentation
- 10:30 a.m. **BOV/NSUF Liaison Committee Update** Dr. Harold L. Watkins, Chair
- 10:50 a.m. **Academic and Student Affairs Committee Update**..... Mrs. Mary L. Blunt, Chair
Action Items: Approval of New Degree Program Proposals
 - (a) Doctor of Philosophy in Computer Science
 - (b) Master of Science in Applied Mathematics and Statistics
 - (c) Master of Public Health
 - (d) Master of Health Informatics
 - (e) Bachelor of Arts in African American Studies
 BOV Policy#33 (2019) Freedom of Speech and Expression and Campus Utilization
Promotion and Tenure Action Items to be discussed in Closed Meeting
- 11:10 a.m. **Break**
- 11:20 a.m. **Audit, Risk and Compliance Committee Update** Bishop Kim W. Brown, Chair

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).

NSU BOARD OF VISITORS (continued)

Friday, May 6, 2022

Page 2

- 11:40 a.m. **Strategic Finance Update** Mr. B. Keith Fulton, Chair
Action Items – Recommend Approval of:
 - FY 2022-23 Tuition and Fee Recommendation
 - FY 2022-23 Operating Budget Recommendation
 - Policy #08: UISP Remote, Mobile, and Wireless Access
 - Naming Opportunity to be discussed in Closed Meeting

- 12:00 a.m. **Governance Committee Update** Mr. Dwayne B. Blake, Chair
Action items: Policy 13
Discussion of Appointment of New Board Members in Closed Session

- 12:20 p.m. **Lunch**

- 1:20 a.m. **Student Representative** Jaylin Drewry

- 1:40 p.m. **Faculty Representative**..... Dr. Geoffroy de Laforcade

- 2:00 p.m. **Action Items**

- 2:20 p.m. **MOTION – CLOSED MEETING – Pursuant to §2.2-3711A. 1, 4, 7, and 8, Code of VA**

- 3:45 p.m. **OPEN MEETING**
 - Closed Meeting Certification
 - Other Actions/Motions

- 4:00 p.m. **OLD BUSINESS**

- 4:10 p.m. **NEW BUSINESS**

- 4:20 p.m. **PUBLIC COMMENT**

- 4:30 p.m. **ADJOURNMENT**

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).

NSU BOARD OF VISITORS *(continued)*

Friday, May 6, 2022

Page 3

The Norfolk State University Board of Visitors will meet May 6, 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:

May 6, 2022 at 9:00 a.m.

https://nsu-edu.zoom.us/webinar/register/WN_OKKtmxqMRDiv7JwCToyUwA

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).

Page 3 of 3

**BOARD OF VISITORS
FULL BOARD MEETING
March 16, 2022
MINUTES**

1. Call to Order/Establish Quorum

Mr. Devon Henry, Rector, called the NSU Board of Visitors meeting to order at approximately 9:10 a.m. A quorum was established with an 11-0 Roll Call vote. The motion to cancel the retreat and move into a one day Full Board Meeting was made by The Honorable James Dyke, was seconded by Mr. B. K. Fulton, the Board unanimously agreed with an 11-0 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. B. K. Fulton
Mr. Larry Griffith
Mr. Delbert Parks
Dr. Harold Watkins, II

Non-Participants – Absent Board Members

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

Participant – Counsel

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

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
Alicia McClain, Director, DNIMAS Program and Professor
Ms. 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. Christopher M. Gregory, Information Technology Specialist, OIT
Mr. Obie Smith, Operations Manager, OIT
Ms. Inda Walker, Clerk to the University President/Board Liaison
Mrs. Karla Amaya Gordon, Assistant Vice President Finance and Administration
Mr. Anton Kashiri, Facilities Management
Mrs. Ruby Spicer, Director Procurement Services

Observers – NSU Administrators and Staff

Dr. Andrew Carrington, Assistant Vice President, Finance and Administration
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. Karen H. Pruden, Assistant Vice President for Human Resources
Mrs. Martha Wilson, Executive Assistant to Vice President & Chief Financial Officer

- 2. Opening Remarks** – Rector Devon Henry commented on President Dr. Adams-Gaston’s relationship with the students and stated that she is what we need at this time because the students love her.

Dr. Adams-Gaston thanked the Rector for his leadership, and she thanked all of the Board Members for their support, for holding her accountable, and for ensuring that Norfolk State University gets the support that is needed.

She also thanked her Executive Team, stating that they are incredible experts in administration and making sure that Higher Education is what we are about.

Dr. Adams-Gaston is proud about what is happening with the Athletics Department, being led by Melody Webb. All of the Coaches are phenomenal, dedicated, and they show up for events that are not in their areas because they love to support the students. Some highlights:

- Our men’s indoor track team is the MEAC Champions
- Our women’s basketball team is the 3-Way MEAC Champions
- Our men’s basketball team is the MEAC Champion and is 16 Seed in the NCAA Tournament

- 3. Consent Agenda**– The December 9 and 10, 2021 meeting minutes were approved with an 11-0 Roll Call Vote, motioned by Vice Rector Mrs. Mary Blunt and seconded by Mr. B. K. Fulton.

- 4. BOV/NSUF Liaison Committee Update** – Dr. Harold L. Watkins, Chair

The Committee has moved ahead with bringing together members from the other foundations for collaboration.

The foundation has moved the management of the portfolio to Bank of America.

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

Dr. Fulton reported on initiatives that have been established by the office of Academic Affairs: (1) Faculty Workload Initiative (2) Research Compensation Initiative (3) Course Scheduling Optimization Initiative.

(1) Faculty Workload Initiative

This is the most complex. The University has a growing research profile with faculty who contribute to national and international productions in their disciplines. An example is that one of our faculty members developed a device, for which we have a patent, and now Washington University Medical School and Harvard University want to start human trials using this device that will go further in preventing strokes. This is the level of which we are producing research, and we need to create an environment that is conducive to research production.

The demand for research and grant initiatives are hindered by the 24-credit teaching workload. The consulting firm, Abura Group, will assist the university in designing an equitable workload policy. As well, a task group has been formed to assist in finding the most appropriate teaching research balance, and Dr. Fulton will lead the task force. The project will be carried out in 5 phases.

- Phase 1: Review and Analyze Faculty Productivity Data
- Phase 2: Research Compensation Analysis Initiative
- Phase 3: Consider Financial Impact
- Phase 4: Propose 3-5 Models for Faculty Teaching Loads
- Phase 5: Assist with Workload Transition

They are currently in Phase 1 and the consultants are working with the appropriate university offices to determine the current workload; determine what we can routinely collect with systems that are already in place; and what we may desire to collect based on the available data

An analysis will be provided of the current workload across the campus and the consultants will propose 3-5 new workload models based on their findings. Advantages and disadvantages of the proposed models will be provided. They will review teaching capacity, credit hour production, and scholarly and service activity and their financial cost. Consultants are currently reviewing Fall 2020 faculty workload information.

For a true workload structure to be implemented, additional faculty will be needed. The University has begun hiring teaching faculty who are dedicated to teaching. Dr. Fulton

shockingly found out that there are composition courses which sometimes have 30 students in the classroom, which makes for an impossible task for the instructor. In order to reduce the class sizes, additional full-time instructors with a 5-5 load, who are teaching one (1) subject will be needed.

There must be a balance between teaching and research profile, built on academic excellence, which will better situate NSU to hire and retain sought after scholars.

Phase 5 will be the most critical. We will need to follow an approval process which includes the president and the board members. Once approved, each department and school will take part in the implementation.

Research Compensation Initiative

The ATTAIN consultants have completed the initial review of compensation and compensation is currently inconsistent for faculty who conduct research and teach courses, and sometimes hold administrative roles.

The purpose of this initiative is to assess research compensation practices at Norfolk State University to provide an enhanced culture that supports innovative research by all faculty and a streamlined workflow for compensation operations across the University.

Faculty/Senate is updated regularly.

Course Scheduling Optimization Initiative

NSU has not effectively used technology to schedule courses, which has created a reactionary process. This initiative will bring greater efficiency by assessing and identifying our processes to effectively use technology to establish an efficient course scheduling process. Experts from American Association of Collegiate Registrars and Admissions Officers (ACCRAO) are assisting by providing professional development, guidelines, and standards regarding best practices in Student Services. Dr. Andrea Neal, Associate Vice President for Academic Engagement, is leading this initiative. The consultant is currently reviewing documents and students have been asked to complete surveys. The documents and the surveys will help in providing successful recommendations to improve NSU's course scheduling process.

DNIMAS Program Overview

Dr. Aliecia McClain, who has served as Director of the program for the past 17 years, gave an overview of the program. The Dozoretz National Institute for Mathematics and Applied Sciences (DNIMAS) is a rigorous honors program for students who major in biology, chemistry, computer science, engineering, mathematics, or physics. The first class began in the Fall of 1986 and was named after Dr. Ronald Dozoretz, a prominent businessman

who helped fund the program. The goal of the program was to increase the number of minority scientists who are capable of entering and successfully completing graduate and/or professional school. The key features of the DNIMAS Program are a four-week summer bridge program (pre-freshman), four-year academic scholarship which includes tuition, fees, room, board, and textbook allowance; specialized curricula; internships and/or research experiences; oral and poster competitions, career counseling; and seminars. Initially, the students received a full academic scholarship until around 2016, with a designed rigorous 4-year curriculum.

The program was expanded in 2003 to include Tidewater Community College students, who had received an Associate of Science degree. These students came to NSU as Juniors and they are called our DNIMAS Plus students. The program is now extended to all community colleges in the State of Virginia.

This is the first living and learning community program in the State of Virginia, and the cumulative graduation rate is 73% since the first graduating class in 1990. Many of the scholars (76%) have earned their graduate or professional degrees (MS -204; PhD – 81; MD – 72; PharmD – 14; DDS – 13; MBA – 14; JD -2).

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

Derika Burgess, Chief Audit Executive, gave the update. NSUPD and Environmental Health, Safety and Risk Management have developed a collaborative reporting system to include fire information. The data is currently included in crime and fire logs and will be included in this year's Crime and Fire Report online. In addition, several members of the campus community have completed Campus Security Authority training required by the Clery Act. NSUPD continues to work with Internal Audit towards compliance with the Clery Act.

Control of Hazardous Energy review- Lock Out, Tag Out and Machine Guarding -- the objective was to evaluate the University's hazardous energy control program in conformance with the Occupational Safety and Health Administration and Virginia Department of Labor regulations. It has been determined that the work was being done but without any written documentation and is person dependent. A process to develop formal documentation is being developed.

7. Strategic Finance Committee Update – Mr. B. K. Fulton, Chair

Financial Report

- Approved fiscal 2022 budget - \$220.3 million
- Revenues in December - \$180.2 million
- Expenses - \$123 million
- Favorable financial position - \$57.2 million through December 2021
- Year-end projected favorable balance – \$26.2 million

- Higher Education Emergency Relief Fund (HEERF) - \$102.6 million from federal and \$4.8 million from Commonwealth of VA
- Spring enrollment 4,871 students, projected revenue of \$21.5 million

Shepherds Village Master Lease

The Office of the Attorney General (OAG) recommends that the Shepherd Village Master Lease would be more advantageous if changed to a ground lease which has fewer restrictions and provides more latitude.

Legislative Affairs Update

Capital outlay that was voted on puts in the funding for the buildings on campus. Now is the time to step up and ask for funding for the HBCU's.

Human Resources Update

HR is 50% through the project to consolidate various systems.

Endowment

NSU is now at \$82 million.

8. Governance Committee Update – Mr. Dwayne Blake, Chair

Mr. Larry Griffith and Dr. Deborah DiCroce will be ending their terms. Mr. Blake, Mr. Parks, and Dr. Best are concluding their first terms. The Committee is seeking the Full Board's input for names that would be good candidates. The two key areas are higher education and fundraising.

Policy 13 – The Committee will be prepared to report to the Full Board at the next Full Board Meeting in May.

9. State of the University – Dr. Javaune Adams-Gaston, President

The state of the University is strong and there is more optimism than ever. NSU has made historical strides in partnering with the community for initiatives that impact both the University and the community.

NSU is obligated to connecting to our community. Some of our community partnerships are:

- eliminate food insecurity
- combat health and wellness disparities
- research and outreach
- share the expertise of our faculty
- create socially responsible opportunities for our students
- ensure that NSU is strategically positioned to empower our students to impact the community through service

When Covid happened, there were many uncertainties and there still are, but we will continue to do the things that keep our numbers low. The President thanked the faculty, staff, students, and administrators for their hard work in making this happen.

Food insecurity was heightened by Covid. There are three (3) food pantries on the campus. Because of Covid, food insecurity became a major concern nationally and a major issue for our students. When the dining hall is closed, or when a student is here during the break, or if they live off-campus, having food on an ongoing basis is a real challenge. Many of our students are on financial aid and don't have the luxury of calling their parents and asking them to put money in their account. Physical and mental health are needed to be successful in college, and we cannot afford to ignore food insecurity on campus.

NSU sponsored the *Food and Essential Items Pantry Drive* from January 17-31, co-partnered by the Alumni Association, and over 15,000 items were donated to NSU during that time. Harris Teeter pledged to contribute over \$50,000 over the next five (5) years to support the Spartan Food Bank.

The President thanked the following people for their teamwork in combating issues:

- Dr. DoVeanna Fulton, Provost
- Dr. Khadijah Miller, Interim Dean of Honors College
- Dr. Faith Fitzgerald, Assistant Vice President for Campus Life and Diversity
- Brianna Steele, Associate Director, Housing and Residence Life and Administrator of the Spartan Food Pantry
- ReNecia Thornton, Interim Director for Housing and Residence Life

NSU uses partnerships for transformational impact through initiatives such as vaccination clinics. We partnered with alums, *Groomed for Greatness Vaccine Clinic* on March 5, 2022, and over 100 people came.

The Covid 19 Task Force partnered with Jaylin Drewry and the SGA to provide staff and students with home test kits and KN95 masks.

Restoring the Elizabeth Waterways is one of the ways that faculty research and service promotes an understanding of the needs of our city. The *Howard Hughes Medical Research Grant* funded students to do undergraduate research. Students are investigating pollution impact on crabs, photosynthesis in wetland plants, and micro plastics in oysters. Students are engaged as we are able to pay them. This is an opportunity to use our students and pay them.

The *First Year Service Project* enabled the students to work on-campus planting seeds and working in NSU's greenhouse. The plants will be used in the Elizabeth River Restoration project.

We have several professors who participate on committees in terms of water quality, sediment, and community and trying to tell the story of the Elizabeth River project from the perspective of African Americans in the Norfolk Area. Because of these efforts, on Feb 23, 2022, the Elizabeth River Project presented NSU with a Model Elizabeth River Star Award, which means that NSU is a community leader.

Dr. Adams-Gaston thanked:

- Dr. Ashley Haines, Associate Professor of Biology
- Terry Woodhouse, Director, Capital Planning
- Richard Law, University Architect, Capital Planning
- Tory Ward, Physical Plant
- Professor Solomon R. Isekeije, Fine Arts.

Dr. Adams-Gaston congratulated Dr. Sharon Alston, a faculty member in the School of Social Work. Dr. Alston has been awarded a \$787,714 award for the *Evaluation of People's First Initiative* by the City of Norfolk. She is working with Norfolk Redevelopment and Housing Authority to provide individualized support services for people who are affected by the redevelopment in Norfolk.

Dr. Aurelia Williams, Acting Vice Provost, and Dr. Khadijah Miller, Honors Dean, served as faculty mentors for the *HBCU Battle of the Brains*, NSU Team, and this was the first that NSU students attended. This is an HBCU Academic National Championship. The students are given a problem and they have 24 hours to develop a solution. Our students came up with *MTTG (More to the Game)*, a website and app UNiVerse that leverages LinkedIn and Metaverse, uniting the NFL with African American talent pools at HBCU's. It serves as a one-stop shop site for the NFL recruiters, HBCU students, and alumni to find diverse talents. Three (3) NFL players wanted to invest in the students' project. This is the result of the faculty mentoring the students. Exposure is important to success.

The NSU Team:

- Team Captain, Aniya Brown, Computer Science and Cyber Major
- TeMany Moultrie, Computer Science Major
- Gabrielle Pippen, Computer Science and Cyber Major
- Arkasia Wyatt, Computer Science and Cyber Major
- Azad Williams, Business Intelligence Data Analytics Major
- Jordan Moody, History and Social Science Major
- Olawutobi Olagoke-Bello, Computer Science and Cyber Major.

Congratulations NSU Team!

Four (4) students represented NSU at this year's Semi-Final Round of the AT&T HBCU Innovation Challenge. Their assignment was to develop a product that would be a

solution to a real-world problem that could lead to a first-place award of \$75,000. The students did not win but they were in the top 13 in the nation.

NSU Students – **Team Harmoni:**

- Breyanna Chapman, Junior, Computer Engineering and Electrical Engineering, Double Major
- Jah-Rule Davis, Senior, Business Marketing Major
- Marcel Ferrell, Sophomore, Computer Science Major
- Javon Guerrier, Senior, Business Intelligence and Data Analytics Major

Their product is an app named *SafeSpace*. They created a social virtual reality application that allows students to connect and inspire one another. It is a safe space for people to talk about whatever they want to talk about.

Congratulations Team Harmoni!

Exemplary teaching, research, and service is what inspires our students to transform their aspirations into reality. Service inspires students to develop life skills that will impact the community.

Every student should have at least one paid internship, which makes a difference in their opportunities. Internships allow us to partner with the community. By partnering with the community, we make a greater difference and we can continue to create more opportunities for our students.

We see the future in you is what we tell our students and it means that we take the steps to develop the student and expose them to opportunities so that they are well prepared for the next step.

Mr Griffith stated that his employer, United Negro College Fund (UNCF), will be sponsoring 1700 internships for African American students from HBCU's. He works closely with foundations, corporations, institutions of all types to help with the African American diversity efforts and will be sponsoring 42 internship programs through which the 1700 students will take part.

The Target Scholarships allowed 71 students to get scholarships.

10. Motion – Closed Meeting

Vice Rector Mary Blunt read the motion for Closed Meeting seconded by Bishop Kim Brown, the Board unanimously moved to adjourn and reconvene in Closed Meeting pursuant to Section 2.2-3711(A) 1, 3, 4, 7, 8 and 9 of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

(1) and (4): To discuss personnel matters, including more specifically, appointment, promotion, performance, salaries, of specific employees, and 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

(3) For discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; and

(9) Discussion or consideration by NSU of matters relating to gifts, bequests, and fund-raising activities, and of grants and contracts for services or work to be performed by NSU; 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 following remain for or attend, when called, the Closed Meeting.

11. Open Meeting

The Board having reconvened in the Open Meeting, took a 11-0 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.

Motion was made by Vice Rector Mary Blunt and seconded by member Bishop Kim Brown, that pursuant to Section 2.10 of the NSU Board of visitors Bylaws, the Rector be delegated the authority to sign the lease discussed in the Closed Meeting from the NSU Foundation. By voice vote, the motion unanimously passed.

Board Member Dwayne Blake moved, seconded by member Dr. Terri Best, that the Board having discussed in Closed Meeting the criteria and qualifications of President Dr. William Harvey to be recommended to receive the Honorary Doctor of Humane Letters degree, and noting, after due consideration and receipt of careful review by the Provost and Vice President for Academic Affairs, the Honorary Degree Committee, the University President, and review for legal sufficiency by the University Counsel, that said individual be awarded

the Honorary Doctor of Humane Letters degree during the May 7, 2022 Commencement Exercises, or soon thereafter. By voice vote, the motion unanimously passed.

12. **Old Business** – There was none.
13. **New Business** – There was none.
14. **Public Comments** – **there were no public comments.**
15. **Adjournment** – The meeting concluded at 3:35 p.m. with an 11-0 Roll Call vote.

Respectfully submitted,

Inda Walker, Board Liaison

Devon M. Henry, Rector,
Board of Visitors



NORFOLK STATE
UNIVERSITY

THRIVING IN UNCHARTED WATERS

BOARD OF VISITORS MEETING
MAY 6, 2022

DR. JAVAUNE ADAMS-GASTON
PRESIDENT



WHAT WE HAVE LEARNED

- COVID-19 has permanently changed the higher education landscape
- Delivery of immersive educational experiences using innovative and virtual technology is the future of higher education
- Students continue to explore the value of college degrees as they consider their future in the work force
- NSU is thriving and innovative solutions for operational and resource gaps have been developed to ensure transformational growth



WHAT WE HAVE ACCOMPLISHED

- **Leadership** A highly experienced and forward focused leadership team now leads NSU's transformational growth
- **Financial Growth and Stability** NSU is on solid financial footing thanks to strategic stewardship of resources and the acquisition of public and private support
- **Visibility, Impact, and Influence** NSU's impact and brand recognition has increased exponentially in the region and across Virginia, with spotlights on signature programs in Cybersecurity and the Arts
- **Strategic Partnerships** This year alone, NSU has secured more than \$8.3 million in public-private partnerships that will support student success and economic growth

WHAT WE WANT TO BECOME

- A premier HBCU recognized as a Center of Teaching Excellence, Research, and Scholarship, and an Incubator for Innovation

POTENTIAL FOR CAPITAL CAMPAIGN

To support the University's long-term sustainability by growing the endowment and expanding alternative revenue sources

To ensure that donors are recognized for their contributions and understand how it will enhance student success

To investigate the initiation of a potential capital campaign to enhance fundraising across all spectrums of the NSU community

To diversify various fundraising strategies to increase our fundraising portfolio

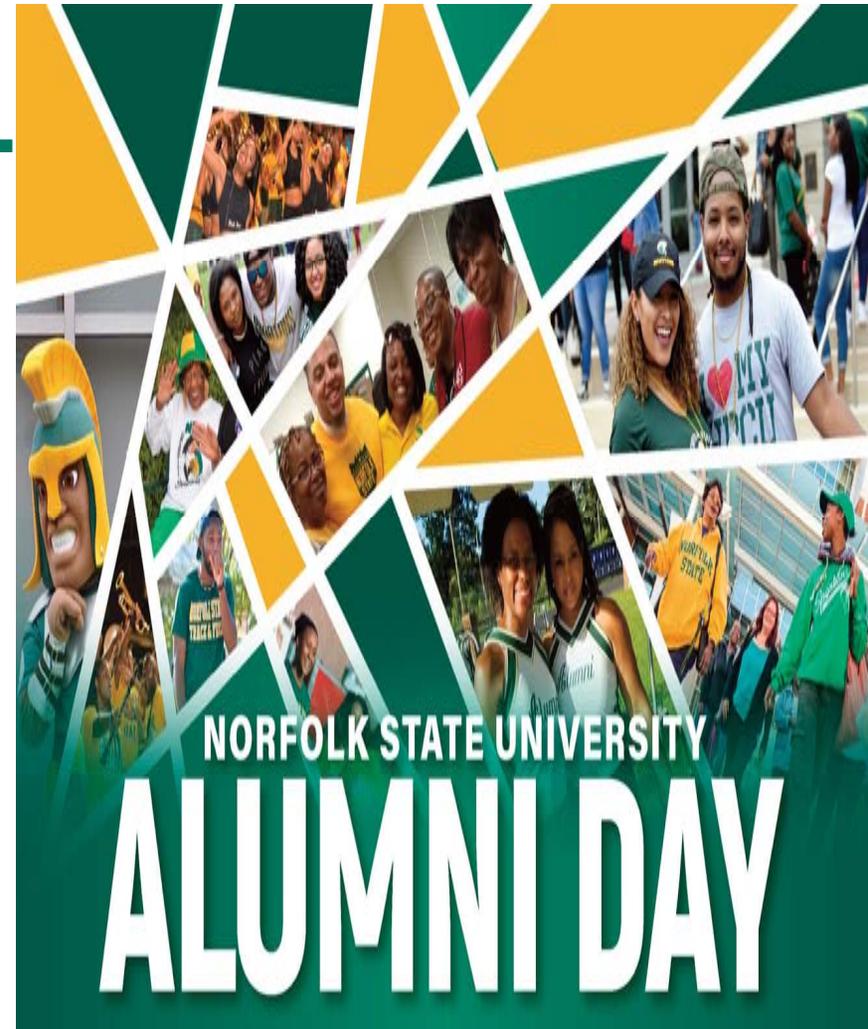
To implement strategies for promoting the NSU brand

ALUMNI ENGAGEMENT

Connect with alumni through increasing participation in local and regional events

Seek external and alumni partnerships that provide alternative revenue sources for NSU

Increase external and alumni donations by expanding the donor base through strategic engagement and solicitation of endowed funds from alumni, corporations and philanthropists



SPONSORS

Continue to build partnerships throughout the community and region

Expand and develop the University's portfolio of external relationships

Advance NSU's legislative priorities

Continue to create partnerships with organizations by securing internship, mentorship opportunities, and permanent employment for students

Forge public private partnerships that further the core mission of the University

Leverage relationships with local, state, and federal governing bodies and agencies to garner support for institutional initiatives, capital development, and funding



GRANTS

Promoting a supportive academic environment that fosters faculty excellence in teaching, research, and scholarship activities

Increase federal and state applications seeking funding for new campus initiatives, research, innovation, and student engagement

COVID-19 DASHBOARD

	COVID-19 TESTS:	POSITIVE COVID-19 CASES:	POSITIVY RATE:
STUDENTS:	4739	173	0.036
EMPLOYEES:	238	2	0.008
TOTAL:	4977	175	0.035

<https://covid19.va.education/> Last Update: 4/22/2022

CULTURE SHAPING

NSU has partnered with Heidrick & Struggles Consultants, culture shaping experts, to help assess and build upon our current culture within the Spartan community

Heidrick & Struggles experts will provide insights into our current state and support NSU in creating a unique cohesive culture

The culture shaping sessions provide us value as leaders, as teams and as an organization



From Uncharted to the Future

What We Learned

- Spartans are resilient

What We Accomplished

- NSU outperformed expectations

What We are Becoming

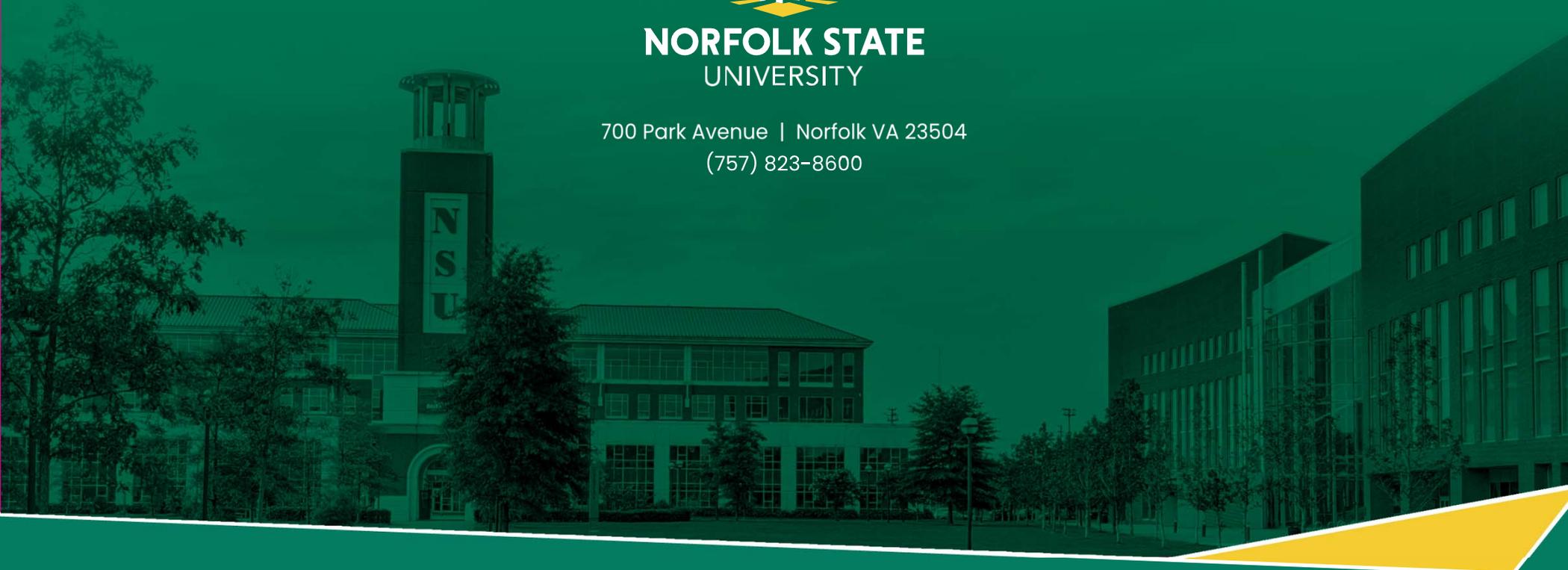
- The premier HBCU in the Nation





NORFOLK STATE
UNIVERSITY

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NORFOLK STATE
UNIVERSITY



Norfolk State University – Board of Visitors: Academic and Student Affairs Committee April 21, 2022

Agenda

I. New Degree Program Proposals

- a. Doctor of Philosophy in Computer Science
- b. Master of Science in Applied Mathematics & Statistics
- c. Master of Public Health
- d. Master of Health Informatics
- e. Bachelor of Arts in African American Studies

II. Enrollment Management Updates

III. Athletics Update

IV. Student Affairs Update

- I. BOV Policy #33 - Freedom of Speech and Expression and Campus Space Utilization

V. COVID-19 Update

VI. Student Government Report



Academic Affairs: New Degree Program Proposals – College of Science, Engineering, and Technology

- **PROGRAM:** Ph. D. in Computer Science
 - **DEPARTMENT:** Computer Science
 - **PATHWAYS & REQUIREMENTS:**
 - (1) Post-B.S.: 72 credit hours;
 - (2) Post-M.S. degree 45 credit hours
 - **MODALITY:** Traditional classroom setting/fully online
 - **YEAR OF INITIATION:** Fall 2023
-
- **PROGRAM:** M.S. in Applied Mathematics & Statistics
 - **DEPARTMENT:** Mathematics
 - **PATHWAYS & REQUIREMENTS:** 30 credit hours.
 - **MODALITY:** Fully online courses
 - **YEAR OF INITIATION:** Spring 2023



Academic Affairs: New Degree Program Proposals College of Science, Engineering, and Technology



- **PROGRAM:** Master of Public Health (M.P.H.)
 - **DEPARTMENT:** Nursing and Allied Health
 - **REQUIREMENTS:** 43 semester credit hours for completion.
 - **MODALITY:** Traditional face-to-face format.
 - **YEAR OF INITIATION:** Fall 2023
-
- **PROGRAM:** Master of Health Informatics
 - **DEPARTMENT:** Nursing and Allied Health
 - **REQUIREMENTS:** 33 semester credit hours for completion
 - **MODALITY:** Fully online program
 - **YEAR OF INITIATION:** Fall 2023

Academic Affairs – New Degree Program Proposals – College of Liberal Arts

- **PROGRAM:** B.A. in African American Studies
- **DEPARTMENT:** History and Interdisciplinary Studies
- **REQUIREMENTS:** 120 credit-hours
- **MODALITY:** Traditional, **face-to-face** and **online** formats.
- **YEAR OF INITIATION:** Fall 2023



VIRTUAL VCAN NIGHT

TUESDAY
FEBRUARY 22
8:30 PM (ET)

HOW TO GET STARTED:
Let's Talk About It!

REGISTER HERE

For questions and information
email us at nsuvcan@nsu.edu

Presented by NORFOLK STATE UNIVERSITY



We're Hosting
TRANSFER VISIT DAY
Start Your Transfer Experience Now!

MASKS REQUIRED

APRIL 14 | 10 A.M. – 3 P.M.

LOCATION:
Nursing General
Education Building
Second floor Auditorium, 205

REGISTER HERE

TOPICS:
Academic Advising
Campus Tour
Apply for admission
Financial Aid

transfer@nsu.edu • (757) 451-7745

NORFOLK STATE UNIVERSITY




ENROLL IN THE COUNSELOR EDUCATION PROGRAMS
AT NORFOLK STATE UNIVERSITY

DEPARTMENT OF SECONDARY
EDUCATION AND SCHOOL LEADERSHIP

Two Programs:
Professional School Counseling and
Mental Health Counseling
Complete degree in 2-3 years
• Flexible course offerings
• Classes in person, online and hybrid
• Low tuition rates

Career Opportunities

- School Counselor
- Clinical Mental Health Counselor
- College Counselor and Advisor

ADMISSIONS DECISION DATES
on or before:
November 1 - Fall
May 1 - Spring

CONTACT US
School of Education
Department of
Secondary Education
757-823-2926 or
acrichardson@nsu.edu

Learn more about the Counseling programs:
<https://www.nsu.edu/graduate-studies/programs>

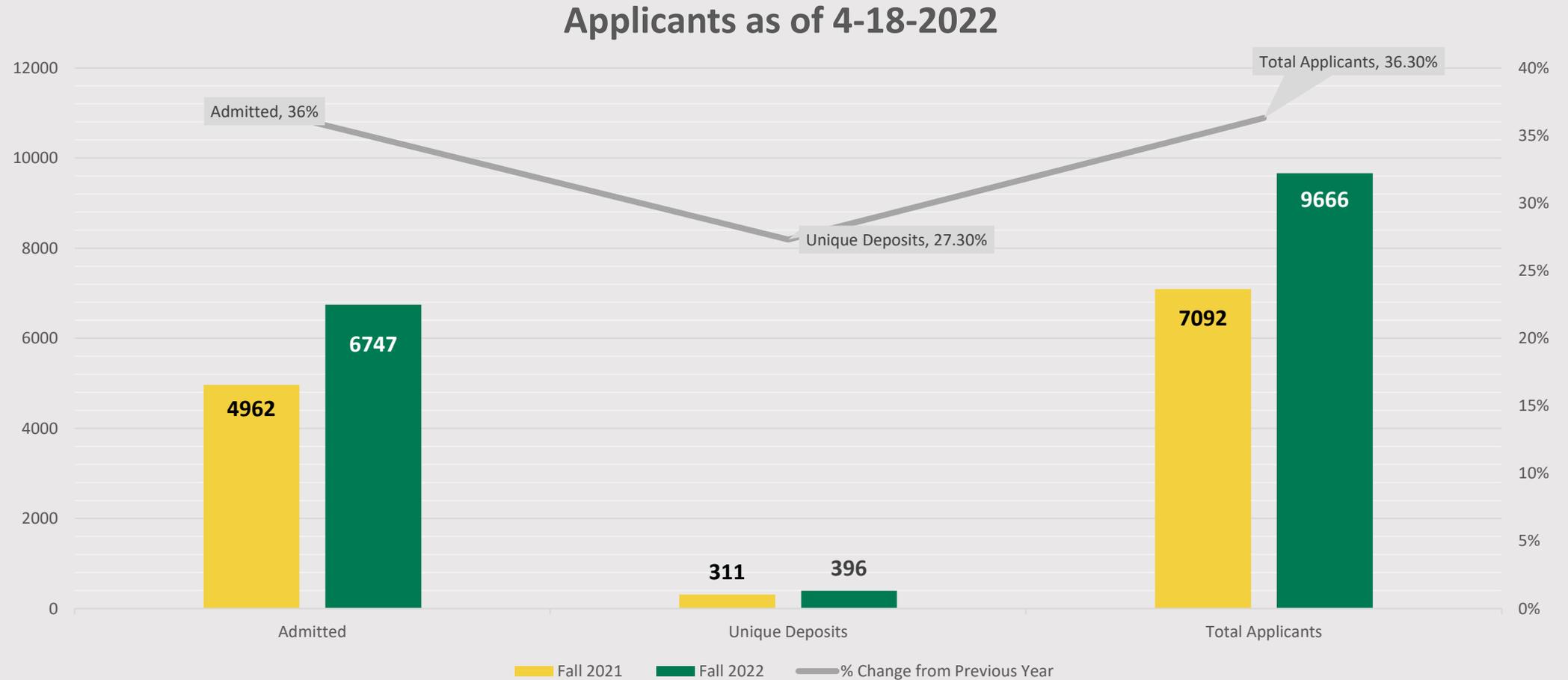
Apply today at:
<https://www.nsu.edu/graduate-studies/forms>

NORFOLK STATE UNIVERSITY




Enrollment Management Updates

Applicants and Admitted Students - Snapshot



Athletics Overview



BY THE NUMBERS

ATHLETIC STATISTICS

Championships'

2 Championships (2020-2021)
4 Championships (2021-2022)
6 Opportunities Remaining

Branding

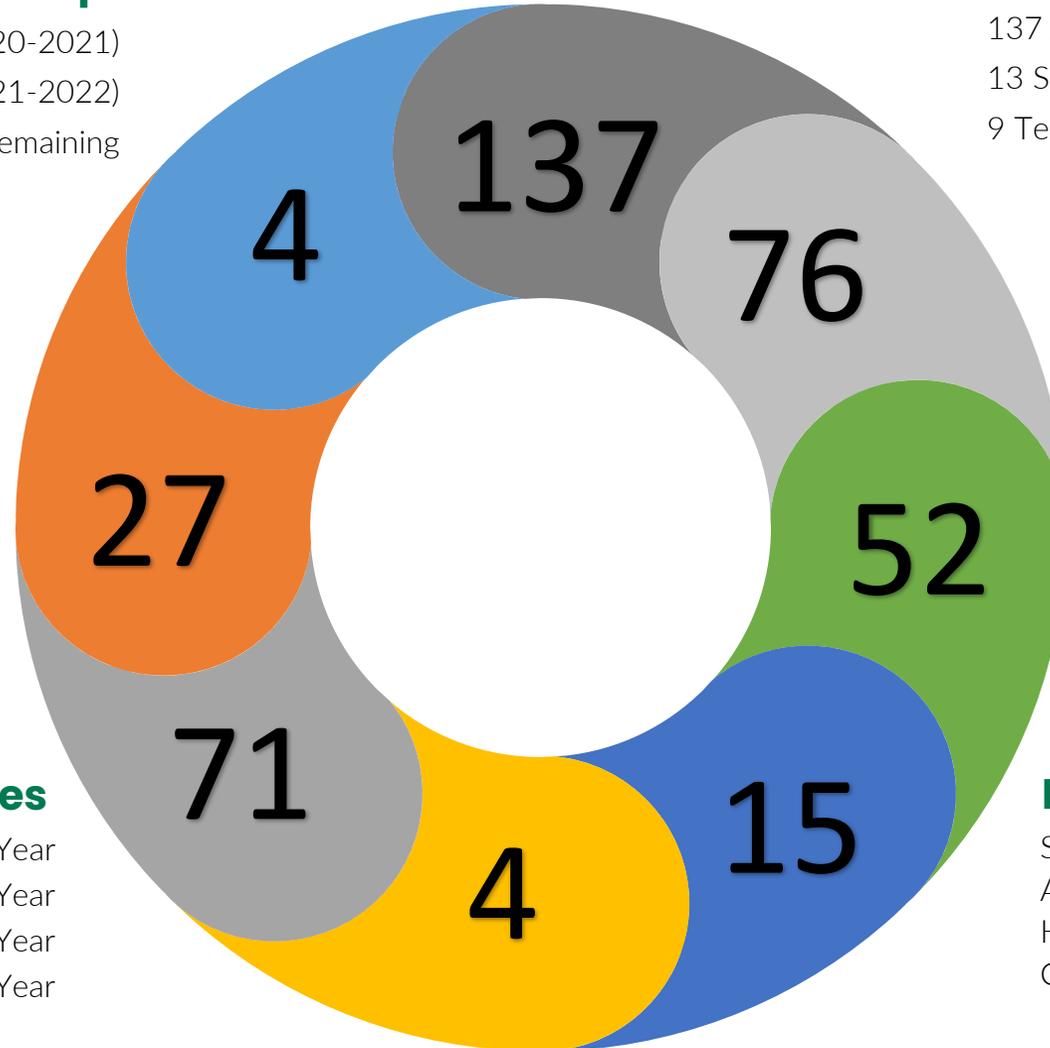
16 ESPN+, 5 ESPNU, 2 ESPN2,
Platform Appearances
1 TBS, 1 ACC, 2 Big Ten
Networks

Social Media

Rank 14th in the country DI Non-FBS Institutions
Rank 71st in the country amongst all DI Institutions
Ranked top 25 Non-FBS last 8 out of 9 months

Coach Accolades

Mid Major Coach of the Year
Ben Jobe Coach of the Year
4 MEAC Coach of the Year
HBCU Coach of the Year



Academic Pride

137 Athletics Director Honor Roll
13 Student-Athletes 4.0 GPA
9 Teams over 3.0 GPA

Graduation Success Rate

76% Graduation Success rate
3rd straight year over 75%
Highest GSR recorded

All Conference Selections

5 Players of the Year
52 All-MEAC Post Season Selection
70+ All MEAC Weekly Honors

Initiatives

SMART Tech Cafe, Diversity Initiative, Mental Health App, Career Preparation Initiative, Leadership Academy, HBCU League Pass, Hall of Fame Corridor, Hall of Champions Corridor, Locker Rooms, Smart Mouth

Student Affairs Update



BOV Policy #33 (2019) Freedom of Speech and Expression and Campus Space Utilization



BOV Policy #33 (2019) Freedom of Speech and Expression and Campus Space Utilization

Policy Title: Freedom of Speech and Expression and Campus Space Utilization
Policy Type: Board of Visitors
Policy Number: BOV Policy #33 (2019)
Approval Date: March 19, 2021
Responsible Office: Campus Life and Diversity
Responsible Executive: Vice President for Student Affairs
Applies to: University Community

POLICY STATEMENT

Norfolk State University is committed to creating an environment that fosters the exercise of protected speech and other expressive activity on University property while maintaining an atmosphere free of disruption to the mission of the University. It recognizes that the free expression of ideas and open inquiry are essential in fulfilling its academic mission by embracing rigorous open discourse, and the exploration of ideas. As such, the University has established requirements for the use of its property to pursue its academic mission, provide a safe environment, and preserve the functional and aesthetic integrity of the campus. Expression by individuals or groups, as described in this policy is not speech made by, on behalf of, or endorsed by the University.

TABLE OF CONTENTS

	PAGE NUMBER
Definitions.....	2
Contact(s).....	2
Freedom of Speech and Expression and Campus Space Utilization Policy Contents	2
Education and Compliance	7
Publication	7
Review Schedule	8
Related Documents	8
Forms	8
References.....	8

- Policy addresses that **free expression of ideas and open inquiry are essential in fulfilling NSU’s academic mission** by embracing rigorous open discourse and the exploration of ideas.
 - **The University has established requirements for the use of its property to pursue its academic mission**, provide a safe environment, and preserve the functional and aesthetic integrity of the campus. **Expression by individuals or groups, as described in this policy is not speech made by, on behalf of, or endorsed by the University.**
- **University property, including outdoor areas, is designated primarily for use by students, faculty, and staff** to advance the educational mission of the University.
 - Any University student or employee may generally use campus spaces in accordance with University policy. **However, any other person may use University property for assembly or organized expressive activity only (1) if sponsored or hosted by a member of the University community with authority under an applicable University policy or (2) by reserving a specifically designated area through the process set forth in this policy.**

COVID-19 Update

COVID-19 DASHBOARD (AS OF 4-15-2022)

■ COVID-19 TESTS PERFORMED ■ POSITIVE – COVID-19 CASES ■ POSITIVITY RATE:



Student Government Updates





NORFOLK STATE UNIVERSITY

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



NORFOLK STATE UNIVERSITY

Audit, Risk and Compliance Committee Meeting
April 13, 2022

Agenda

University Compliance

- I. Summary
- II. Model
- III. Assessment

YE2021 Compliance and Ethics Matters Summary

Calendar Year 21 Summary	
Total UC Matters	20
<i>Matters Reported to UC</i>	<i>18</i>
<i>Matters Identified by UC</i>	<i>2</i>
<i>Matters Researched Directly UC</i>	<i>16</i>
Closed by UC	13
Matters Referred to Other Units for Follow Up	4
Open/In Process by UC	3
<i>Non-Compliance Identified by UC</i>	<i>5</i>
<i>Significant¹ Non-Compliance Identified by UC</i>	<i>2</i>

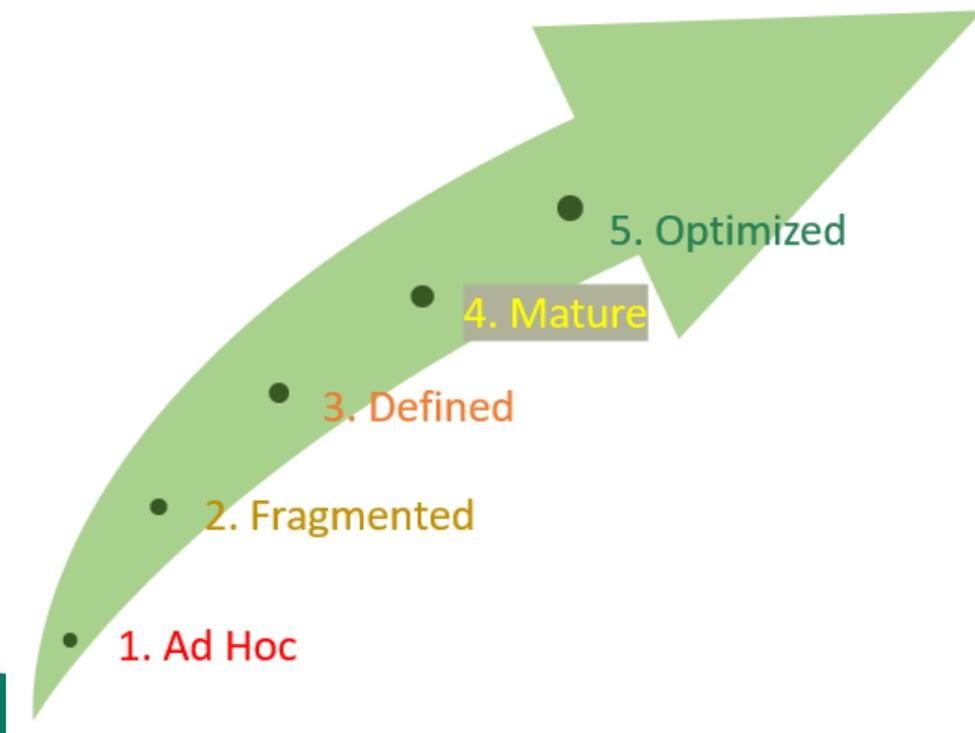
¹ Matters are deemed “significant” where there is a high likelihood of actual adverse regulatory action at NSU or other peer universities, Significant matters are those that likely would result in significant governmental penalties, suspension of operations or programs, suspension or loss of accreditation or licensure, loss or significant reduction in external funding, or adverse, sustained, national or local publicity and reputational damage. Significant matters also include those that may result in lengthy, costly, and public litigation

Capability Maturity Model (CMM)

Developed by Clemson and Northeastern Universities:

- Assesses compliance program against recognized standards (based upon *U.S. Federal Sentencing Guidelines for Organizations: Section 8B2.1 Effective Compliance and Ethics Programs).
- Measures progress in our overall compliance program, focuses on integration of the compliance program into organizational processes by analyzing the “maturity” of the program.
- Method for identifying “next steps” required to advance our compliance program.
- Includes:
 - Governance and Structure
 - Policies
 - Training and Communication
 - Compliance Assessments
 - Monitoring

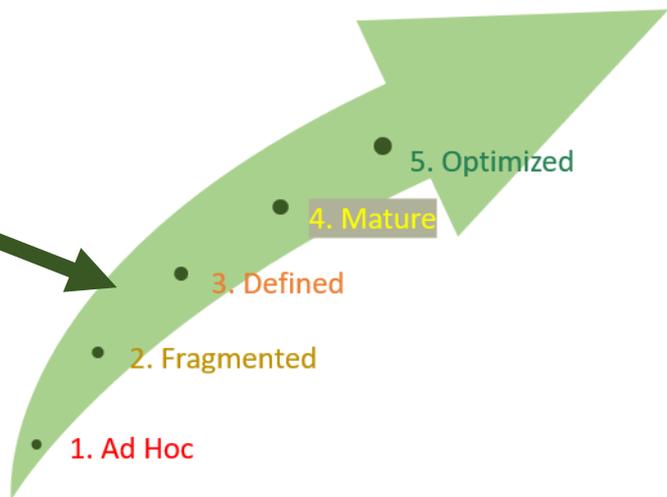
The Department of Justice (DOJ) and agency Inspectors General consider these Guidelines when deciding to prosecute or fine. Recent DOJ Compliance Program Guidance (June 2020) sites an important factor in its analysis - whether organizations “evaluate periodically the effectiveness of the organization’s**” compliance program.*



YE2021 NSU CMM Score

2.5 Between Fragmented/Stretching to Defined

- Governance and Structure = 2.3
- Policies = 3.4
- Training and Communication = 2.5
- Compliance Assessments = 2.0
- Monitoring = 2.0



How do we improve?

Go back to DOJ Guidance and our Ecosystem



= Integrated & On-Going



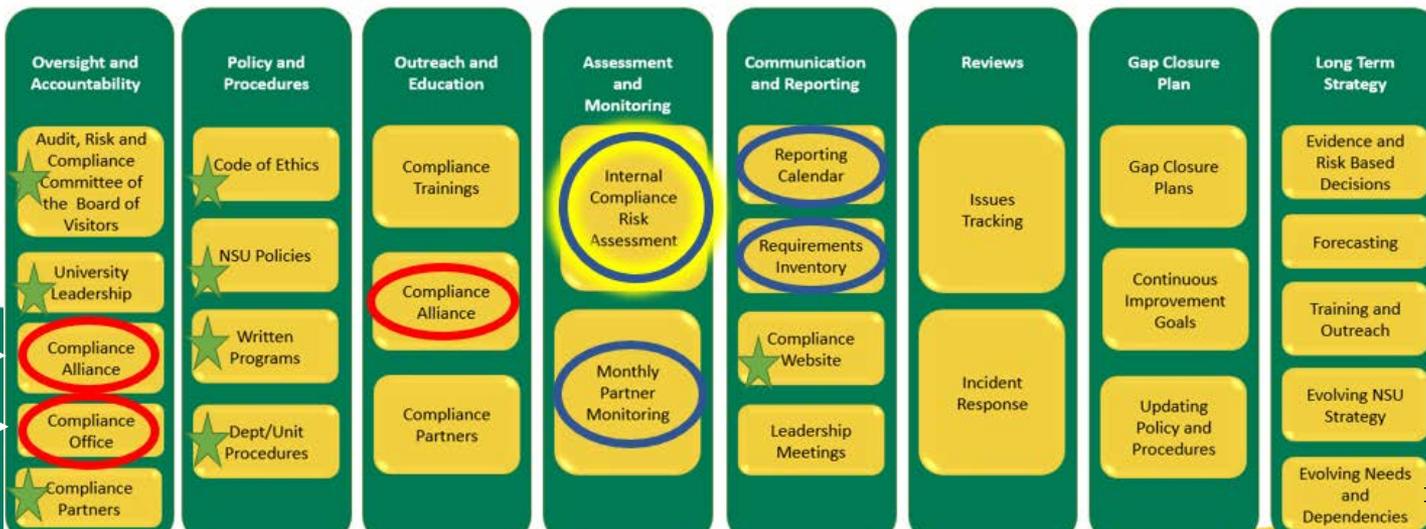
= Currently Implementing



= Developing



NSU Compliance Ecosystem



4/5/2022 →
4/10/2022 →

Compliance Assessment Focus Areas

Oversight and Accountability

- Single point accountable
- Policy/procedures
- Conflicts
- Connections
- Internal checks/balances

Regulatory Reports

- Routine
- Records, retention/storage
- Incidents
- Due dates
- Signatory

Compliance Management

- Documentation
- Outreach and training
- Systems
- Scope of activities
- Proficiency
- Gaps

Key Concerns

- Life Safety
- Litigation
- Fine/citation
- Revenue loss
- Loss of licensure/permit
- Higher Ed landscape

Outcomes



- ✓ Overall compliance status
- ✓ Compliance ecosystem status
- ✓ Overall compliance gaps and related concerns
- ✓ Gap closure plans

ASSESSMENT AND MONITORING: Conduct initial compliance assessments of key areas, 2022-2023

- Environmental, Health and Safety
- Researcher Compensation and Misconduct
- Privacy and Data Security (Cyber Security)

ASSESSMENT AND MONITORING: Initial Compliance Assessments of Key Areas, 2022-2023

Compliance Topic	Regulatory Agencies/ Stakeholders	NSU Connections & Internal Stakeholders	Key Influencers
Environmental Health and Safety & Risk Management and Buildings Services and Grounds	<ul style="list-style-type: none"> •OSHA •US EPA •VA Department of Environmental Quality •Criminal Code of Federal Government •US Department of Transportation •US Public Health •VA Maintenance Code 	<ul style="list-style-type: none"> •Environmental, Health & Safety and Risk Management •Facilities Management •Information Technology •Student Health •Human Resources •Academic Affairs 	<ul style="list-style-type: none"> •Large number of unrelated compliance requirements •Broad internal connections •Few internal/external submission dates (lack of many checks/balances) •Potential for significant fines, life safety concerns, reputational damage
Researcher Compensation and Misconduct	<ul style="list-style-type: none"> •National Institute of Health •US Office of Management and Budget •National Science Foundation •US Department of Health and Human Services •US Public Health •US Department of Agriculture 	<ul style="list-style-type: none"> •Human Resources •Planning & Budget •Academic Affairs <ul style="list-style-type: none"> •Academic Administration •Individual Colleges & Schools •Graduate School & Research •Controller 	<ul style="list-style-type: none"> •Substantial \$ from sponsored programs •Large number of sponsored programs •Initiative to increase # NSU competitive research grants •Mission, Vision, Strategic Plan, Strategic Theme 4 •Currently, there is lack of clarity in policies/procedures and there are several potential internal “pinch points”
Privacy & Data Security (Cyber)	<ul style="list-style-type: none"> •US Public Health •Federal Trade Commission •US Department of Commerce and Trade •Virginia Information Technologies Agency •US Department of Education 	<ul style="list-style-type: none"> •Information Technology •Information Security •Student Health •Registrar •Admissions •Communications/ Marketing •OASIS •International Student Services •Financial Aid •Human Resources •Environmental Health & Safety 	<ul style="list-style-type: none"> •Increasing threat of cyber attacks in higher education, potential for: <ul style="list-style-type: none"> •significant impact to University operations up to and including shutdown •significant revenue loss •significant damage to reputation •unmitigated damages •Prepare for advancements in technology

BOARD OF VISITORS (BOV) STRATEGIC FINANCE COMMITTEE MEETING

Wednesday, April 13, 2022, 10:00 am

BK Fulton, *Chair*

Dwayne B. Blake

Delbert Parks

The Honorable James W. Dyke, Jr.

Joan G. Wilmer

Larry A. Griffith

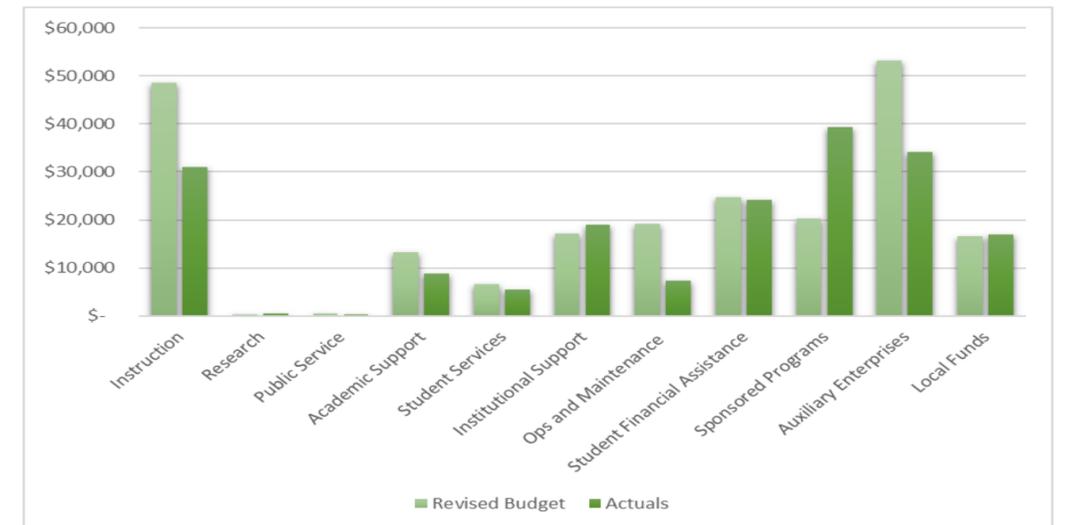
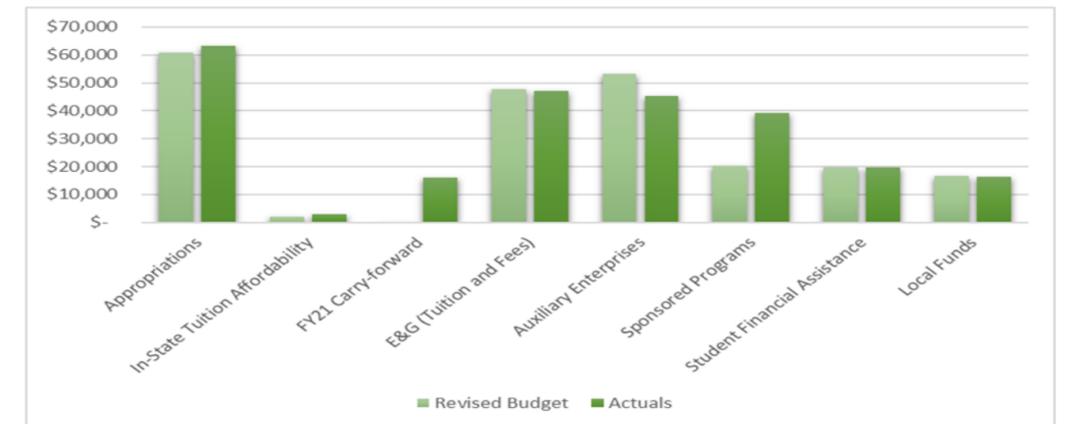
Quarterly Financial Report

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

<u>Revenues</u>	<u>Authorized Budget</u>	<u>Revised Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>	<u>Year-end Projection</u>
Appropriations	\$ 60,920	\$ 60,920	\$ 63,231	104%	\$ 63,231
In-State Tuition Affordability	2,000	2,000	2,844	142%	2,844
FY21 Carry-forward	-	-	16,161	0%	16,161
E&G (Tuition and Fees)	47,868	47,868	47,208	99%	49,497
Auxiliary Enterprises	53,232	53,232	45,234	85%	46,315
Sponsored Programs	20,232	20,232	39,187	194%	77,747
Student Financial Assistance	19,560	19,560	19,560	100%	19,560
Local Funds	16,500	16,500	16,367	99%	16,950
Total Revenues	\$ 220,312	\$ 220,312	\$ 249,792	113%	\$ 292,305

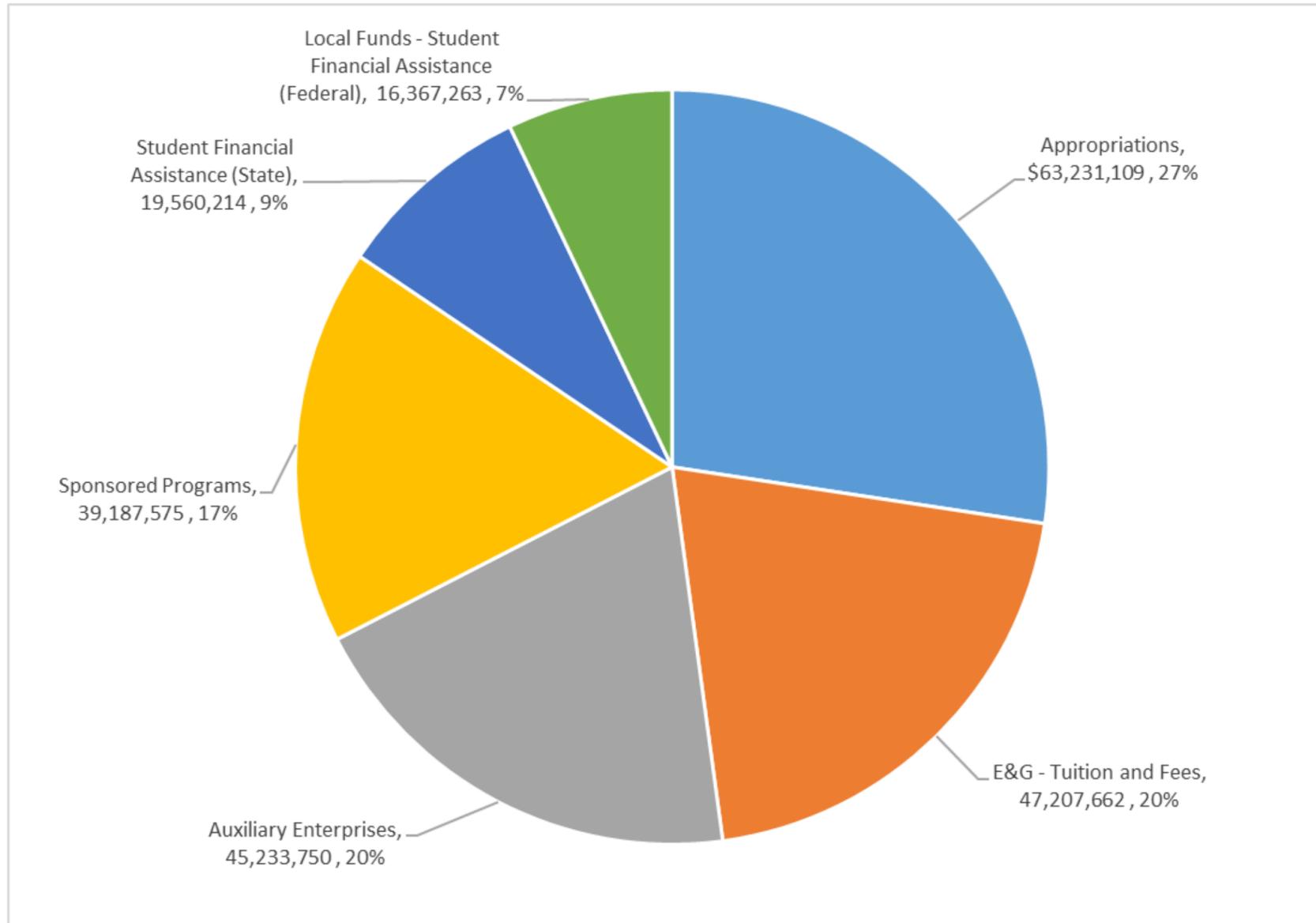
<u>Expenses</u>	<u>Authorized Budget</u>	<u>Revised Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>	<u>Year-end Projection</u>
Instruction	\$ 48,640	\$ 48,640	\$ 30,926	64%	\$ 48,640
Research	405	405	463	114%	566
Public Service	563	563	263	47%	563
Academic Support	13,176	13,176	8,749	66%	13,176
Student Services	6,664	6,664	5,503	83%	6,664
Institutional Support	17,099	17,099	18,992	111%	23,213
Ops and Maintenance	19,108	19,108	7,321	38%	19,108
Student Financial Assistance	24,693	24,693	24,070	97%	24,693
Sponsored Programs	20,232	20,232	39,399	195%	77,747
Auxiliary Enterprises	53,232	53,232	34,214	64%	37,790
Local Funds	16,500	16,500	16,943	103%	16,950
Total Expenses	\$ 220,312	\$ 220,312	\$ 186,843	85%	\$ 269,110
Revenue Over Expenses	\$ -	\$ -	\$ 62,949		\$ 23,195

*The All-Funds Report was pulled prior to March month-end close scheduled for April 8, 2022.



SOURCE OF FUNDS

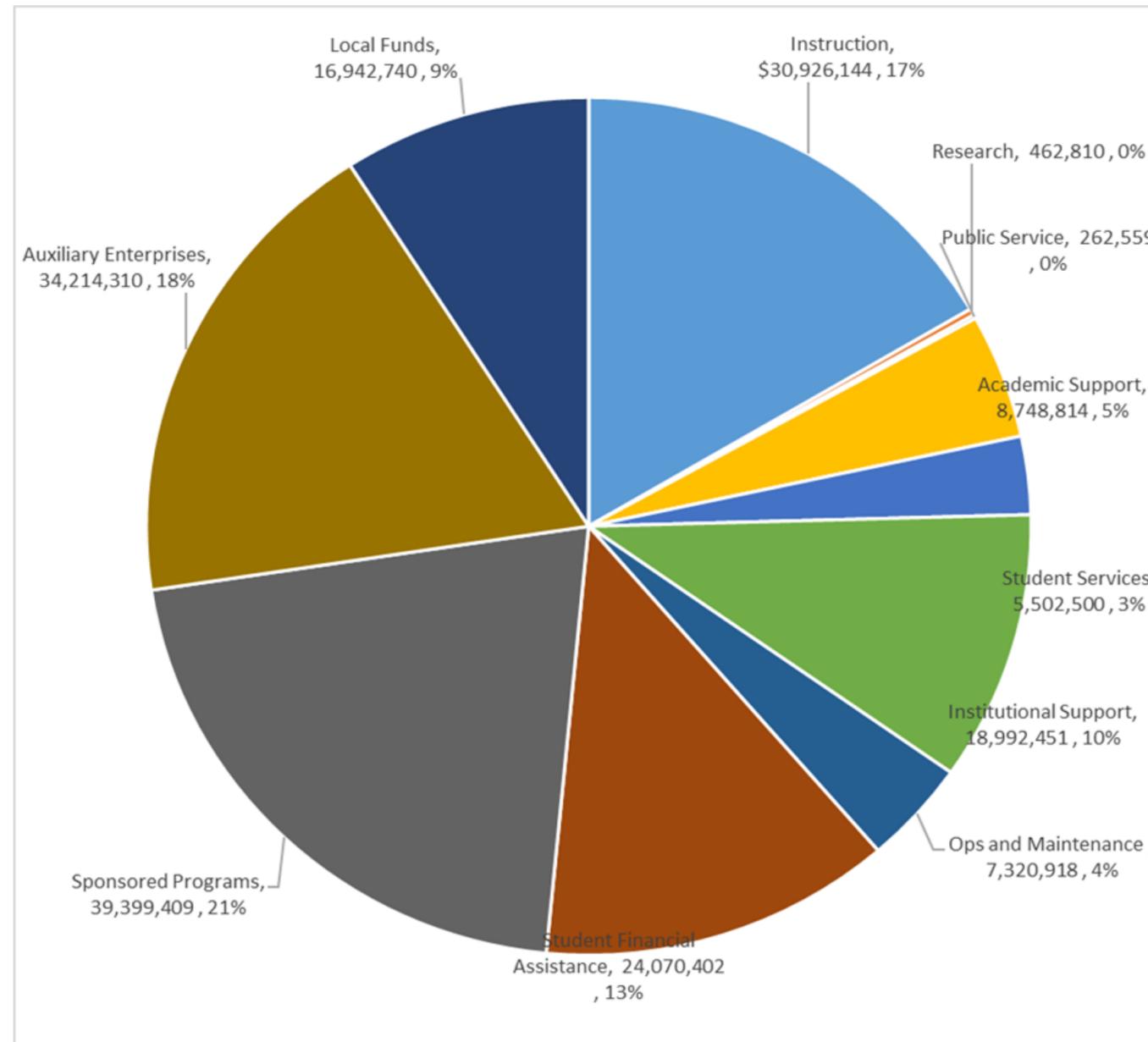
Actuals through March 31, 2022



<u>Revenues</u>	<u>Actuals</u>
Appropriations	\$ 63,231,109
E&G - Tuition and Fees	47,207,662
Auxiliary Enterprises	45,233,750
Sponsored Programs	39,187,575
Student Financial Assistance (State)	19,560,214
Local Funds - Student Financial Assistance (Federal)	16,367,263
Total Revenues	<u>\$ 249,792,088</u>

USES OF FUNDS

Actuals as of March 31, 2022



<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 30,926,144
Research	462,810
Public Service	262,559
Academic Support	8,748,814
Student Services	5,502,500
Institutional Support	18,992,451
Ops and Maintenance	7,320,918
Student Financial Assistance	24,070,402
Sponsored Programs	39,399,409
Auxiliary Enterprises	34,214,310
Local Funds	16,942,740
Total Expenses	\$ 186,843,057

Higher Education Emergency Relief Funds (HEERF) Award Status

Expenditure Summary as of March 31, 2022

HEERF provides direct funding to institutions of higher education to help mitigate financial losses sustained as a result of COVID-19. NSU has received the following allocations under Coronavirus Aid, Relief, and Economic Security (CARES), the Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA), and the American Rescue Plan Act (ARP).

Federal						
Program Name	HEERF 1 - CARES	HEERF II - CRRSA	HEERF III - ARP	Total Award	Spent as of March 31, 2022	Remaining Award
Student Aid - P425E200385	\$ 3,450,858	\$ 3,450,858	\$ 10,000,096	\$ 16,901,812	\$ 16,901,812	\$ -
Institutional Aid - P425F203515	\$ 3,450,857	\$ 8,000,274	\$ 9,842,191	\$ 21,293,322	\$ 15,303,515	\$ 5,989,807
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	\$ 65,315,746	\$ 37,292,192
Commonwealth of Virginia						
Program Name	CRF	Spent as of March 31, 2022				
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 March 31, 2022				
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	\$ 68,454,226					
Federal and State Award Remaining	\$ 42,127,798					

Debt Management Compliance

The University's Board of Visitors (BOV or Board) approved "Debt Management Policy Number 11" that established annual debt service as a percentage of total operating expenses shall not exceed seven percent. The University's 2021 ratio was 3.57 percent and the 2020 ratio, 5.20 percent. This ratio is intended to maintain the University's long-term operating flexibility to finance existing requirements and new initiatives. The Board also established within the Debt Management Policy the debt service coverage ratio of greater than two-times revenues, which is intended to ensure operating revenues are sufficient to meet debt service requirements and that debt service does not consume too large a portion of income. The University's 2021 debt service coverage ratio was 5.64 and 2.32 percent for 2020. The current ratios are based on the FY 2021 Unaudited Financial Statements. The University complies with established debt policy thresholds.

Debt Management Compliance – Ratios

FY 2020	<i>Principal</i>	6,540,873				
Debt Burden	<i>Interest</i>	2,184,691		Debt Service Coverage Ratio		
	<u>Annual debt Service</u>	<u>8,725,564</u>	5.20%	<u>Operating loss + Non operating Revenue + Depreciation</u>	<u>20,237,378</u>	2.32
	Total Operating Expenses	167,927,444		Annual Debt Service	8,725,564	
Target - less than or equal 7 %				Target - greater than 2 times the annual debt service		
Source - FY 2020 Audited Financial Statements				Note: Non operating revenues includes non-operating revenues and net other revenues from		
FY 2021	<i>Principal</i>	3,699,413				
Debt Burden	<i>Interest</i>	2,627,562		Debt Service Coverage Ratio		
	<u>Annual debt Service</u>	<u>6,326,975</u>	3.57%	<u>Operating loss + Non operating Revenue + Depreciation</u>	<u>35,701,992</u>	5.64
	Total Operating Expenses	177,347,403		Annual Debt Service	6,326,975	
Target - less than or equal 7 %				Target - greater than 2 times the annual debt service		
Source - FY 2021 unaudited Financial Statements				Note: Non operating revenues includes non-operating revenues and net other revenues from		

April 13, 2022

****DRAFT****

Mr. Adam Henken, Senior Analyst
Virginia Department of Planning and Budget
1111 East Broad Street, Room 5040
Richmond, VA 23219-3418

RE: Debt Management Policy Compliance – Board Certification Statement

Dear Mr. Henken:

Consistent with §23-9.6:1.01 of the Code of Virginia, this Certification Statement is provided in accordance with the following financial and administrative measure:

§4-9.01 D.2. – Institution complies with a debt management policy approved by its governing board that defines the maximum percent of institutional resources that can be used to pay debt service in a fiscal year, and the maximum amount of debt that can prudently be issued within a specified period.

This is to certify that for the fiscal year ending June 30, 2022, Norfolk State University is in compliance with the Debt Management Policy approved by the Board of Visitors.

Please contact Dr. Gerald E. Hunter, Vice President & CFO, Division of Finance and Administration, if you require additional information.

Sincerely,

Devon M. Henry
Rector
NSU Board of Visitors

C: B.K. Fulton, Chair, BOV Strategic Finance Committee, NSU
Javaune Adams-Gaston, PhD, President, NSU
Gerald E. Hunter, PhD, Vice President & CFO, Finance and Administration, NSU

Legislative Affairs Update

Spartans All Inclusive Learning (SAIL)

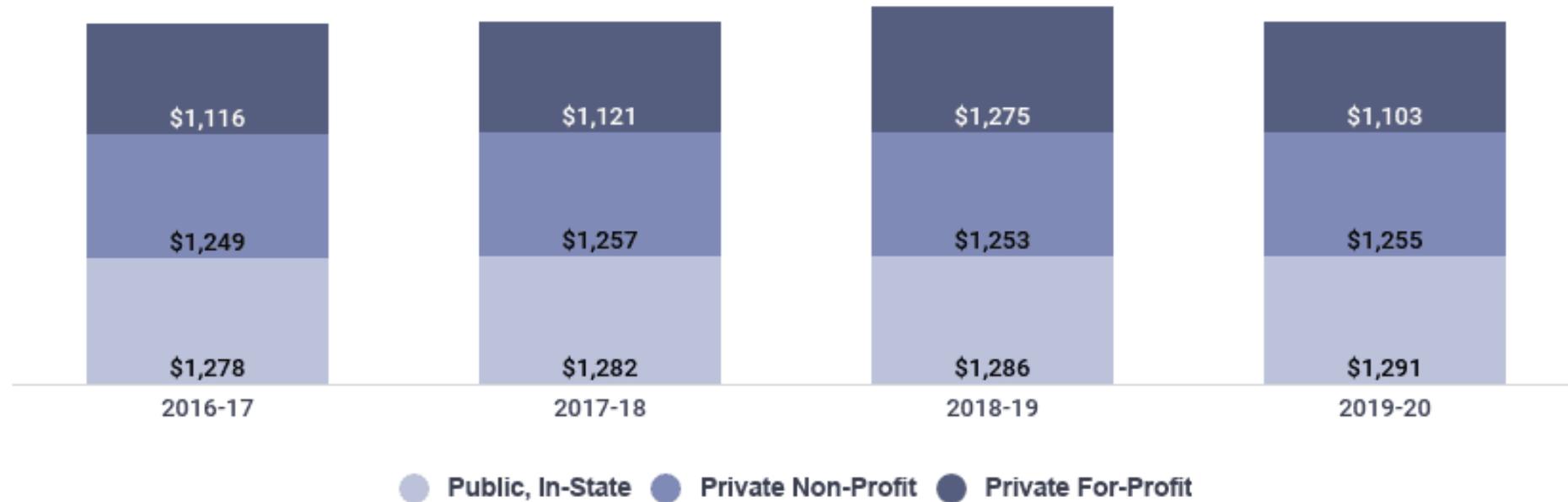
First Day Success Program

The Spartans All Inclusive Learning (SAIL) is a course material model that reduces the cost of materials for students and ensures students have all their materials across all courses prior to the first day of class. Instead of purchasing materials *a la carte*, the cost will be included in their tuition or as a charge. The NSU Bookstore will provide each student with a convenient package for physical books and digital materials will be delivered directly to the Learning Management System (LMS).

Average Cost of Course Materials

educationdata.org

Average Cost of Books & Supplies By Year & Type of Institution
(First-Time, Full-Time Undergraduate Students)



SAIL Pricing

Price Per Credit Hour:	\$25.00
Full-Time Students (15 Credits):	\$375.00
Part-Time Students (7 Credits):	\$175.00

First Day Complete – SAIL Program at NSU

- A program of Barnes & Noble
- Includes All NSU Courses
- Rate Independent of Discipline
- **First Public University in Virginia To Join the First Day Complete Program**

Course Material Delivery

- **E-Textbook/Digital Course Components**
- **Hardcopy Textbook Rentals With Option To Buy**

Tuition and Fees FY 2023



NORFOLK STATE
UNIVERSITY

FY 2022-23 TUITION & FEE/OPERATING BUDGET ASSUMPTIONS

Norfolk State University takes pride in maintaining student access and affordability while providing a high quality student-centered experience. Adjustments to the University's tuition and fees and the subsequent budget that will be funded by these adjustments are attached for review by the Board of Visitors. The University's assessment of the current tuition and fees has taken into consideration the current economic conditions, as well as, the issues that have surrounded COVID-19 and the global response to the pandemic. Norfolk State University has received support both from the Commonwealth and from the federal government to address issues that have arisen both from the pandemic and the surrounding issues that have been brought to the surface because of the pandemic. The realization that students, who were marginalized prior to COVID-19 and are now in more acute conditions because of COVID, are the University's primary student population and these students need both resources to be successful and financial assistance to achieve the dream of higher education. Furthermore, Norfolk State University must have additional resources in order to address the shortfalls and stress points that are now being seen in the students entering the University. These issues are preventing students from both starting their higher education journey and preventing them from continuing their journey to graduation.

In development of the tuition and fees for the upcoming academic year and the fiscal year 2023 budget, the University has taken into consideration resources currently available and those that have been recommended by former Governor Ralph Northam in his 2022 – 2024 Biennium Budget and, additionally, the actions that were subsequently taken by the 2022 General Assembly to date. As no final budget has been approved by the General Assembly and sent to Governor Youngkin, any subsequent actions by the General Assembly or the Governor that affect the budget may require redress by the University on its budget. The resolution approving the fiscal year 2023 University Budget contains language that will allow actions needed in response to the overall Commonwealth budget.

The Six-Year Plan actions approved by the Board of Visitors last Fall will strengthen the University and be the drivers that move the University forward as we recover from the COVID-19 pandemic. Those initiatives are student centered to assist with bridging their transitions from high school to college, advising students (academic, as well as, personal), and ensuring they have experiences while they are enrolled in Norfolk State University that will make their further transition from student to future employee successful. The budget presented to the General Assembly largely funded the needs of the University Six-Year Plan; the requests are being funded primarily through additional general fund support provided by the Commonwealth. Moreover, the proposed Commonwealth Budget provides resources to the University that are designated for use to support in-state tuition affordability.

FY 2022-23 TUITION & FEE/OPERATING BUDGET ASSUMPTIONS

As seen across the country, 18 to 22-year-old students (the traditional college-age student) are taking a step back from direct attendance from high school to higher education. Coupled with that, the current need for workers across the Commonwealth and nation, in virtually every sector of the economy, has exacerbated the issues every higher education institution is having in recruiting and continuing the matriculation of students to graduation. The added pressure on all of higher education to attract new students has made it more difficult for the University to expand its enrollment. While the University was successful in achieving its overall enrollment target for the Fall 2021 semester, because of where there were shortfalls in the enrollment forecasts, the administration does not feel it is prudent to build a budget that exceeds current enrollment. However, the projected enrollment shifted so that the mix of students for the Fall 2022 semester continues at the Fall 2021 mix. The Fall 2021 semester enrollment was lower than expected in full-time in-state students; and higher than expected in nonresident students. The total number of part-time students was also slightly above the expected enrollment. While the University expects to continue the expansion of enrollment, the increases projected a year ago may not come to fruition as quickly as anticipated.

The University expects a return to full occupancy of all campus-wide housing options to include Spartan Suites. Along with full utilization of the residential life facilities, this will include a higher use of the dining hall facilities. New to the campus this fiscal year is the Spartan All Inclusive Learning (SAIL) Program. Approximately three-years ago, the University began the First Day Program, which provided students with digital materials, at an additional cost. The First Day Program was a replacement for printed books in some courses. The SAIL Program not only provides digital and hard copy materials to students but encompasses virtually all the educational materials needed by students for the courses in which they are enrolled. Students will see an additional charge per hour for these materials; however, overall the cost to students for books and materials are expected to be reduced, considerably.

As noted previously, the budget currently sitting with the General Assembly contains significant increases that address the bulk of the items in the University Six-Year Plan. The support provided through the tuition affordability funding will aid the University to address increases, which the proposed budget mandates, such as increases in state employee salaries, as well as providing funding for areas currently underfunded at the University, e.g., faculty and staff development. To date, there has been no indication of significant degradation by either chamber of the General Assembly to the funding provided in the Governor's initial budget. Therefore, the University relied upon the original budget presented in developing the University's budget for Fiscal Year 2022-23. If needed, adjustments will be made to the University's budget following approval of the Commonwealth's budget by both the General Assembly and the Governor.

FY 2022-23 TUITION & FEE/OPERATING BUDGET ASSUMPTIONS

The following assumptions were made in preparation of the budget for Fiscal Year 2022-23:

- The budget assumes Total Student headcount Enrollments of 5,458 that is based on Fall 2021 Semester actual enrollment levels and mix. Included in the enrollment mix are 5,016 Undergraduate enrollments and 442 Graduate enrollments; and 4,827 Full-time students and 631 Part-time Students.
- The tuition will remain at current levels.
- There will be no changes in most auxiliary enterprise fees including:
 - Mandatory Fees
 - Residence Life Room Rates
 - Board Rates
- Most miscellaneous fees will not change; Schedule D indicates changes in miscellaneous items.
- The major items affecting the University’s budget are noted in the following table

Description	Change Amount /Percent
Tuition Increase	0%
Tuition Revenue	\$47,113,862
Auxiliary Enterprises Fees	0%
Auxiliary Enterprises Revenue	\$56,246,809
Governor’s Budget GF Changes E&G FY22 Central Appropriations Approved Six Year Plan Items Affordable Access	\$18,874,050
Governor’s Budget GF Changes SFA VCAN Undergraduate SFA Graduate SFA	\$3,699,000
Permanent Increases	\$1,843,870
FY23 Salary Increases 5% - NGF	\$2,197,765
Other FY23 Central Appropriations - NGF	\$376,508
Spartan All Inclusive Learning/PCH	\$25

FY 2022-23 TUITION & FEE/OPERATING BUDGET ASSUMPTIONS

SCHEDULE OF GOVERNOR/GENERAL ASSEMBLY BUDGET ADJUSTMENTS

Governor's Budget General Fund (GF) Changes – E&G (N1)		
Technical Adjustments		\$ 3,918,501
Non-Technical Adjustments:		
Affordable Access	\$10,000,000	
Experiential & Research Learning	\$ 2,000,000	
Center for Teaching & Learning	\$ 300,000	
Support Academic Excellence	\$ 400,000	
Total Spartan Enhancement	\$ 300,000	
Bridge & Beyond Program	\$ 1,300,000	
Institutional Effectiveness Infrastructure	\$ 108,000	
Academic Advising Model	\$ 115,975	
Writing Center	\$ 75,000	
Curriculum Development	\$ 300,000	
Minimum Wage Adj. (Yr. 1)	\$ 56,574	
Subtotal – Non-Technical Adjustments		<u>\$14,955,549</u>
Total – Technical & Non-Technical Adjustments		\$18,874,050
Governor's Budget General Fund (GF) Changes – SFA (N1)		
VCAN Program Expansion	\$ 2,500,000	
Undergraduate SFA Increase	\$ 986,500	
Graduate SFA Increase	\$ 212,500	
Total – Student Financial Aid (SFA) Adjustments		<u>\$ 3,699,000</u>
Total – Educational & General Increases		<u>\$22,573,050</u>

Norfolk State University
Proposed Full Year Tuition and Fees for Full-Time Students (Residents)
For Year 2022 - 2023

Schedule A

	Residents		Inc/Dec Amount
	Actual 2021-2022	Proposed 2022-2023	
Resident Undergraduates			
Tuition	\$5,752	\$5,752	\$0
Mandatory Fees	\$3,870	\$3,870	\$0
Subtotal - Tuition and Mandatory Fees	<u>\$9,622</u>	<u>\$9,622</u>	<u>\$0</u>
Room	\$7,206	\$7,206	\$0
Board	\$3,638	\$3,638	\$0
Subtotal Room and Board	<u>\$10,844</u>	<u>\$10,844</u>	<u>\$0</u>
Total Cost	<u><u>\$20,466</u></u>	<u><u>\$20,466</u></u>	<u><u>\$0</u></u>
Resident Graduates			
Tuition	\$8,820	\$8,820	\$0
Mandatory Fees	\$3,870	\$3,870	\$0
Subtotal - Tuition and Mandatory Fees	<u>\$12,690</u>	<u>\$12,690</u>	<u>\$0</u>
Room	\$7,206	\$7,206	\$0
Board	\$3,638	\$3,638	\$0
Subtotal Room and Board	<u>\$10,844</u>	<u>\$10,844</u>	<u>\$0</u>
Total Cost	<u><u>\$23,534</u></u>	<u><u>\$23,534</u></u>	<u><u>\$0</u></u>

Annual Room Charges

Dorm/Room Type	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$7,206	\$8,202	\$7,206
Alexander/Scott	\$7,308	\$8,324	\$7,308
Charles & Lee Smith	\$7,346	\$8,362	\$7,346

Dorm/Room Type	Double Suites	Triple Suite	Resident Assistant Room
Midrise	\$8,820	\$8,442	\$8,820
Overflow - Hotel	\$8,820		\$8,820

New Residence Hall			
	Double Suites	Single	Resident Assistant Room
Non - ADA Compliant	\$9,446	\$10,392	\$9,446
Non - ADA Compliant - Triple Suite	\$9,824	\$10,014	
ADA Compliant - Triple Suite Config 1	\$9,918	\$10,108	
ADA Compliant - Triple Suite Config 2	\$9,824	\$10,014	

Norfolk State University
Proposed Full Year Tuition and Fees for Full-Time Students (NonResidents)
For Year 2022 - 2023

Schedule B

	Non-residents		Inc/Dec Amount
	Actual 2021- 2022	Proposed 2022- 2023	
Nonresident Undergraduates			
Tuition	\$16,920	\$16,920	\$0
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	<u>\$17,680</u>	<u>\$17,680</u>	<u>\$0</u>
Mandatory Fees	\$3,870	\$3,870	\$0
Subtotal Tuition and Mandatory Fees	<u>\$21,550</u>	<u>\$21,550</u>	<u>\$0</u>
Room	\$7,206	\$7,206	\$0
Board	\$3,638	\$3,638	\$0
Subtotal Room and Board	<u>\$10,844</u>	<u>\$10,844</u>	<u>\$0</u>
Total Cost	<u>\$32,394</u>	<u>\$32,394</u>	<u>\$0</u>
Nonresident Graduates			
Tuition	\$20,872	\$20,872	\$0
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	<u>\$21,632</u>	<u>\$21,632</u>	<u>\$0</u>
Mandatory Fees	\$3,870	\$3,870	\$0
Subtotal Tuition and Mandatory Fees	<u>\$25,502</u>	<u>\$25,502</u>	<u>\$0</u>
Room	\$7,206	\$7,206	\$0
Board	\$3,638	\$3,638	\$0
Subtotal Room and Board	<u>\$10,844</u>	<u>\$10,844</u>	<u>\$0</u>
Total Cost-Boarding	<u>\$36,346</u>	<u>\$36,346</u>	<u>\$0</u>

Annual Room Charges

Dorm/Room Type	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$7,206	\$8,202	\$7,206
Alexander/Scott	\$7,308	\$8,324	\$7,308
Charles & Lee Smith	\$7,346	\$8,362	\$7,346

Dorm/Room Type	Double Suites	Triple Suite	Resident Assistant Room
Midrise	\$8,820	\$8,442	\$8,820
Overflow - Hotel	\$8,820		\$8,820

New Residence Hall			
	Double Suites	Single	Resident Assistant Room
Non - ADA Compliant	\$9,446	\$10,392	\$9,446
Non - ADA Compliant - Triple Suite	\$9,824	\$10,014	
ADA Compliant - Triple Suite Config 1	\$9,918	\$10,108	
ADA Compliant - Triple Suite Config 2	\$9,824	\$10,014	

Norfolk State University
Proposed Tuition for Part-Time Students
For Year 2022 - 2023

Schedule C

	<u>Actual 2021-2022</u>	<u>Proposed 2022-2023</u>	<u>Inc/Dec Amount</u>
<u>Resident Undergraduates</u>			
Tuition	\$437	\$437	\$0
Tuition (three) semester hours	\$1,311	\$1,311	\$0
<u>Resident Graduates</u>			
Tuition	\$746	\$746	\$0
Tuition (three) semester hours	\$2,238	\$2,238	\$0
<u>Nonresident Undergraduates</u>			
Tuition	\$945	\$945	\$0
Tuition (three) semester hours	\$2,835	\$2,835	\$0
<u>Nonresident Graduates</u>			
Tuition	\$1,455	\$1,455	\$0
Tuition (three) semester hours	\$4,365	\$4,365	\$0

**Norfolk State University
Proposed Miscellaneous Fees
For Year 2022 - 2023**

Schedule D

Other Miscellaneous Fees

**Proposed 2022-
2023**

Required Fees For New Students:

Undergraduate Application Fee	\$25
Graduate School Application Fee	\$50
Orientation Fee	\$100

Required Deposits For New Students:

Orientation Deposit	\$100
Matriculation Deposit	\$100
Room Deposit (All Students)	\$300

Total Deposits For New Students \$500

Graduation Application Fee (Mandatory)	\$30
Commencement Fee (Mandatory)	\$130
Continuing Registration Fee	\$746
Connected Campus Break Fix Charge n	\$25
Duplicate ID Fee (Faculty, Staff and Students)	\$25
Education TK20 Fee	\$100
Fine Arts Fee	\$360
Spartan All Inclusive Learning - SAIL (Digital Course Materials)/PCH a	\$25
Undergraduate Readmission Fee	\$25
Graduate School Readmission Fee	\$50
Accelerate Online Programs n	\$450 - \$500
Late Registration Fee	\$100
Laundry Fee	\$120
Laundry Fee - Summer Weekly Rate	\$4
Medical Technology Didactic Courses	\$40
Music Applied Individual Fee	\$250
Reclamation Program Administrative Fee (Grade forgiveness only)	\$96
Replacement Key Fee	\$75
Lock Core Replacement Fee	\$75
Return Check Fee	\$50
Science - Laboratory Fee (Lower Division)	\$25
Science - Laboratory Fee (Upper Division)	\$40
Special Health Services	\$10
Special Nursing	\$170
Special Physical Education Fee	\$10 - \$70
University Withdrawal Fee	\$50
Transcript	\$3

Single Room Rate (per semester) **\$4,881**

Meal Plan Type

Per Semester

19 Meal Plan w/\$150	\$1,819
14 Meal Plan w/\$275	\$1,819
10 Meal Plan w/\$325	\$1,819
7 Meal Plan w/ \$400	\$1,750
160 -Block w\$275	\$1,750
130 -Block w\$325	\$1,542

Other Miscellaneous Fees

Proposed 2022-2023

Commuter Meal Plan Type

100-Block w/\$100	\$787
75-Block w/\$100	\$623
50-Block w/\$100	\$450
25-Block w/\$100	\$270

Summer Housing Rates

Session	Room Rate	Board Rate	Total
A (6-weeks)	\$1,420	\$709	\$2,129
B (4-weeks)	\$946	\$473	\$1,419
A&B (10-weeks)	\$2,366	\$1,182	\$3,548

Residence Hall Fines

Use of Fire Exit Door (non-emergency)	\$300
Graffiti Cleaning Cost	\$100 plus Cost of Cleaning
Theft/Use of Fire Safety Equipment (including Fire Alarms)	\$300
Repair of Walls	\$50 plus Cost of Repair
Unsanitary Living/Dirty Room (first offense)	\$25 to \$100
Unsanitary Living/Dirty Room (second offense)	\$50 plus Mandatory Class
Unsanitary Living/Dirty Room (third offense or end of semester charge)	\$100 plus Disciplinary Action
Co-ed Visitation Violation	\$200
Repair Hole in Drywall	\$50 plus Cost of Repair
Throwing objects out of Window	\$100 plus Disciplinary Action
Replace Door Knob	\$75
Replace Mini Blinds	\$50
Replace Window Screens	\$50
Use of Window as Entrance or Exit to Room	\$100
Smoking in Prohibited Areas	\$50
Noise (second offense)	\$25
Lock-out Key Charge (first offense)	\$10
Lock-out Key Charge (second offense)	\$25
Replacement Key Fee	\$75
Lock Core Replacement Fee	\$75
Storage Fee	\$75
Port Damage	\$100
Cooking Appliances/Apparatus	\$50
Unauthorized Microwave	\$50
Extension Cords	\$50
Candles/Incense	\$50
Items Blocking Sprinkler(s) (first offense)	\$25
Items Blocking Sprinkler(s) (second offense)	\$50
Dirty Room Charge during Check Out	\$100
Improper Check-Out	\$125
Failure to return room key	\$75

Parking Decal Type

	Sept. 1	Jan. 1	June 1
Reserved ^a	\$500	\$265	N/A
Faculty/Staff ^a	Varies ¹	Varies ¹	Varies ¹
Commuter Student ^a	\$135	\$70	\$55
Resident Student ^a	\$135	\$70	\$55
Part-time (Faculty/Staff) ^a	\$75	\$45	\$40
Part-time (Student) ^a	\$75	\$45	N/A
Temporary/Contract Employees ^a	\$25 Per month	\$160	\$85
Replacement ^a	\$50	\$50	\$50

Parking Fines

Parking or operating an unregistered or unauthorized vehicle(s) on University Property	\$50	(\$35 if paid in 5 business days)
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Other Miscellaneous Fees

**Proposed 2022-
2023**

Improper display of decal	\$25
Parking in Reserved lot or space (subject to wheel-lock or tow)	\$75
Blocking another vehicle	\$50
Parking anytime on grassy area, or specific areas	\$50
Parking in space reserved for handicapped (subject to wheel-lock or tow)	\$100
Parking in No-Parking Zone (yellow curb or line)	\$75
Parking Overtime	\$25
Obstructing Traffic	\$75
Parking in a lot other than for which vehicle is registered	\$50
Parking within fifteen (15) feet of fire hydrant	\$100
Improper parking	\$25
Unlawful removal of a wheel-lock	\$100
Wheel-lock fee (additional fee of \$5.00 will be charged each day after vehicle is wheel-locked)	\$25
Parking against right flow of traffic	\$25
Altered parking permit	\$125
Leaving unattended motor vehicle with engine running	\$50

Note:

1. The charges for faculty/staff parking stickers will vary based on the salary earned by the employee. The salary earned and the proposed charge are indicated.

<u>Faculty/Staff</u>	Fall	Spring	Summer
^a <\$25,000	\$175	\$95	\$70
^a \$25,001-50,000	\$215	\$115	\$75
^a \$50,001-75,000	\$240	\$130	\$85
^a \$75,001-\$100,000	\$265	\$140	\$90
^a >\$100,000	\$320	\$170	\$115

Footnotes:

- a - Adjusted fee.
- n - New or not previously presented fee.
- r - reciprocal (fee/deposit)
- w - Wording Change

Norfolk State University
Proposed Schedule of Mandatory Auxiliary Enterprise Fees
For Year 2022 - 2023

ATTACHMENT I

Category	FY 2020 Annual Fee	FY 2021 Annual Fee	FY 2022 Annual Fee	Proposed FY 2023 Annual Fee	Change FY22 - FY23	Change FY20 - FY23
Student Activities Fee	\$370	\$370	\$370	\$370	\$0	\$0
Athletic Fee	\$1,698	\$1,698	\$1,698	\$1,698	\$0	\$0
Debt Service Fee	\$768	\$768	\$768	\$768	\$0	\$0
Fitness Center	\$32	\$32	\$32	\$32	\$0	\$0
Auxiliary Security Fee	\$324	\$324	\$324	\$324	\$0	\$0
Student Center Bldg. Maint.	\$246	\$246	\$246	\$246	\$0	\$0
Student Center	\$132	\$132	\$132	\$132	\$0	\$0
Transportation Fee	\$68	\$68	\$68	\$68	\$0	\$0
Auxiliary Technology Fee	\$12	\$12	\$12	\$12	\$0	\$0
Auxiliary Contingency Fee	\$82	\$82	\$82	\$82	\$0	\$0
Health Service Fee	\$138	\$138	\$138	\$138	\$0	\$0
Campus Improvement Fund	\$0	\$0	\$0	\$0	\$0	\$0
Total Auxiliary Mandatory Fees	<u><u>\$3,870</u></u>	<u><u>\$3,870</u></u>	<u><u>\$3,870</u></u>	<u><u>\$3,870</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>

NORFOLK STATE UNIVERSITY BOARD OF VISITORS**RESOLUTION TO APPROVE
TUITION AND FEES FOR ACADEMIC YEAR 2022 – 2023**

WHEREAS, the Commonwealth of Virginia funding policies and economic forecasts for the foreseeable future as contained in the 2022 - 2024 Biennium Appropriation Act (Act), as amended, play a central role in establishing tuition and fee policy for higher education institutions; and

WHEREAS, each public institution must communicate its annual tuition and fee rates, as approved by its Board of Visitors to the State Council of Higher Education for Virginia (SCHEV), for further submission to the Chairs of the House Appropriations and Senate Finance Committees by August 1 of each fiscal year; and

WHEREAS, the Norfolk State University Board of Visitors is responsible for establishing tuition, mandatory fees, room and board, and other necessary charges imposed on students as provided in the Code of Virginia § 23.1-1012 (B) or 23.1-307 and the Board of Visitors Bylaws at Section 2 (2); and

WHEREAS, the Board of Visitors has considered the proposed tuition, room, board, mandatory and miscellaneous fees as presented by the administration and identified in the attached Schedules:

- Schedule A Proposed Full Year Tuition and Fees for Full-Time Students (Residents);
- Schedule B Proposed Full Year Tuition and Fees for Full-Time Students (Nonresidents);
- Schedule C Proposed Tuition for Part-Time Students;
- Schedule D Other Miscellaneous Fees; and

WHEREAS, the rates set for tuition, room, board, mandatory and miscellaneous fees, together with administrative actions to control costs are intended to provide adequate coverage for basic instructional activities, related administrative support, other program and operating costs, and adequate debt service reserves for past and future construction projects utilizing bonded funds; and

WHEREAS, the Board of Visitors of Norfolk State University approves the tuition, room, board, mandatory and miscellaneous fees found in the above referenced and attached Schedules A, B, C, and D for 2022-2023 academic year; and

WHEREAS, the President shall monitor any subsequent actions of the General Assembly between now and the beginning of Fiscal Year 2022-2023 for legislative impact on the tuition and fee policy and related funding, and shall implement timely changes required by such legislation, and shall report such action to the Board of Visitors at its next regularly scheduled meeting; and

WHEREAS, in response to emerging needs and changing circumstances, the President is authorized to establish or amend miscellaneous fees appearing in Schedule D;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and the University Counsel for legal sufficiency, and upon the recommendation of the Board's Strategic Finance Committee, the Norfolk State University Board of Visitors approves this resolution for the tuition and fees for academic year 2022-2023 as presented this 6th day of May 2022.

Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date _____

Budget FY 2023



NORFOLK STATE
UNIVERSITY

Norfolk State University
Proposed FY23 Budget - DRAFT
April 8, 2022

University Operating Budget

	FY22 Budget	Proposed FY23 Budget	Change
Revenue			
Educational and General			
General Fund			
General Fund Appropriations	\$60,920,122	\$69,759,172	\$8,839,050
In-State Tuition Affordability	\$2,000,000	\$10,000,000	\$8,000,000
GF July 1, 2022 Carry Forward		\$1,285,332	\$1,285,332
Non General Fund			
Higher Education Operating			
Tuition	\$46,364,892	\$47,113,862	\$748,970
Out of State Capital Outlay Fees	\$458,766	\$420,789 ²	(\$37,977)
Miscellaneous Revenue	\$1,044,106	\$1,044,106	\$0
	<u>\$110,787,886</u>	<u>\$129,623,261</u>	<u>\$18,835,375</u>
Total Educational and General	\$110,787,886	\$129,623,261	\$18,835,375
Auxiliary Enterprises	\$53,231,883	\$56,246,809	\$3,014,926
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$19,560,214	\$23,294,214	\$3,734,000
Local Funds	<u>\$16,500,000</u>	<u>\$17,000,000</u>	<u>\$500,000</u>
Total Revenues	\$220,311,926	\$246,396,227	\$26,084,301
Expenses			
Educational and General			
Instruction	\$48,640,575	\$56,816,015	\$8,175,440
Research	\$404,959	\$883,639	\$478,680
Public Service	\$562,748	\$641,885	\$79,137
Academic Support	\$13,175,714	\$16,053,707	\$2,877,993
Student Services	\$6,664,286	\$7,331,629	\$667,343
Institutional Support	\$17,098,931	\$20,915,308	\$3,816,377
Operations and Maintenance of Plant	\$14,454,535	\$15,180,369	\$725,834
Funding to Be Budgeted Later	\$4,653,271	\$6,667,842	\$2,014,571
	<u>\$105,655,019</u>	<u>\$124,490,394</u>	<u>\$18,835,375</u>
Total Educational and General	\$105,655,019	\$124,490,394	\$18,835,375
Auxiliary Enterprises	\$53,231,883	\$55,871,164	\$2,639,281
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$24,693,081 ¹	\$28,427,081 ¹	\$3,734,000
Local Funds	<u>\$16,500,000</u>	<u>\$17,000,000</u>	<u>\$500,000</u>
Total Expenses	\$220,311,926	\$246,020,582	\$25,708,656
Increase (Decrease) in Fund Balance	<u>\$0</u>	<u>\$375,645</u>	<u>\$375,645</u>

Notes:

1. SCHEV has passed a resolution requiring changes in the use and recording of tuition offsets. All merit-based tuition remissions must be funded through the use of tuition generated funding. To fulfill this requirement NSU will use the tuition charged to all students to fund tuition offsets. The University is awarding approximately \$5.1 million in tuition offsets.

All unfunded scholarships continue to require that the students receiving the awards must demonstrate financial need. In addition to the tuition funded assistance, the University is required to provide waivers to specific classes of individuals; waivers are projected at \$1.7 million. Additionally, NSU plans to award up to \$2 million in unfunded assistance to students in financial need. These awards will be supported by vacant positions that are currently funded.

2. The Commonwealth reduced the Capital Outlay Fee obligation for the University; the current obligation the University must provide to the Commonwealth is \$420,789. However, the University has not reduced the amount charged to nonresident students; the total collected will exceed the University's obligation to the State. The Capital Outlay Fee is a factor in the amount used by SCHEV for the annual full cost of education calculation. SCHEV's latest calculation shows that NSU is charging nonresident student less than the full cost of education. All revenue in excess of the amount needed for the Capital Outlay Fee obligation remains in E&G and is used to support E&G functions.

Norfolk State University
Proposed FY23 Budget - DRAFT
April 8, 2022

Educational and General Schedule

	FY22 Budget	Proposed FY23 Budget	Change
Revenue			
Educational and General			
General Fund			
General Fund Appropriations	\$60,920,122	\$69,759,172	\$8,839,050
In-State Tuition Affordability	\$2,000,000	\$10,000,000	\$8,000,000
GF July 1, 2022 Carry Forward		\$1,285,332	\$1,285,332
Non General Fund			
Higher Education Operating			
Tuition	\$46,364,892	\$47,113,862	\$748,970
Out of State Capital Outlay Fees	\$458,766	\$420,789	(\$37,977)
Miscellaneous Revenue	<u>\$1,044,106</u>	<u>\$1,044,106</u>	<u>\$0</u>
Total Educational and General	\$110,787,886	\$129,623,261	\$18,835,375
Expenses			
Instruction	\$48,640,575	\$56,816,015	\$8,175,440
Research	\$404,959	\$883,639	\$478,680
Public Service	\$562,748	\$641,885	\$79,137
Academic Support	\$13,175,714	\$16,053,707	\$2,877,993
Student Services	\$6,664,286	\$7,331,629	\$667,343
Institutional Support	\$17,098,931	\$20,915,308	\$3,816,377
Operations and Maintenance of Plant	\$14,454,535	\$15,180,369	\$725,834
Funding to Be Budgeted Later	<u>\$4,653,271</u>	<u>\$6,667,842</u>	<u>\$2,014,571</u>
Total Expenses	<u>\$105,655,019</u>	<u>\$124,490,394</u>	<u>\$18,835,375</u>
Increase (Decrease) in Fund Balance	<u>\$5,132,867</u>	<u>\$5,132,867</u>	<u>\$0</u>
Student Financial Assistance	<u>(\$5,132,867)¹</u>	<u>(\$5,132,867)¹</u>	
Total E&G Overage/(Shortfall)	\$0	\$0	

Notes:

1. The University utilizes approximately \$5.1 million in funding for tuition offsets. The use of these funds is reflected in student financial assistance.

Norfolk State University
Proposed FY23 Budget - DRAFT
April 8, 2022

Auxiliary Enterprise Schedule

	FY22 Budget	Proposed FY23 Budget	Change
Revenues			
User Fees	\$31,496,619	\$34,924,394	\$3,427,775
Mandatory Fees	\$17,007,491	\$17,746,473	\$738,982
Revenues and Commissions	\$3,707,290	\$3,575,942	(\$131,348)
Other Sources - FUND BALANCE	<u>\$1,020,483</u>	<u>\$0</u>	<u>(\$1,020,483)</u>
Total Revenue	\$53,231,883	\$56,246,809	\$3,014,926
Expenses			
Personal Services - Budget	\$9,903,240	\$11,931,503	\$2,028,263
Non Personal Services - Budget	\$37,981,513	\$35,336,122	(\$2,645,391)
Debt Service	<u>\$5,347,130</u>	<u>\$8,603,539</u>	<u>\$3,256,409</u>
Total Expenses	<u>\$53,231,883</u>	<u>\$55,871,164</u>	<u>\$2,639,281</u>
Increase (Decrease) in Fund Balance	<u><u>\$0</u></u>¹	<u><u>\$375,645</u></u>¹	<u><u>\$375,645</u></u>

Note:

1. Unspent AE funding will be used to support the required reserve as well as prepare for housing and food service maintenance.

Norfolk State University
Schedule of Changes in General Fund Support for FY23¹
April 8, 2022

Central Appropriations	\$3,918,501
Non-Technical Changes	\$4,898,975
Tuition Affordability	\$10,000,000
Adjustment for Minimum Wage	\$56,574
Total Educational & General	\$18,874,050
Student Financial Assistance	\$3,699,000
Change In General Fund Support	\$22,573,050

Note:

1. The source of the amounts used in this report is HB30/SB30 from the 2022 General Assembly Session and the Governor's Budget presented December 16, 2021.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTION TO APPROVE OPERATING BUDGET FOR FISCAL YEAR 2022 - 2023

WHEREAS, the Norfolk State University Board of Visitors (“Board of Visitors”) at its May 6, 2022, meeting approved tuition and fee rates for fiscal year 2022 - 2023 within the limits set by the Commonwealth of Virginia as amended by the 2021 Virginia Assembly Acts of Assembly, Chapter 552 (the Act) ; and

WHEREAS, the tuition and fee rates approved for fiscal year 2022 - 2023 as presented by the Administration are deemed reasonable and consistent with Chapter 552; and

WHEREAS, the appropriations to the University, which authorize the state funding and spending authority for the University, but not including local University or NSU Foundation funding, are limited to the amounts and conditions in the Act; and

WHEREAS, the University has forecasted revenue collections from all sources for fiscal year 2022 – 2023, based upon conservatively anticipated enrollment levels; and

WHEREAS, the Board of Visitors approves the proposed University Operating Budget for 2022 - 2023 as presented and attached to this Resolution; and

WHEREAS, the Board of Visitors approves the Educational and General (E&G) Budget for 2022 - 2023 appearing on the attached E&G Schedule; and

WHEREAS, the Board of Visitors approves the budgeted amounts for the Auxiliary Enterprise programs for 2022 - 2023 appearing on the attached Auxiliary Enterprise Schedule; and

WHEREAS, the Board of Visitors approves the State Student Financial Assistance budget for 2022 - 2023, which equals the University's appropriation and noted E&G revenue transfers as described in the University Operating Budget; and

WHEREAS, the Board of Visitors approves expenditures in support of Sponsored Programs that have been properly awarded to the University and up to the amounts for which cash will be made available during the course of Fiscal Year 2022 - 2023; and

WHEREAS, the Board of Visitors approves the projected budget for local University and NSU Foundation funding, as presented in the University Operating Budget;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Vice President of Finance and Administration, the University President, and by University Counsel for legal sufficiency, and upon the recommendation of the Norfolk State University Board of Visitors’ Strategic Finance Committee, the Norfolk State University Board of Visitors approves the 2022 - 2023 University Operating Budget in total as presented this 5th day of May 2022; and

BE IT FURTHER RESOLVED, that the Norfolk State University Board of Visitors authorizes the University President to allocate and cause to be expended tuition, room, board, mandatory and other fees collected beyond base projections, up to the amount appropriated and adjustments

required and allowed by language in the Act, any additional General Fund Appropriation, which may be incorporated in the Appropriation Act; and

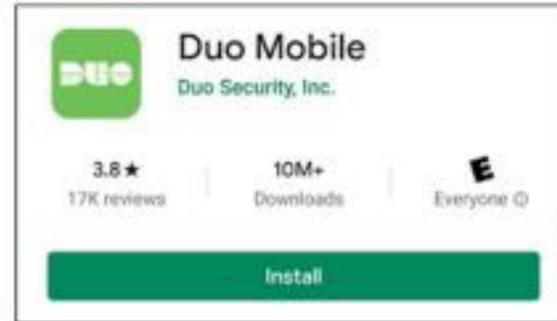
BE IT FURTHER RESOLVED, that the Norfolk State University Board of Visitors authorizes the University President to reallocate and expend all unexpended Fiscal Year 2021 - 2022 Educational and General and Auxiliary Enterprise funding that may be reappropriated for use in Fiscal Year 2022 - 2023 and to expend local funds available to the University should the need arise.

Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date

Information Technology/Security Update



- Spartan Innovation Academy Program – Distribution Update
- 5G Capability
- Development of IT partners to support business needs and campus operations
- Security Measures

Information Technology/Security Update

Remote, Wireless, and Mobile Access Policy (BOV #08)

- Addresses scope, roles, responsibilities, management commitment, organizational coordination, and compliance required to establish an acceptable level of access security controls at NSU
- Establishes usage restrictions, configuration requirements, connection requirements, implementation guidance and direction for the use of remote access capabilities, and the implementation of wireless technologies
- Intended to minimize potential exposure and limit remote, wireless, and mobile access security concerns
- Meets the control requirements outlined in Commonwealth of Virginia (COV) Information Technology Resource Management (ITRM) Information Security Policy



UNIVERSITY INFORMATION SECURITY POLICY (UISP)
BOV UISP #08 (2021) Remote, Wireless, and Mobile Access Policy

Policy Title: Remote, Wireless, and Mobile Access Policy
Policy Type: Board of Visitors
Policy Number: BOV UISP #08 (2022)
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 Remote, Wireless, and Mobile Access policy addresses the scope, roles, responsibilities, management commitment, coordination among organizational entities, and compliance required to establish an acceptable level of remote, wireless, and mobile access security controls at Norfolk State University. This policy includes, but is not limited to, any regulatory requirements that Norfolk State University is subject to, remote, wireless, and mobile access best practices, and the requirements defined in this policy. The Remote, Wireless, and Mobile Access Control policy, establishes usage restrictions, configuration requirements, connection requirements, implementation guidance and direction for the use of remote access capabilities, and the implementation of wireless technologies. The increasing use of remote connections, wireless networking, and dissemination of mobile devices places Norfolk State University at greater risk. This policy is intended to minimize potential exposure and limit remote, wireless, and mobile access security concerns.

This policy meets the control requirements outlined in Commonwealth of Virginia (COV) Information Technology Resource Management (ITRM) Information Security Policy SEC519 and Security Standard SEC501, Section 8.1 Access Control Family, Controls AC-17 through AC-20, to include specific requirements for COV in AC-17-COV and AC-20-COV.

Table of Contents	Page Number
POLICY STATEMENT	1
DEFINITIONS	2
STAKEHOLDER(S).....	3
REMOTE, WIRELESS, AND MOBILE ACCESS POLICY.....	4
EDUCATION AND COMPLIANCE.....	9
PUBLICATION	9

Remote, Wireless, and Mobile Access Policy 1



UNIVERSITY INFORMATION SECURITY POLICY (UISP) BOV UISP #08 (2021) Remote, Wireless, and Mobile Access Policy

Policy Title: Remote, Wireless, and Mobile Access Policy

Policy Type: Board of Visitors

Policy Number: BOV UISP #08 (2022)

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)

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POLICY STATEMENT	1
DEFINITIONS	2
STAKEHOLDER(S)	3
REMOTE, WIRELESS, AND MOBILE ACCESS POLICY	4
EDUCATION AND COMPLIANCE	9
PUBLICATION	9



UNIVERSITY INFORMATION SECURITY POLICY (UISP) BOV UISP #08 (2021) Remote, Wireless, and Mobile Access Policy

REVIEW SCHEDULE.....	10
RELATED DOCUMENTS	10

DEFINITIONS

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

Configure: To set the functional and physical characteristics of an item.

Cryptography: A method of protecting information and communications by transforming plain text into cipher text and cipher text into plain text so that only those for whom the information is intended can read and process it.

Default Gateway: A routing device or hardware node that passes outgoing and incoming traffic between the different subnet and network destinations.

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.

Encryption: The process or the means of converting original data to an unintelligible form so unauthorized users cannot read it.

Full-Device Encryption: A cryptographic method that applies encryption to an entire hard drive including data, files, the operating system, and software programs.

Hotspots: A specific location that provides Internet access via a wireless local area network (WLAN); generally synonymous with a Wi-Fi connection.

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.

Malicious Activity: Harmful code introduced into a program or file to contaminate, damage, or destroying information systems and/or data. Malicious activity includes viruses, Trojan horses, trap doors, worms, spyware, and counterfeit computer instructions (executables).

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

Remote Access: The ability to get access to a computer or a network from a remote distance.

UNIVERSITY INFORMATION SECURITY POLICY (UISP) **BOV UISP #08 (2021) Remote, Wireless, and Mobile Access Policy**

Sensitive Data: Any data of which the compromise, with respect to confidentiality, integrity, and/or availability, could adversely affect NSU interests, the conduct of NSU programs, or the privacy to which individuals are entitled.

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

Two-Factor Authentication: The utilization of two of the factors (something you know: a password or personal identification number (PIN); something you have: a token, such as a bank card; something you are: biometrics, such as fingerprints and voice recognition.) to verify a user's identity.

Technological Resources (TR): Technological 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; and data files and/or documents managed or maintained by the University which reside on disk, tape, or other media. Technology resources also include multimedia-equipped classrooms, computer classrooms, computer laboratories, computer offices, and computer furnishings operated or maintained by NSU.

Wireless Bridging: A wireless bridge is a networking hardware device that connects two wired networks over Wi-Fi. The wireless bridge acts as a client, logging in to the primary router and getting an Internet connection. It passes on to the devices connected to its local area network (LAN) segments, bridging a wireless connection between them.

Wireless Local Area Network (WLAN): A wireless computer network that links two or more devices using wireless communication. WLANs use high-frequency radio waves and often include an access point to the Internet. A WLAN allows users to move around the coverage area while maintaining a network connection.

CONTACT(S)

The Office of Information Technology 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

**UNIVERSITY INFORMATION SECURITY POLICY (UISP)
BOV UISP #08 (2021) Remote, Wireless, and Mobile Access Policy**

REMOTE, WIRELESS, AND MOBILE ACCESS POLICY

OIT will review and update the Remote, Wireless, and Mobile Access policy on an annual basis or more frequently if required to address changes.

A. REMOTE ACCESS

1. The Director of IT Security (DIS) or designee shall:
 - a. Establish and document usage restrictions, configuration/connection requirements, and implementation guidance for each type of remote access allowed.
 - b. Authorize remote access to the information system before allowing such connections.
2. The DIS or designee shall ensure the information system:
 - a. Monitors and controls remote access methods.
 - b. Implements cryptographic mechanisms to protect the confidentiality and integrity of remote access sessions.
 - c. Routes all remote accesses through managed network access control points.
3. The DIS or designee shall:
 - a. Authorize the execution of privileged commands and access to security-relevant information via remote access only for organization-defined needs.
 - b. Document the rationale for such access in the security plan for the information.
 - c. Ensure that users protect information about remote access mechanisms from unauthorized use and disclosure.
 - d. Provide the capability to expeditiously disconnect or disable remote access to the information system within sixty (60) minutes.
 - e. Ensure only full tunneling and not split tunneling is used for data transmission when connected to internal networks from COV guest networks or non-COV networks.

UNIVERSITY INFORMATION SECURITY POLICY (UISP)
BOV UISP #08 (2021) Remote, Wireless, and Mobile Access Policy

- f. Protect the security of remote file transfer of sensitive data to and from agency IT systems using approved encryption.
- g. Require that IT system users obtain formal authorization and unique user identification and password prior to using the Agency's remote access capabilities.
- h. Document requirements for the physical and logical hardening of remote access devices.
- i. Require maintenance of auditable records of all remote access.
- j. Implement session timeouts after a period of no longer than 30 minutes of inactivity or less, commensurate with sensitivity and risk. Where not supported by features of the system, mitigating controls must be implemented.
- k. Ensure that remote sessions for accessing sensitive data or development environments employ two-factor authentication and are audited.

B. WIRELESS ACCESS

- 1. The Director of IT Security (DIS) or designee shall:
 - a. Establish and document usage restrictions, configuration/connection requirements, and implementation guidance for wireless access.
 - b. Authorize wireless access to the information system prior to allowing such connections.
- 2. The Director of IT Security (DIS) or designee shall ensure the information system protects wireless access to the system using authentication and encryption.
- 3. The System Owner or designee shall disable wireless networking capabilities internally embedded within information system components prior to issuance and deployment when not intended for use.
- 4. The Chief Information Officer (CIO) or designee shall:
 - a. Identify and explicitly authorize users allowed to configure wireless networking capabilities independently.

UNIVERSITY INFORMATION SECURITY POLICY (UISP)
BOV UISP #08 (2021) Remote, Wireless, and Mobile Access Policy

- b. WLAN Hotspots must have packet filtering capabilities enabled to protect clients from malicious activity.
 - c. All WLAN Hotspot access and traffic must be monitored for malicious activity, and log files stored on a centralized storage device.
 - d. WLAN clients only permit infrastructure mode communication where COV clients are concerned.
7. The Information Security Officer (ISO) or designee shall ensure the DIS or designee documents and follows the following network configuration when bridging two wired LANs:
- a. All wireless bridge communications must utilize a secure encryption algorithm that provides an automated mechanism to change the encryption keys multiple times during the connected session and provide support for secure encryption methods (i.e., the Counter Mode with Cipher Block Chaining Message Authentication Code Protocol encryption mechanism based on the Advanced Encryption Standard cipher).
 - b. Wireless bridging devices will not have a default gateway configured.
 - c. Wireless bridging devices must be physically or logically separated from other networks.
 - d. Wireless bridge devices must only permit traffic destined to traverse the bridge and should not directly communicate with any other network.
 - e. Wireless bridging devices must not be configured for any services other than bridging (i.e., a wireless access point).

C. ACCESS CONTROL FOR MOBILE DEVICES

1. The DIS or designee shall:
- a. Establish usage restrictions, configuration requirements, connection requirements, and implementation guidance for organization-controlled mobile devices.
 - b. Authorize the connection of mobile devices to organizational information systems.

UNIVERSITY INFORMATION SECURITY POLICY (UISP)
BOV UISP #08 (2021) Remote, Wireless, and Mobile Access Policy

- c. Employ either full-device encryption or container encryption to protect the confidentiality and integrity of information on mobile devices.

D. USE OF EXTERNAL INFORMATION SYSTEMS

- 1. The Information Security Officer (ISO) or designee shall:
 - a. Establish terms and conditions consistent with any trust relationships established with other organizations owning, operating, and/or maintaining external information systems when authorizing individuals to:
 - i. Access the information system from external information systems.
 - ii. Process, store, or transmit organization-controlled information using external information systems.
 - b. Permit authorized individuals to use an external information system to access the information system or to process, store, or transmit organization-controlled information only when the organization:
 - i. Verifies the implementation of required security controls on the external system as specified in the organization's information security policy and security plan.
 - ii. Retains approved information system connection or processing agreements with the organizational entity hosting the external information system.
 - c. Restrict the use of organization-controlled portable storage devices by authorized individuals on external information systems.
 - d. Prohibit the use of non-organizationally owned information systems, system components, or devices to process, store, or transmit organizational information.
 - e. Prohibit the use of network-accessible storage devices in external information systems.
 - f. Identify whether personal IT assets are allowed onto premises that house IT systems and data and if so, identify the controls necessary to protect these IT systems and data.

UNIVERSITY INFORMATION SECURITY POLICY (UISP) BOV UISP #08 (2021) Remote, Wireless, and Mobile Access Policy

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 information 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, [Acceptable Use of Technological Resources](#), and Department of Human Resources Management Policy 1.75, [Use of Electronic Communications and Social Media](#). 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.

UNIVERSITY INFORMATION SECURITY POLICY (UISP) BOV UISP #08 (2021) Remote, Wireless, and Mobile Access Policy

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

University Advancement Update

*Board of Visitors Meeting
April 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

*As of March 31, 2022

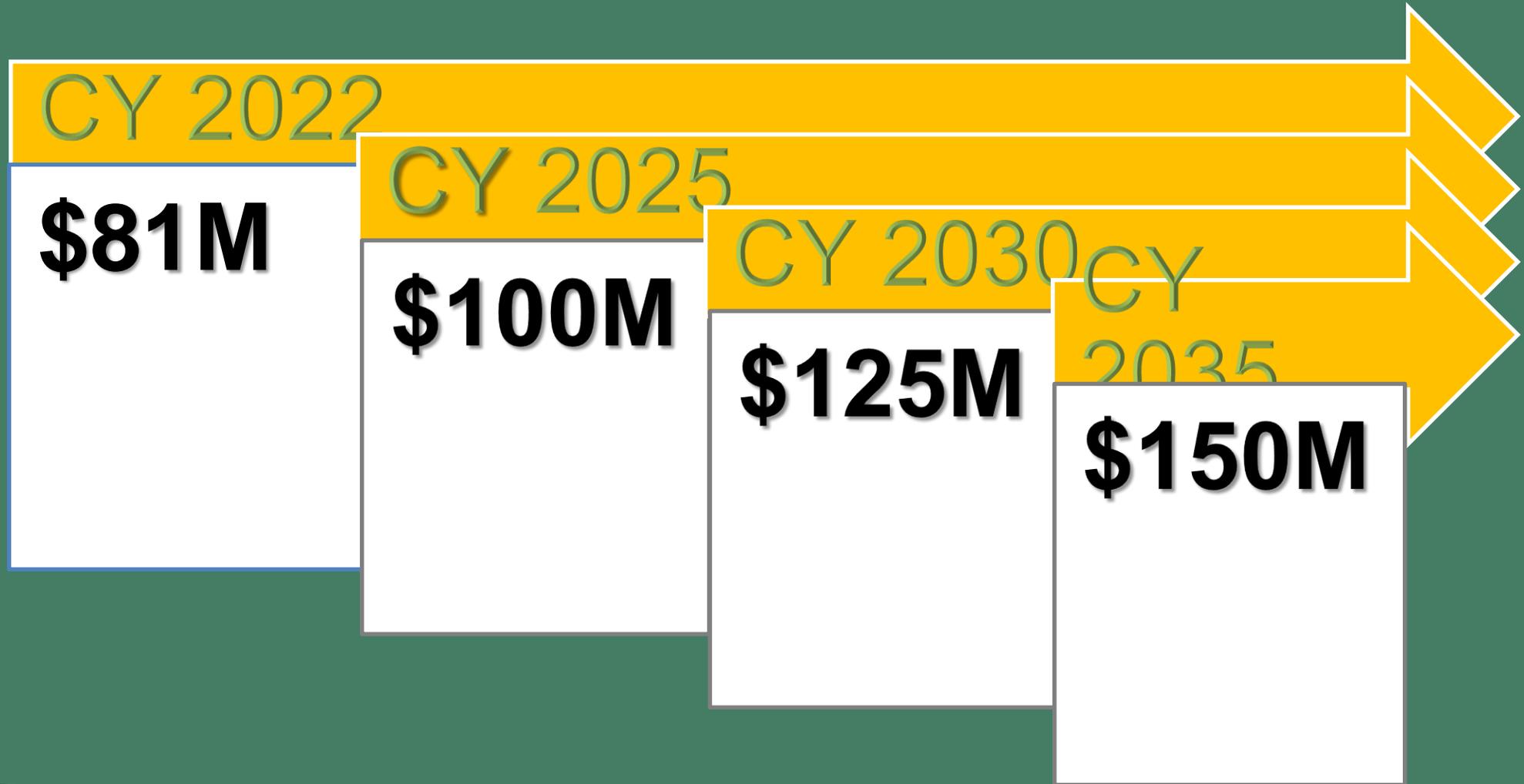
Total Dollars Raised: \$1,194,773

Cash: \$ 780,688

Stock: \$ 279,283

Pledges: \$ 134,802

Five Year Endowment Projections



Campaign for Norfolk State University

Campaign Phases

✓ Pre-Planning Phase

- Campaign Readiness Audit

✓ Planning Phase

- Case Summary
- Feasibility Study
- Campaign Strategy Study
- Goal Setting, Deadlines, and Budget

Campaign Phases

✓ Quiet Phase

- Cultivate top major gift leads
- 50-70% of funds will be raised during this phase

✓ Kick-Off

- Official launch: press conference, launch party, etc.

✓ Public Phase

Campaign for Norfolk State University

2020-2025

DNIMAS Endowment

Special Initiatives

Campus Strategic Investments

**Programming & Research Institutional
Excellence**

Scholarships for each College & School

Athletics Operational Endowment

Areas of Greatest Need

Marketing & Branding

New branded motor coaches



Urban Edge Network/NASCAR



Tournament of Roses

- ✓ Campus visit from **Amy Wainscott**, President of the Tournament of Roses
- ✓ Received official tournament flag
- ✓ Raised **\$175,000** of the \$350,000 goal
- ✓ [Sponsorship opportunities](#)



V. Action Items

- A. Tuition and Fees FY 2023 (Includes First Day Success Program) & Resolution
- B. Budget FY 2023 & Resolution
- C. Debt Management Policy Compliance – Board Certification Statement & Letter
- D. UISP Remote, Mobile, and Wireless Access Policy

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

VII. Open Meeting

- Closed Meeting Certification
- Naming Opportunity Resolutions

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTION TO NAME GILLS GYM ATHLETIC TRAINING SPACE VERRECCHIA-DELONDE GOLF SIMULATOR

WHEREAS, Norfolk State University has received a significant charitable contribution from Mr. Antwyne Delonde to promote golfing as an extracurricular and intercollegiate sport for Norfolk State University students, faculty and staff; and

WHEREAS, in grateful recognition of this gift, Norfolk State University seeks to name the Gills gymnasium training space as the “**VERRECCHIA-DELONDE GOLF SIMULATOR**”; and

WHEREAS, it is recommended for naming as per the suggested guidelines set forth in the Board of Visitors Naming Policy for Facilities and Spaces; and

WHEREAS, former Norfolk State University Alumnus Mr. Antwyne Delonde has donated a Uneekor EYE XO launch monitor, Succeed Golf simulator program and Swing Optix with full installation serves of the bay will all electronic parts in need to run the simulator and putting green; and

WHEREAS, the total value of the Uneekor Simulator bay and installation is \$50,000.

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors of Norfolk State University approve the naming of the Gills gymnasium training space as the **VERRECCHIA-DELONDE GOLF SIMULATOR** for a renewable period of ten years with right of first refusal.

BE IT FURTHER RESOLVED that an appropriately framed copy of this Resolution be presented to Mr. Antwyne Delonde and that signage is prominently displayed in the simulator space in Gills Gymnasium, and that the University keeps all the covenants as established in keeping with the signed gift agreement.

IN TESTAMENT THERETO, I have hereunto set my hand and affixed the great seal of Norfolk State University this 6th day of May 2022, in the two hundred and forty-seventh year of the Commonwealth and the eighty-sixth year of the University.

Signature

Bishop Kim W. Brown
Secretary
Norfolk State University Board of Visitors

Date

VIII. Adjournment





NORFOLK STATE
UNIVERSITY

NSU B.O.V. GOVERNANCE COMMITTEE

May 6, 2022

Report

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 reviewed the policy to make a recommendation to the Full Board regarding synchronizing the dates of the NSU Foundation and the University.
- The policy was reviewed in conjunction with legal counsel and discussed at the last committee meeting.
- The revised policy is being presented to the Full Board for approval.

QUESTIONS & DISCUSSION



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

Policy Title: University-Related Foundations
Policy Type: Board of Visitors
Policy No.: BOV Policy # 13 (2015)
Approval Date: March 19, 2021
Responsible Office: Division of Finance and Administration
Responsible Executive: Vice President for Finance and Administration
Applies to: University Community

TABLE OF CONTENTS	PAGE NUMBER
Statement of Policy.....	1
Purpose	2
Definitions	2
Contact.....	2
University-related Foundations.....	3
Education and Compliance	10
Publication.....	10
Review Schedule	11
Related Documents	11
Forms.....	11

STATEMENT OF POLICY

All University foundations that are established or operated for the University's benefit or that use the University's name or resources shall be operated in accordance with this policy in order to ensure efficiency and accountability among, and maintain independence and integrity, within.ⁱ

Pursuant to the Baliles Guidelines on Foundations (1983), Foundation disclosure to the University is fundamental to public accountability. Thus, institutions should have in force meaningful mechanisms for disclosure and review of critical Foundation operations. The Board of Visitors must be advised of the purpose of the Foundation and the scope of its activities, including grants and fundraising, even though the Board’s policy is not to control the activities and functions of the related Foundation.

This statement articulates the principles regarding university-related Foundations adhered to by the Norfolk State University Board of Visitors and will guide the establishment and operation of such foundations at the University.ⁱⁱ



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

PURPOSE

Affiliated Foundations exist because of, and for, the public institutions they support and whose names they share. Looking beyond their separate corporate identities, the Foundations can be depositories of substantial funds charitably donated for the benefit of public higher education institutions and their related activities. Their assets exist essentially because of public tax policy and publicly spirited donations. As a consequence, fiduciary obligations are impressed by law on the management of such funds. These fiduciary obligations fall primarily on the officers and directors of the Foundation.

It is declared to be the public policy of the Commonwealth of Virginia that state-supported institutions of higher education be encouraged to increase endowment funds and unrestricted gifts from private sources ([23.1-101](#)). The Board of Visitors is committed to providing quality support for fundraising efforts approved by University-related Foundations, and to that end seeks to promote efficiency and coordination among, as well as maintain independence and integrity within, all University-related entities.

DEFINITIONS

Foundation: for the purposes of this Policy, Foundation means a non-stock corporation and/or tax-exempt entity affiliated with the University and organized exclusively for the benefit of the University or one or more of the University's units. A Foundation includes University-related associations, subsidiaries and affiliates of a University-related Foundation, and the Foundation itself. Foundations' use the University's name, consumes its resources, occupies its space, and/or enters into transactions with the University for which the concurrence of the University may be required.

Unit: includes any school, department, division and other component of the University.

University: Norfolk State University, an institution of higher education and an agency of the Commonwealth of Virginia.

CONTACT

The Vice President for Finance and Administration officially interprets this policy. The Vice President for Finance and Administration is responsible for obtaining approval for any revisions as required by [BOV Policy # 01 \(2014\) *Creating and Maintaining Policies*](#) through the appropriate governance structures.



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

UNIVERSITY-RELATED FOUNDATIONS

The University has a vital interest in, and recognizes the value of, University-related Foundations established and operated to solicit funds in the University's name, to manage and invest gifts and property for the University's benefit, and/or to promote or sponsor programs in support of the University or its activities.

To protect the University's interests, and as a condition of a Foundation's use of the University's name or resources, the Board of Visitors hereby requires that University-related Foundations shall be:

1. Established and organized exclusively for the University's benefit;
2. Operated in accordance with generally accepted business and accounting principles; donative documents, and
3. Managed in a manner consistent with the Foundations' enabling document(s) and the University's purpose, mission, and procedures, as specifically set forth in this Policy.

I. Establishment and Organization of Foundations

A Foundation has as its purpose one or more of the following, to:

1. Facilitate fundraising programs and contributions from private sources for the benefit of the University or one or more of its units;
2. Manage and invest private gifts and/or property for the benefit of the University or one or more of its units; and
3. To promote, sponsor, and complement educational, scientific, literary, research, charitable, health care-related, or cultural activities for the benefit of the University or one or more of its units.

University Foundations may be created only with the approval of the University's Board of Visitors and after a review of the purpose of the Foundation, its proposed organizational format, and the scope of its activities and financial sustainability.

II. New Ventures or Changes in Established Foundations

Any proposed, new business venture or change in nature, purpose, or scope of Foundation activities that is substantial in nature, and outside the normal, stated function of the Foundation shall be submitted to the Board of Visitors for approval. New business ventures are considered to be any significant change from current business activities (e.g., an entity which has been engaged primarily in fundraising purposes to change to purchasing and leasing commercial office space).

III. Organizational Requirements

A Foundation shall be organized and operated as a Virginia non-profit, non-stock corporation or entity that is legally separate from the University.ⁱⁱⁱ The Foundation shall obtain and maintain



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

status as a tax-exempt, charitable organization under State and Federal income tax laws so contributions and bequests to it will be deductible charitable contributions as provided by Federal income tax law.

Each Foundation's enabling documents shall include a clause requiring that in the event of its dissolution or final liquidation:

1. None of the property or any proceeds thereof shall be distributed to or divided among any of the officers or directors or inure to the benefit of any individual; and
2. After liabilities and obligations have been paid, satisfied and discharged and adequate provisions made thereof, all remaining property of the Foundation and the proceeds thereof shall be distributed by its Board of Directors to the University or its designee provided it is an organization or organizations that is (are) qualified under Section 501(c)(3) and 170(c)(2)(B) of the Internal Revenue Code of 1986, as amended.

Each Foundation shall enter into a Memorandum of Understanding (MOU) with the University that shall memorialize the terms and conditions of the relationship between the two organizations. The MOU will be periodically reviewed and updated as appropriate. The MOU will require written approval by the University's Board of Visitors.

IV. Representation on Foundations

Board of Visitors and President

Two University representatives, one designated by the Board of Visitors and one designated by the University President, shall serve as voting members of the Foundation's governing board. One or both of the representatives shall serve on any executive or similar committee empowered to act for the governing board of each Foundation. This responsibility may not be delegated. Efforts will be made to preserve the make-up of the Foundation's governing board with respect to the University appointments.

Representatives shall submit to the full Board an annual summary of activities by no later than January 15 of each year covering the previous January 1 - December 31 calendar year. The report shall include descriptions of all activities of the prior year and identify matters that are appropriate to be brought to the attention of the Board. The representatives will also include a section on the Foundation's compliance with the provisions of this Policy and receive and review all documents received from the Foundation on behalf of the Board.

Each Foundation will establish an audit committee to report to its board of directors. The audit committee shall include one or both of the University's designated representatives.

V. University Resources and Services

- A. The University, upon written request or proposal from the Foundation, may make available administrative services to aid the Foundation in its management and operation. Administrative services may include:



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

1. Access to the University's financial systems to receive, disburse, and account for funds held. With respect to transactions processed through the University's financial system, the Foundation must comply with all University policies, including any Administrative policies and departmental procedures.
 2. Accounting services, which may include: monthly cash disbursements and receipts, accounts receivable and payable, bank reconciliation, monthly reporting and analysis, auditing, payroll, and budgeting.
 3. Investment, management, insurance, benefits administration, and similar services.
 4. Central University services such as dining, catering, printing, parking and transportation, and facilities management.
 5. Training programs including instructional information on procurement and purchasing practices.
 6. Advancement or development services encompassing research, information systems, communications and special events.
- B. Administrative services may be made available if providing such service is not cost-prohibitive to the University. Costs incurred by the University shall be reimbursed by the Foundation. None of the University's personnel may perform services for the Foundation without the University's prior written consent.
- C. Alternatively, a Foundation with sufficient capability may choose to provide and support its administrative and financial activities with its own staff or external service providers. Such support services shall be the sole responsibility of the Foundation.
- D. The Foundation may be eligible to use the University's facilities, subject to availability, reimbursement, and adherence to all University policies and procedures and Commonwealth of Virginia laws. If University space is requested and assigned, the description of such space and any special conditions applicable to its use shall be communicated to the President and University Space Committee by the appropriate Dean or designee in writing at least sixty (60) days prior to any such assignment.

VI. Foundation Relationship with the University

- A. The University and the related Foundation acknowledge that each is an independent entity and agree neither will be liable, nor will be held out by the other as liable, for any of the other's contracts, torts, or other acts or omissions, or those of the other's trustees, directors, officers, members, staff or activity participants. Similarly, the Commonwealth of Virginia will not be liable for any acts or omissions of the Foundation, nor its employees.
- B. Transactions between the University and a related Foundation shall meet the normal tests for ordinary business transactions, including proper documentation and approvals. Special attention shall be given to avoiding direct or indirect conflicts of interest between the University and the related Foundation and those with whom the Foundation does business.



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

- C. The Foundation shall not offer a post-secondary course, seminar, workshop or similar instruction, whether or not for credit, using the name of the University or any of its school or departments, unless prior written approval by the University President (or designee) is received. Any publicity concerning such a course or similar program shall make clear that it is not being offered by the University or any of its academic departments.
- D. All correspondence, solicitations, activities and advertisements concerning the Foundation shall be clearly discernible as being from the Foundation, and not from the University.
- E. The University is entitled to recover its costs incurred for personnel, use of facilities, or other services provided to the Foundation; and likewise, the Foundation is entitled to recover its costs incurred for personnel, use of facilities, or other services provided to the University.

VII. General Management and Operation of Foundations

- A. The Foundation shall establish the financial and procedural framework for the general management and operation of University-related Foundations including:
 - 1. Scholarship and student financial support coordination and distribution;
 - 2. Management of demand accounts;
 - 3. Spending procedures and accounts;
 - 4. Reporting relationship between the University and the Foundation; and
 - 5. Any other general management or operational matter related to the Foundation.
- B. The agreed-upon framework shall require Board of Visitors review and approval, and comply with the requirements of this Policy. The framework shall be incorporated into the Memorandum of Understanding between the Foundation and the University as an addendum.
- C. University-related Foundations shall adopt guidelines governing fundraising activities that conform to the following:
 - 1. Plan and conduct all fundraising activities in conjunction with the Division of University Advancement to ensure proper coordination;
 - 2. Ensure that funds or gifts payable to the Board of Visitors or to "Norfolk State University" are approved by the Board of Visitors and deposited with or transferred to the University^{iv}; and
 - 3. Advise donors that any restrictive terms and conditions attached to gifts or donations for the benefit of the Board of Visitors or University are subject to Board approval.
- D. The Foundation shall adopt all applicable laws, rules or policies of the Commonwealth and University pertaining to non-discrimination and equal opportunity, appointment and retention of Foundation executive, and compensation in general.



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

- E. Each Foundation shall observe the following guidelines governing its purchasing and procurement of goods and services:
1. Even though not required to comply with the Virginia Public Procurement Act, [Code of Virginia § 2.2-4300](#) et seq. (2014 as amended), it is deemed advisable and appropriate to employ competitive practices in procuring goods and services. An effort also should be made to utilize minority vendors whenever possible.
 2. Goods and services shall not be purchased on behalf of any University unit with the expectation of reimbursement from that unit, because such a transaction would conflict with the Virginia Public Procurement Act.
 3. Goods and services may be purchased by a Foundation as a gift for the University subject to the normal review and written approval for gift acceptance. See Section VII (C).

VIII. Investment and Disbursement Guidelines

Each related Foundation shall adopt and observe the guidelines governing the investment and disbursement of funds and assets:

- A. Any transfer of endowments or other assets by the University to the Foundation, or by the Foundation to the University, for management or investment shall be formalized in a memorandum of agreement so the fiduciary requirements of the respective board are complied with and to assure, among other things, that any restrictions governing the future disposition of funds are observed.
- B. To borrow funds from the Foundation or association, the University shall obtain prior, written approval from the General Assembly, University Board of Visitors, University President and the Foundation's board of directors.
- C. The Foundation shall notify the President at the earliest possible date, of any proposed purchase of real estate and any material debt to be incurred for permanent or working capital, and coordinate its efforts with those of the University and other Foundations.

IX. FINANCIAL TRANSACTIONS AND ACCOUNTING PRACTICES

University-related Foundations shall have in place an accounting system to ensure that financial activities are executed and reported in accordance with generally accepted business and accounting practices. If the Foundation has limited staff capability to satisfy this requirement, the University or a designated entity may provide accounting services in accordance with this Policy.

Budget and Capital Plan. A detailed annual operating budget and capital expenditure plan shall be adopted with the approval of the board of directors. Financial commitments and expenditures by the Foundation shall be in accordance with the approved budget and capital plan.

Annual Audit. An annual audit shall be conducted by an independent certified public accountant. The audit firm or client partner and managers shall be rotated at least every seven



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

years. The Foundation's board of directors shall also require that the scope of the external audit be expanded to include compliance testing of the requirements of this Policy and other related policies, including but not limited to general accounting, fund raising and gift accounting, investment, and University and Foundation employee compensation policies and procedures.

Bonding. Officers and staff members of the Foundation shall be bonded as appropriate in amounts to be determined by its board of directors. General liability insurance and directors' and officers' liability indemnification^v also shall be obtained in amounts determined by the board of directors to be reasonable and appropriate. See *Code of Virginia* § 13.1-870 (2007 as amended).

Inspection of Records. The Rector of the Board of Visitors (or designee) may inspect and audit the Foundation's books and records at reasonable times with the board of director's approval. Such inspection of records shall not be unreasonably withheld.

Political Activities or Influence. In accordance with Internal Revenue Service regulations governing tax exempt organizations, no substantial part of the activities of the Foundation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, or participating or intervening in any political campaign on behalf of any candidate for public office.

Employing University Employee. No salaries, consulting fees, loans, or perquisites shall be paid to a University employee by the Foundation without the prior written approval of the Rector and University President. Compensation plans for University employees which set a defined rate or percentage payment may be submitted for approval annually in lieu of specific dollar amounts.

Conflict of Interest. All conflict of interest or potential conflict of interest shall be disclosed at the time of discovery or as soon as feasible to the Foundation's board of directors. Business transactions involving the Foundation and the personal or business affairs of a trustee, director, officer, or staff member shall be approved in advance by the board of directors of the Foundation. In addition, trustees, directors, officers, and staff members of the Foundation shall disqualify themselves from making, participating in making, or in any way attempting to use their official positions to influence a decision in which they have or would have a financial interest.

No director, trustee, officer, or staff member of a Foundation shall accept from any source any gift or gratuity that is offered, or reasonably appears to be offered, because of the position held with the Foundation by the individual, nor shall an offer of a gift or gratuity be extended by such an individual on a similar basis.^{vi} This provision applies to the individual member of the Foundation and does not apply to gifts offered to or by a Foundation as an organized entity.



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

X. REPORTING AND DISCLOSURES

- A. On an annual basis, each University-related Foundation shall submit to the Rector of the Board of Visitors and the President the following:
- a) A copy of its completed Internal Revenue Service (IRS) Form 990 and any other “tax-exempt” materials filed with the IRS.
 - b) Notification of any audit or review by tax authorities or any action taken, or threatened action that would adversely affect the tax-exempt status of the Foundation.
 - c) The financial report and tax return of the Foundation, audited by an independent certified public accountant, the management letter, and management’s response thereto. Confirmation that a meeting has been held between the Foundation’s audit committee (or similarly designated committee) and its external auditor is a required element of the Annual Certification Letter (see page 10).
 - d) An annual budget and expenditure plan (including capital expenditures) approved by its board of directors at the beginning of the new fiscal year, or on a mutually agreeable date. The budget should be presented in a comparative format with the prior year and include major categories of revenues and expenses—planned or committed.
 - e) Identification of all investments and those under consideration by the Foundation. Include each real estate purchase or material capital lease, investment, or financing arrangement entered into during the preceding fiscal year.
 - f) Notice of any litigation or threat/notice of litigation involving the Foundation during prior or upcoming fiscal year.
 - g) A mutually agreed upon schedule regarding its financial position and capital expenditures, with special emphasis on transactions between the Foundation, and the University or its units as well as transactions affecting its employees and/or directors. This report may be made in regularly scheduled review sessions between Foundation administrators and the President’s designee.
 - h) An annual report.
 - i) Current listing of names, profession of all Foundation directors and officers, and all individuals or private entities responsible for the daily management of the funds and salaries or fees paid, if any.
 - j) Description of any compensation paid to anyone affiliated or employed with the Foundation, and the amount (excluding expense reimbursements).
 - k) Description of all private gifts and contributions received for the institution’s benefit, and description of any restrictions or conditions which attach (identity of the donor is desirable, if such gift or contribution is not made anonymously).
- B. Any repeal, amendment, or additions to the Foundation’s articles of incorporation or bylaws will be presented for opinion or comment to the Rector and President prior to approval by the Foundation’s board. Any changes in purpose and potential distribution or use of assets must be disclosed.



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

- C. The President will designate a University officer to:
- a) Accept and review documents received from University-related Foundations on behalf of the President; and
 - b) Review compliance with this Policy by the University-related Foundations;
 - c) **Prepare an annual report on compliance by the University-related Foundations for the Board of Visitors to be submitted not later than January 31 of each year covering the previous January 1 - December 31 calendar year.**

XI. Annual Certification Letter

On an annual basis, the Foundation executive shall submit to the Board of Visitors and to the President a letter which certifies compliance with the following requirements:

1. Copies of this Policy have been circulated among all members of the Foundation staff and its board.
2. Compensation of any kind which the Foundation has provided to any University employees has been approved by the Rector and President (or respective designees) prior to payment. A listing of total payments to specific individuals should be attached to the certification letter.
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.
4. The annual budget of the Foundation has been approved by the board of directors and provided to the Rector and President).
5. Written approval has been obtained for any funds the University has borrowed from the Foundation.
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.
7. Other specific requirements as mutually agreed upon by the Foundation's board of directors and the President (or designee).

EDUCATION AND COMPLIANCE

Related foundations will be provided the policy with any updates annually. To ensure conformity of the requirement of this policy, the office of the Vice President of Finance and Administration will monitor for compliance with this policy annually.

PUBLICATION

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

1. Communicate the policy in writing, electronically or otherwise, to the University community within 14 days of Board approval;



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

2. Submit the policy for inclusion in the online Policy Library within 14 days of Board approval;
3. Post the policy on the websites of the Board of Visitors, Division of University Advancement, and each University-related Foundation; and
4. Educate and train all stakeholders and appropriate audiences on the policy's content, as necessary.

Failure to satisfy procedural requirements does not invalidate this policy.

REVIEW SCHEDULE

- Next Scheduled Review: March 2024
- Approved by, date: March 19, 2021
- Revision History: March 20, 2015; May 10, 2002, August 30, 2002, and May 9, 2008; Eff. May 10, 2002; Revised August 30, 2002; May 9, 2008; March 19, 2010; March 20, 2015; March 17, 2016; September 15, 2017; December 11, 2020
- Supersedes: NSU Policy No. 51-001 Policy on University-Related Foundations

RELATED DOCUMENTS

- [Code of Virginia § 2.2-4300](#) et seq. (2001 as amended), Virginia Public Procurement Act
- [Code of Virginia § 13.1-870](#) (2007 as amended) General standards of conduct for directors

FORMS

There are no forms associated with this Policy.



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

ⁱ The prologue of the *Baliles Guidelines on Foundations* (May 20, 1983), a memorandum from the Attorney General of the Commonwealth of Virginia to the presidents of Virginia's Public Institutions of Higher Education, state in pertinent part:

Foundations exist because of, and for, the public institutions they support and after which they are named. Looking beyond their independent corporate existence, the Foundations are depositories of enormous funds charitably donated for the benefit of public higher education. Their assets exist essentially because of public tax policy and publicly spirited donations (p. 1).

As a fundamental step, the institutions should be encouraged to shoulder the primary responsibility for closely reviewing (as opposed to regulating) these Foundations. The Foundations should not be allowed to act under their name, nor for their benefit, without at least some form of minimum scrutiny and institutional review of Foundation activity on a periodic basis, frequent enough to be effective (p. 5).

It is clear that when such a Foundation receives or solicits funds under the institution's name, a trust is implied by law requiring prudent use and management of such funds (p. 10).

ⁱⁱ This policy was adapted from the University of Virginia's Policy on University-Related Foundations, Policy ID # BOV-008 (January 1, 1993).

ⁱⁱⁱ Note: It is foreseeable that a Foundation may find it desirable to form for-profit subsidiaries in order to assist it in carrying out its mission.

^{iv} The Foundation's solicitation literature shall make it clear when gifts are to be made payable to the foundation. Each Foundation shall develop a procedure to document when gifts intended for the Foundation are erroneously made payable to a University entity other than a foundation, and when such documentation is possible, an exchange check may be issued by the University to the Foundation.

^v See *Code of Virginia* §13.1-870.1 which limits liability of directors and officers of Virginia non-profit, non-stock corporations.

^{vi} A gift or gratuity means any payment to the extent that consideration of equal or greater value is not received. It does not include informational materials, such as books, reports, calendars, or other unsolicited promotional material. A gift does not include modest entertainment, such as a meal or refreshments in connection with meetings, conferences, or public ceremonies, or home hospitality