

BOARD OF VISITORS (BOV) STRATEGIC FINANCE COMMITTEE MEETING

Wednesday, August 31, 2022, 3:30 pm

BK Fulton, *Chair*

Dwayne B. Blake

The Honorable James W. Dyke, Jr.

Conrad Hall

Delbert Parks

Jay Jamison



BOARD OF VISITORS

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

AGENDA BOARD OF VISITORS STRATEGIC FINANCE COMMITTEE MEETING

DRAFT

Wednesday, August 31, 2022

BK Fulton, Chair

Time 3:30 p.m.

Campus Location

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

Zoom Webinar Participation

- I. Call to Order/Establish Quorum
- II. Recommend Approval of Virtual Participation for Board Members
- III. Recommend Approval of the April 13, 2022, Committee Minutes
- IV. Discussion Items
 - A. FY 2022 Preliminary Financial Report
 - B. Higher Education Emergency Relief Fund (HEERF) Update
 - C. Fall 2022 Enrollment Revenue Projection
 - D. Six-year Institutional Plan (**Resolution**)
 - E. Facilities Update
 - Capital Six-year Plan
 - F. Legislative Affairs Update
 - G. Human Resources Update
 - H. Information Technology Update
 - I. University Advancement Update
- V. **Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**
- VI. Open Meeting
 - Closed Meeting Certification
- VII. Adjournment

Strategic Finance Committee

BK Fulton, Chair

Dwayne B. Blake

The Honorable James W. Dyke, Jr.

Conrad Hall

Delbert Parks

Jay Jamison

Staff

Dr. Gerald Ellsworth Hunter, VP for Finance and Administration

Dr. Justin L. Moses, VP for Operations & Chief Strategist for Institutional Effectiveness

Mr. Clifford Porter, VP for University Advancement

The President participates in all Committee meetings.

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

In compliance with the Virginia Freedom of Information Act, please be advised that during the course of this meeting there will be no opportunity for public comment.

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Virtual Participation for Board Members**
- III. Recommend Approval of the April 13, 2022, Committee Minutes**

BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
WEDNESDAY, APRIL 13, 2022

MINUTES

1. Call to Order/Established Quorum

Mr. Fulton, Chair, called the Strategic Finance Committee meeting to order at approximately 10:02 a.m. A quorum was established with a 5-0 Roll Call vote. Below is a list of individuals who attended.

Participants – Committee Members

Mr. BK Fulton, Chair
Mr. Dwayne B. Blake
Ms. Mary Blunt
The Honorable James W. Dyke, Jr. (Virtual)
Mr. Larry A. Griffith (Virtual)
Mr. Delbert Parks

Participant - Counsel

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

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Dr. Gerald Ellsworth Hunter, Vice President/Chief Financial Officer, Finance and Administration
Mr. Clifford Porter, Vice President, University Advancement
Dr. Andrew T. Carrington, Assistant Vice President for Finance and Administration
Ms. Karla Amaya Gordon, Assistant Vice President, Finance and Administration/University, Controller
Dr. Davida Harrell-Williams, Director, Auxiliary Enterprises and Services
Mr. Dennis Jones, Executive Budget Director, Budget and Planning
Mrs. Sandra Faye Monroe-Davis, Chief Information Officer, Office of Information Technology
Dr. Shahrooz Moosavizadeh, director, First Day Success Program
Mr. Christopher Nelson, Office of Information Technology
Dr. Karen H. Pruden, Associate Vice President, Human Resources
Mrs. Inda Walker, Office Manager/Board Liaison

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

Student Government Association Participants

Mr. Jaylin Drewry, SGA President

Observers – NSU Administrators and Staff

Ms. Tanya White, Chief of Staff, President’s Office

Mr. Anton Kashiri, Associate Vice President Facilities

Mr. Jay Watkins, Attorney University Counsel and Senior Assistant Attorney General

2. Recommended Approval of Virtual Participation

Motioned, and seconded with a 4-0 to recommend approval of Electronic Participation for Board Members Larry Griffith and Mr. James W. Dyke Jr.

3. Recommended Approval of the February 9, 2022 Strategic Finance Committee Minutes

Motioned and seconded with a 5-0 Roll Call vote approved the February 9, 2022 Strategic Finance Committee Minutes.

4. Discussion Items

Quarterly Financial Report

Dr. Gerald E. Hunter, vice president for finances and administration, and chief financial officer; and Ms. Karla J. Amaya Gordon, assistant vice president of finance and administration/university controller; presented the Quarterly Financial Report. The approved FY 2022 Budget is \$220,312,000. Actual Revenues through March 31, 2022, were \$249,798,088 and Actual Expenses were \$186,843,057. Through March 31, 2022, the University had a \$62,949 million favorable financial position. The Year-end Projected Balance is \$23,195, 000.

First Day Success Program: Spartan All Inclusive Learning (SAIL)

Dr. Shahrooz Moosavizadeh, Director, First Day Success Program; and Dr. Davida Harrell-Williams, Director, Auxiliary Enterprises and Services presented the Spartans All Inclusive Learning (SAIL) program that was started four years ago by Dr. Moosavizadeh and is a course material model that reduces the cost of materials for students and ensures that 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 students’ tuition or as a charge. At this time there are now 49 programs.

Tuition and Fees FY2023

Dr. Hunter and Mr. Jones reported on the tuition and fees based upon the goal of no increases in the fees, which is presented in the FY2022-23 Operating Budget Recommendation that is austere/flat in most instances. Mr. Jones stated that a campus announcement was sent out in the interest of having full disclosure to students of the potential action of fee increases that must go out within thirty days of action and allows the Strategic Finance Committee to present a request for approval the Board of Visitor meeting on May 6, 2022. However, per Dr. Hunter and Dr. Adams-Gaston state that they are still waiting on the Commonwealth of Virginia to make a decision on additional fees to University which will be the deciding factor on whether the increases will take place on fees and tuition. In addition, a recommendation to add a \$10 increase to parking fees for the University students, Faculty, and Staff members. Per Dr. Harrell-Williams there has not been an increase in several years. Although there is a concern in raising fees, the fees are necessary to improve road construction around campus and provide reserves when repairs are needed.

Motioned and seconded with a 5-0 Roll Call vote to present to the Full Board the Resolution to approve the FY2022-23 Tuition and Fees recommendation that includes the First Day Success Program

Budget FY2023

Dr. Hunter and Mr. Jones reported based upon no increases in tuition and fees, presented the FY 2022-23 Operating Budget Recommendation that is austere/flat in most instances.

Motioned and seconded with a 5-0 Roll Call vote to present to the Full Board the FY 2022-23 Budget Recommendation & Resolution

HEERF Funds Update

Dr. Hunter and Ms. Amaya Gordon reported on the federal HEERF funds that provide direct funding to the institutions of higher education to help mitigate financial losses sustained as a result of COVID-19. NSU received \$102,607,938 directly from the federal government and \$7,974,086 from the Commonwealth of Virginia for a grand total of \$110,582,024. \$68,454,226 has been expended with a balance of \$42,127,798. Over 50% of the funds have been awarded directly to NSU students.

Legislative Affairs Update

Mr. Claville, Interim Executive Advisor to the President for governmental relations, presented a summary of the bills currently under consideration by the Commonwealth of Virginia General Assembly and Governor. He stated that the Governors had until April 11, 2022 to sign the Bill that the Senate held for the Governor's budget. The Bills are HB29 and HB30.

Information Technology Update

Dr. Justin Moses, vice president for operations & chief strategist for institutional effectiveness; and Ms. S. Faye Monroe-Davis, chief information officer, presented the Spartan Innovation Academy update; NSU 5G capability; development of IT partners to support business needs and campus operations; and security measures. In addition, Dr. Moses, presented the recommendation for BOV Policy #08: UISP Remote, Mobile, and Wireless Access.

Motioned and seconded with a 5-0 Roll Call vote to present to the Full Board the UISP Remote, Mobile, and Wireless Access Policy#08: UISP Remote, Mobile, and Wireless Access.

Human Resources Update

Dr. Moses provided an overview of the Cardinal System maintenance and configuration program, review of vendor demonstrations for applicant tracking systems, and process for conducting workforce planning interviews with senior leadership.

University Advancement Update

Mr. Porter, Vice President for University Advancement presented a comprehensive review of the Capital Campaign and fundraising strategies. He stated that he has been building relationships with corporate funders; such as Norfolk Southern as well as other potential corporate funders. Mr. Fulton suggested that Mr. Porter work with Norfolk Southern CEO to form a group of his constituents to donate as well. Mr. Porter stated that the overall goal in order to sustain the University's Endowment is to have \$150 million by year 2035. Additional campaign goals are to raise \$350,000 for the Tournament of Roses Parade, as of this date \$195,000 has been raised.

Closed Meeting

Naming Opportunity Resolution

After closed session, the Strategic Finance Committee approved the Resolution to Name the Gills Gym Athletic Training Space Verrecchia-Delonde Golf Simulator.

Motioned and seconded with a 5-0 Roll Call vote to recommend to the Full Board approval of the Resolution to Name the Gills Gym Athletic Training Space Verrecchia-Delonde Golf Simulator.

7. Public Comment

No one signed up for public comment.

8. Adjournment

There being no further business, the meeting was adjourned at approximately 12:08 p.m.

Respectfully submitted,

BK Fulton, Chair
Strategic Finance Committee

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

BOV Strategic Finance Committee

**Division of Finance
and Administration**

Gerald Ellsworth Hunter, PhD

Vice President & Chief Financial Officer



**NORFOLK STATE
UNIVERSITY**



Division of Finance and Administration (DFA)

Dr. Gerald Ellsworth Hunter

Vice President and Chief Financial Officer

Dr. Andrew T. Carrington

Assistant Vice President

Martha M. Wilson

Executive Assistant to the Vice President/CFO

Irma G. Thomas

Senior Technical and Finance Analyst

DEPARTMENTS

- **Auxiliary Enterprises and Services**

Dr. Davida M. Harrell-Williams, Director

- **Planning and Budget**

Dennis Jones, Executive Budget Director

- **University Controller**

Karla J. Amaya Gordon, Assistant Vice

President of Finance and Administration /

University Controller

- **Facilities Management**

Anton V. Kashiri, Associate Vice President

- **Procurement Services and Central Warehouse**

Ruby M. Spicer, Director

- **University Police and Parking Services**

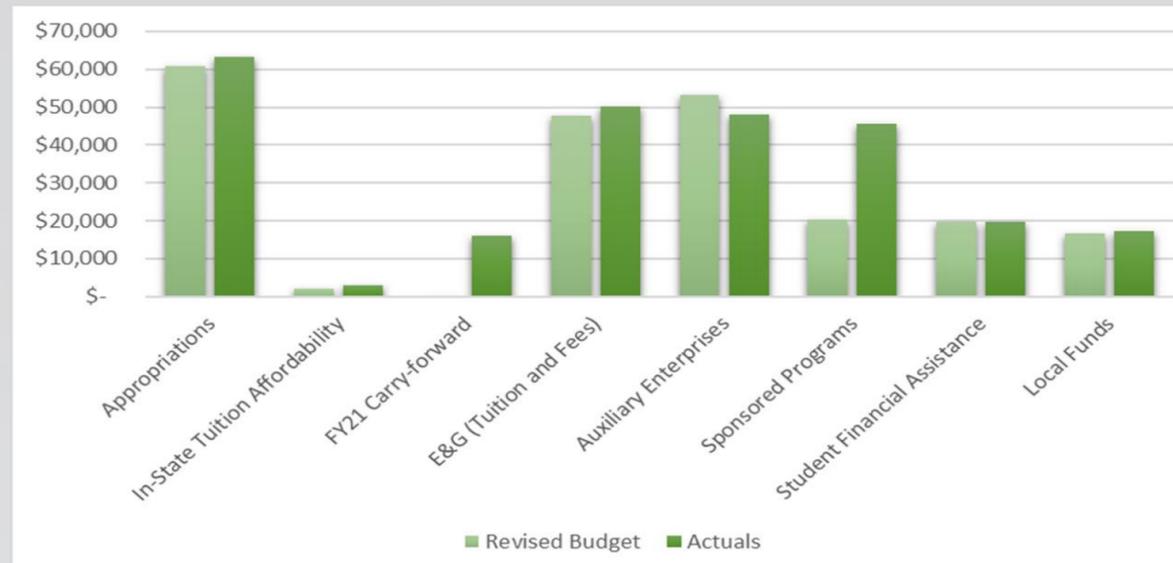
Brian Covington, Chief of Police



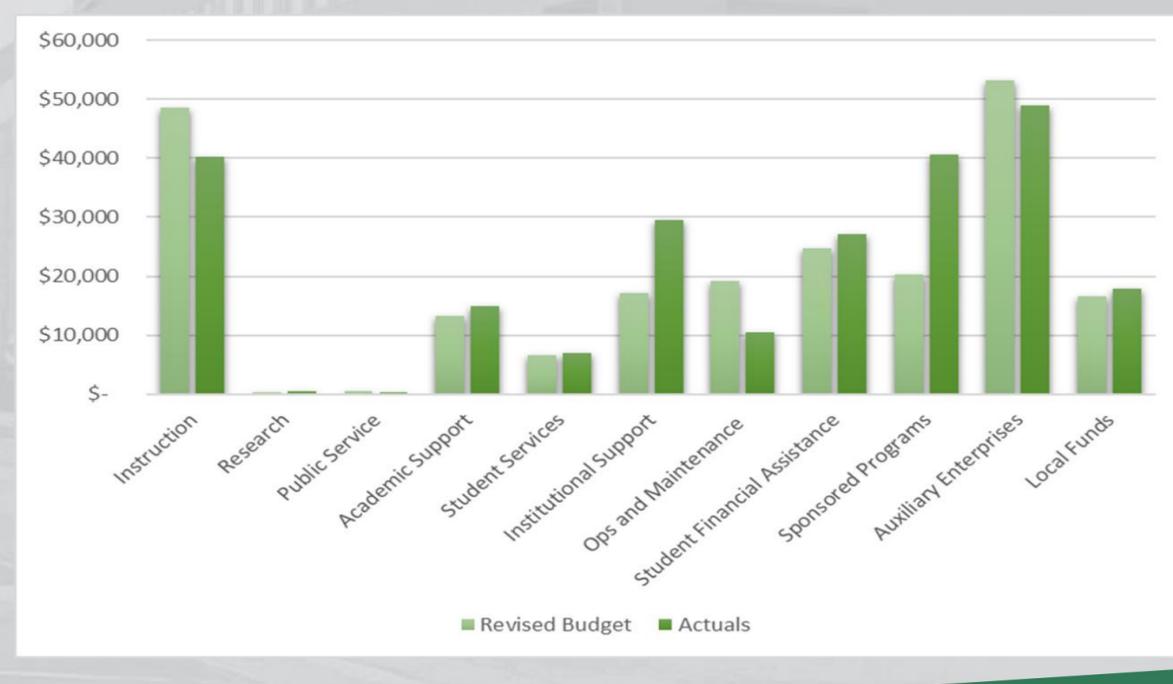
**NORFOLK STATE
UNIVERSITY**

FY 2022 - Condensed Summary of Revenues and Expenses Budget Report - All Funds (Cash Basis) As of June 30, 2022 – Preliminary* (amounts in thousands)

<u>Revenues</u>	<u>Authorized Budget</u>	<u>Revised Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>
Appropriations	\$ 60,920	\$ 60,920	\$ 63,356	104%
In-State Tuition Affordability	2,000	2,000	2,844	142%
FY21 Carry-forward	-	-	16,161	0%
E&G (Tuition and Fees)	47,868	47,868	50,299	105%
Auxiliary Enterprises	53,232	53,232	48,033	90%
Sponsored Programs	20,232	20,232	45,519	225%
Student Financial Assistance	19,560	19,560	19,560	100%
Local Funds	16,500	16,500	17,302	105%
Total Revenues	\$ 220,312	\$ 220,312	\$ 263,074	119%



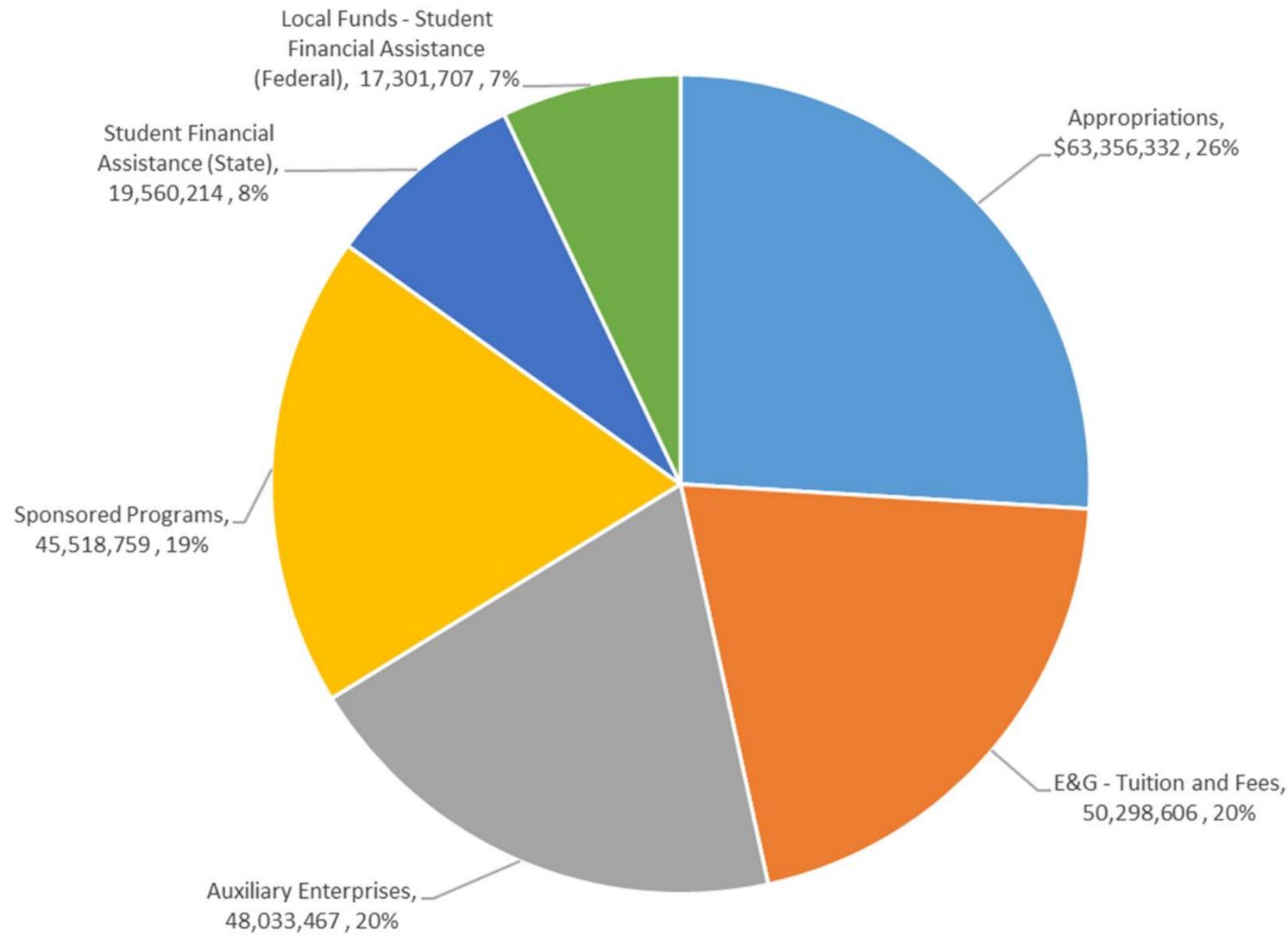
<u>Expenses</u>	<u>Authorized Budget</u>	<u>Revised Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>
Instruction	\$ 48,640	\$ 48,640	\$ 40,192	83%
Research	405	405	521	129%
Public Service	563	563	367	65%
Academic Support	13,176	13,176	15,006	114%
Student Services	6,664	6,664	7,058	106%
Institutional Support	17,099	17,099	29,601	173%
Ops and Maintenance	19,108	19,108	10,527	55%
Student Financial Assistance	24,693	24,693	27,148	110%
Sponsored Programs	20,232	20,232	40,666	201%
Auxiliary Enterprises	53,232	53,232	48,846	92%
Local Funds	16,500	16,500	17,820	108%
Total Expenses	\$ 220,312	\$ 220,312	\$ 237,752	108%
Revenue Over Expenses	\$ -	\$ -	\$ 25,322	



*The All-Funds Report is prior to final year-end adjustments for financial statements.

SOURCE OF FUNDS

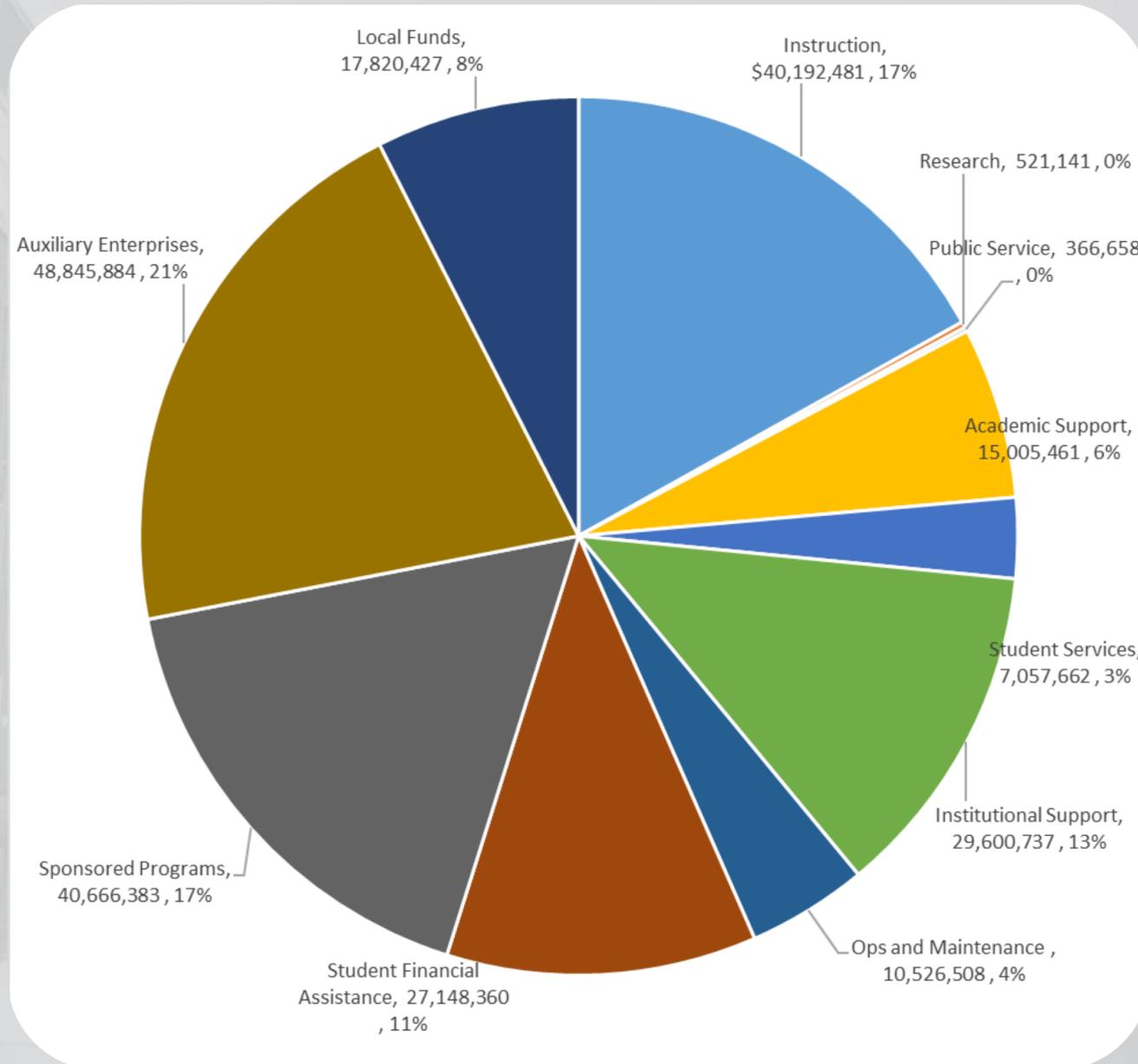
Actuals through June 30, 2022



<u>Revenues</u>	<u>Actuals</u>
Appropriations	\$ 63,356,332
E&G - Tuition and Fees	50,298,606
Auxiliary Enterprises	48,033,467
Sponsored Programs	45,518,759
Student Financial Assistance (State)	19,560,214
Local Funds - Student Financial Assistance (Federal)	17,301,707
Total Revenues	\$ 263,073,600

USES OF FUNDS

Actuals as of June 30, 2022



Expenses	Actuals
Instruction	\$ 40,192,481
Research	521,141
Public Service	366,658
Academic Support	15,005,461
Student Services	7,057,662
Institutional Support	29,600,737
Ops and Maintenance	10,526,508
Student Financial Assistance	27,148,360
Sponsored Programs	40,666,383
Auxiliary Enterprises	48,845,884
Local Funds	17,820,427
Total Expenses	\$ 237,751,702

Higher Education Emergency Relief Funds (HEERF) Award Status

with Expenditure Summary as of June 30, 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).

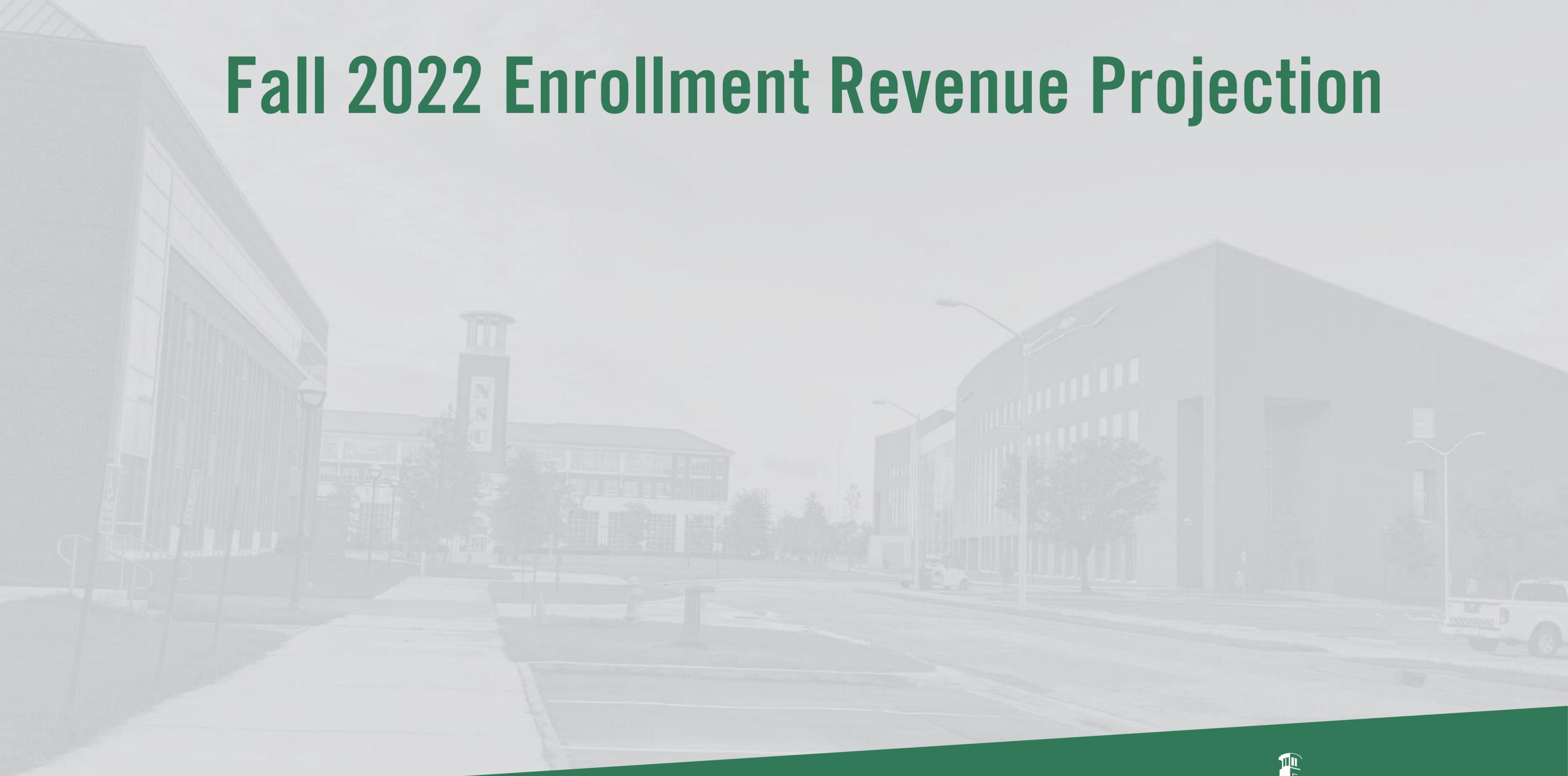
Federal						
Program Name	HEERF 1 - CARES	HEERF II - CRRSA	HEERF III - ARP	Total Award	Spent as of June 30, 2022	Remaining Award
Student Aid - P425E200385	\$ 3,450,858	\$ 3,450,858	\$ 10,000,096	\$ 16,901,812	\$ 16,901,812	\$ -
Institutional Aid - P425F203515	\$ 3,450,857	\$ 8,000,274	\$ 9,842,191	\$ 21,293,322	\$ 20,575,893	\$ 717,429
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	\$ 70,588,124	\$ 32,019,814

Commonwealth of Virginia		
Program Name	CRF	Spent as of June 30, 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 June 30, 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	\$ 73,726,604
Federal and State Award Remaining	\$ 36,855,420

Fall 2022 Enrollment Revenue Projection

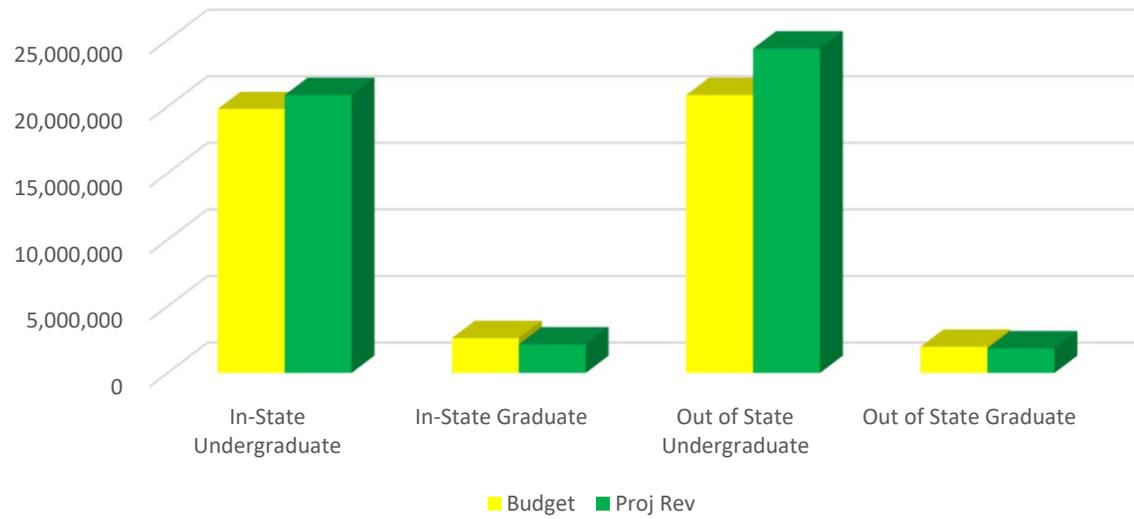


NORFOLK STATE
UNIVERSITY

Norfolk State University
Schedule of Projected Tuition Revenue
For Fiscal Year 2023 (As of August 28, 2022)

	Projected Revenue (Enrollment Based)				Budget			Difference			
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduates											
Full-time	3,385	2,876	9,735,260	8,761,734	18,496,994	9,393,016	8,452,564	17,845,580	342,244	309,170	651,414
Part-time	419										
Graduate Students											
Full-time	184	4,410	811,440	730,296	1,541,736	1,014,300	912,870	1,927,170	(202,860)	(182,574)	(385,434)
Part-time	101										
Total In-State	4,089		10,546,700	9,492,030	20,038,730	10,407,316	9,365,434	19,772,750	139,384	126,596	265,980
OUT-OF-STATE											
Undergraduates											
Full-time	1,430	8,460	12,097,800	10,888,020	22,985,820	10,608,840	9,551,340	20,160,180	1,488,960	1,336,680	2,825,640
Part-time	118										
Graduate Students											
Full-time	79	10,436	824,444	803,572	1,628,016	803,572	720,084	1,523,656	20,872	83,488	104,360
Part-time	36										
Total Out-of-State	1,663		12,922,244	11,630,020	24,613,836	11,412,412	10,271,424	21,683,836	1,509,832	1,420,168	2,930,000
ENROLLMENT GRAND TOTAL	5,752		23,468,944	21,122,050	44,652,566	21,819,728	19,636,858	41,456,586	1,649,216	1,546,764	3,195,980
PART-TIME HOURS											
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduate (hours)	3,016	437	1,317,992	1,054,394	2,372,386	1,098,618	878,370	1,976,988	219,374	176,024	395,398
Graduate Students (hours)	452	746	337,192	269,754	606,946	346,890	351,540	698,430	(9,698)	(81,786)	(91,484)
Total Part - time In - State (hours)	3,468		1,655,184	1,324,147	2,979,331	1,445,508	1,229,910	2,675,418	209,676	94,237	303,913
OUT-OF-STATE											
Undergraduate (hours)	809	945	764,505	611,604	1,376,109	436,590	276,020	712,610	327,915	335,584	663,499
Graduate Students (hours)	88	1,455	128,040	102,432	230,472	244,440	197,880	442,320	(116,400)	(95,448)	(211,848)
Total Part - time Out of State (hours)	897		892,545	714,036	1,606,581	681,030	473,900	1,154,930	211,515	240,136	451,651
Total Part - time Hours	4,365		2,547,729	2,038,183	4,585,912	2,126,538	1,703,810	3,830,348	421,191	334,373	755,564
TOTAL REVENUE			26,016,673	23,160,233	49,238,478	23,946,266	21,340,668	45,286,934	2,070,407	1,881,137	3,951,544

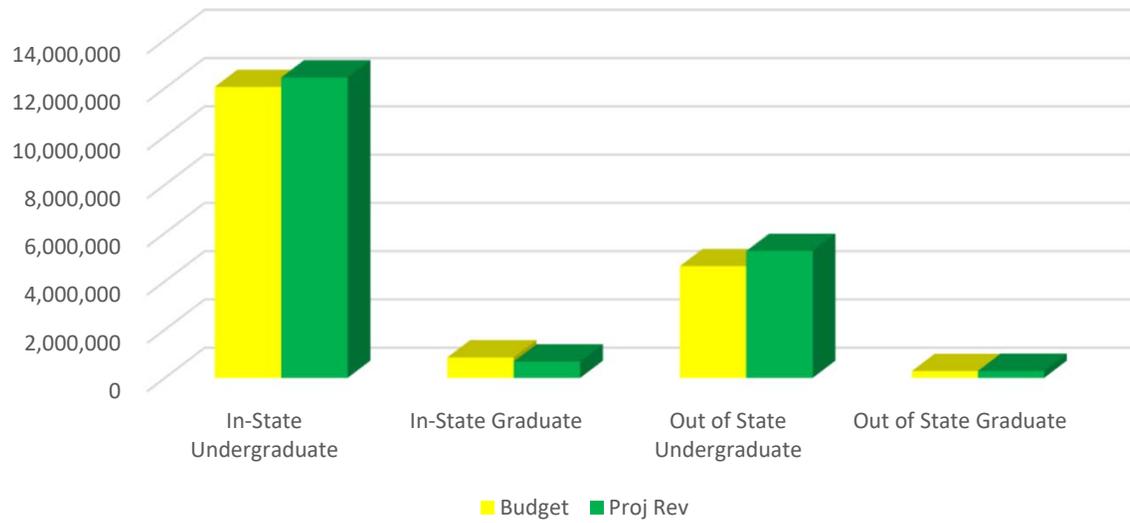
Projected Annual Tuition Revenue vs. Budget



Norfolk State University
Schedule of Projected Mandatory Fee Revenue
For Fiscal Year 2023 (As of August 28, 2022)

	Projected Revenue (Enrollment Based)					Budget			Difference		
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE											
Undergraduates											
Full-time	3,385	1,935	6,549,975	5,894,978	12,444,953	6,344,586	5,710,129	12,054,715	205,389	184,849	390,238
Part-time											
Graduate Students											
Full-time	184	1,935	356,040	320,436	676,476	446,802	402,122	848,924	(90,762)	(81,686)	(172,448)
Part-time											
Total In-State	3,569		6,906,015	6,215,414	13,121,429	6,791,388	6,112,251	12,903,639	114,627	103,163	217,790
OUT-OF-STATE											
Undergraduates											
Full-time	1,430	1,935	2,767,050	2,490,345	5,257,395	2,436,041	2,192,437	4,628,478	331,009	297,908	628,917
Part-time											
Graduate Students											
Full-time	79	1,935	152,865	137,579	290,444	149,581	134,623	284,204	3,284	2,956	6,240
Part-time											
Total Out-of-State	1,509		2,919,915	2,627,924	5,547,839	2,585,622	2,327,060	4,912,682	334,293	300,864	635,157
ENROLLMENT GRAND TOTAL	5,078		9,825,930	8,843,338	18,669,268	9,377,010	8,439,311	17,816,321	448,920	404,027	852,947
PART-TIME HOURS											
IN-STATE											
Undergraduate (hours)	0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)	0	0	0	0	0	0	0	0	0	0	0
Total Part - time In - State (hours)	0		0	0	0	0	0	0	0	0	0
OUT-OF-STATE											
Undergraduate (hours)	0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)	0	0	0	0	0	0	0	0	0	0	0
Total Part - time Out of State (hours)	0		0	0	0	0	0	0	0	0	0
Total Part - time Hours	0		0	0	0	0	0	0	0	0	0
TOTAL REVENUE			9,825,930	8,843,338	18,669,268	9,377,010	8,439,311	17,816,321	448,920	404,027	852,947

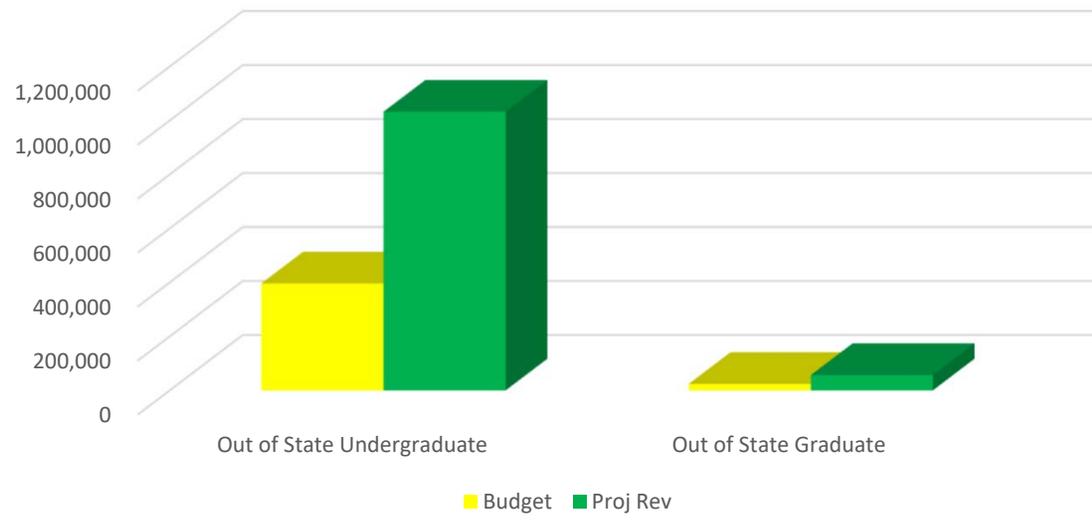
Projected Annual Mandatory Fee Revenue vs. Budget



Norfolk State University
Schedule of Projected Capital Outlay Fee Revenue
For Fiscal Year 2023 (As of August 28, 2022)

		Projected Revenue (Enrollment Based)				Budget			Difference			
		Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
IN-STATE												
Undergraduates												
	Full-time	3,385	0	0	0	0	0	0	0	0	0	0
	Part-time											
Graduate Students												
	Full-time	184	0	0	0	0	0	0	0	0	0	0
	Part-time											
Total In-State		3,569		0	0	0	0	0	0	0	0	0
OUT-OF-STATE												
Undergraduates												
	Full-time	1,430	380	543,400	489,060	1,032,460	208,656	187,790	396,446	334,744	301,270	636,014
	Part-time											
Graduate Students												
	Full-time	79	380	30,020	27,018	57,038	12,812	11,531	24,343	17,208	15,487	32,695
	Part-time											
Total Out-of-State		1,509		573,420	516,078	1,089,498	221,468	199,321	420,789	351,952	316,757	668,709
ENROLLMENT GRAND TOTAL		5,078		573,420	516,078	1,089,498	221,468	199,321	420,789	351,952	316,757	668,709
PART-TIME HOURS												
IN-STATE												
Undergraduate (hours)												
		0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)												
		0	0	0	0	0	0	0	0	0	0	0
Total Part - time In - State (hours)		0		0	0	0	0	0	0	0	0	0
OUT-OF-STATE												
Undergraduate (hours)												
		0	0	0	0	0	0	0	0	0	0	0
Graduate Students (hours)												
		0	0	0	0	0	0	0	0	0	0	0
Total Part - time Out of State (hours)		0		0	0	0	0	0	0	0	0	0
Total Part - time Hours		0		0	0	0	0	0	0	0	0	0
TOTAL REVENUE				573,420	516,078	1,089,498	221,468	199,321	420,789	351,952	316,757	668,709

Projected Annual Capital Outlay Fee Revenue vs. Budget



Six-year Institutional Plan (Resolution)



NORFOLK STATE
UNIVERSITY

NORFOLK STATE UNIVERSITY

Six-year Plan Amendments

As part of the Six-year Plan (SYP) cycle, the Board of Visitors must approve changes to Norfolk State University's SYP. Below are brief explanations of the changes made in the financial portion of the SYP.

Part 1

NSU did not increase its tuition and fees for the upcoming academic year. As a result, applying the percentage amounts in the previously approved SYP generates a lower amount for the planned FY24 tuition and fees.

Part 2

The revenue estimates shown for FY22 reflect projections for the year at the time of submission. These amounts are being refined by the Controller's staff and final amounts will appear in the University's annual financial statements. The revenue projections in fiscal years 2022-2023 and 2023-2024 reflect the revised projections for enrollment and revised tuition and fees.

Part 3

Chapter 2, the 2022 – 2024 biennium budget, additions provided many of the items requested in the 2021 SYP. Part 3 of the SYP is prepared with the premise the University will receive no new general fund resources. Resources to achieve the plan are either to come from reallocation of existing resources or new resources generated through tuition and fee adjustments. As noted previously, NSU did not change its tuition and fees for the current year but, at this time, does plan to increase tuition and fees for next year. Chapter 2 provides a salary increase for employees of 5%. The tuition increase will provide sufficient resources needed for the salary increase.

Part 4

While Part 3 asks that no general funds be considered to fund the SYP, Part 4 directs the University to request general fund support as needed for the implementation of the SYP. Most requests for the 2022-2024 biennium were funded with general funds through the actions of the Governor and the General Assembly. Items not receiving general fund support in the 2022 General Assembly Session will be put forward to the Governor again for his consideration as an amendment to the 2022 – 2024 biennium budget for the upcoming General Assembly Session. The requested items were either partially funded or not funded previously.

Part 5

The changes in Part 5 reflect the actual disbursement of student financial aid for FY22 and continuation into FY23 and FY24. The most significant item here is the increase anticipated for waivers. Most waivers are obligations the Commonwealth has made and the University is required to honor. The amount continues to rise and the change better reflects the more realistic amount that will be waved.

FY 2022 RESOLUTION

DRAFT

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE AMENDMENTS TO THE
2021 SIX-YEAR PLAN**

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

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

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

WHEREAS, Norfolk State University prepared updates to the Six-year Plan in accordance with the requirements and guidelines and the amendments to the Plan were submitted by the stated deadline of July 1, 2022, as adjusted; and

WHEREAS, the amendments to the 2021 Six-year Plan must be formally approved by the Board of Visitors prior to the final submission;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Provost and Vice President for Academic Affairs, the Vice President for Finance and Administration, the University President, and by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution for the amendments to the 2021 Six-year Plan as presented this _____ day of October 2022.

Signature

Devon M. Henry
Rector
Norfolk State University Board of Visitors

Date _____

Facilities Update

- Capital Six-year Plan



FACILITIES MANAGEMENT UPDATE

August 2022

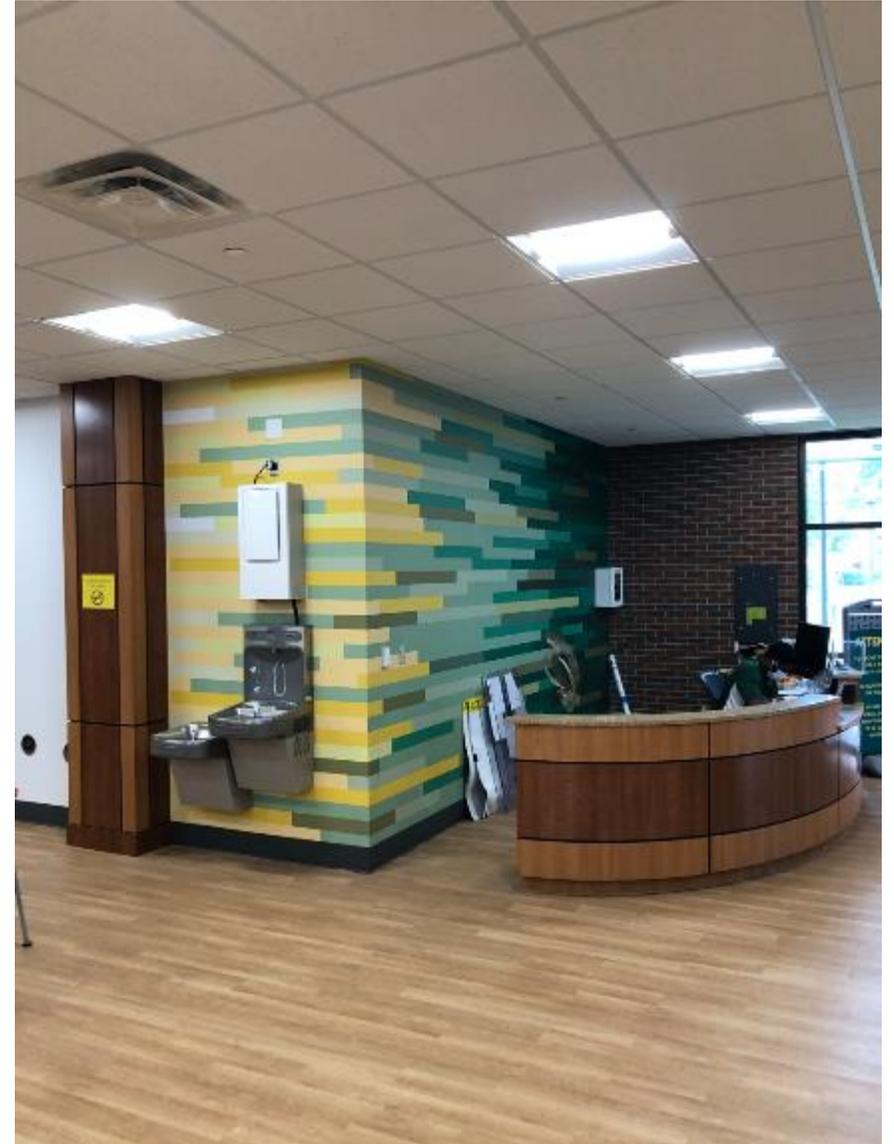


- 1.COVID Projects Update**
- 2.Maintenance Reserve Projects Update**
- 3.Capital Projects Update**
- 4.Shepherd's Village**
- 5.Campus Edge Master Plan**

Name	Scope	Completion Date
Babbette Towers - South	Asbestos, Abatement & Flooring, Upgrade Bathrooms, Dehumidification Installation, RD Suite Upgrades, Lighting Upgrades	COMPLETE
Babbette Towers - South	Direct Outside Air	August 2023
Babbette Towers - North	Asbestos, Abatement & Flooring, Upgrade Bathrooms, Dehumidification Installation, RD Suite Upgrades, Direct Outside Air	August 2023
Charles Smith	Dehumidification Installation, Replace Fan Coil Units, Replace DDC Controls, Replace Ceiling and Light Fixtures	COMPLETE
Lee Smith	Dehumidification Installation, Replace Fan Coil Units, Replace DDC Controls, Replace Ceiling and Light Fixtures	COMPLETE
Mid-Rise	Bathroom Vanity Replacement	COMPLETE
Mid-Rise	Elevator Upgrades	September 2022
Rosa Alexander	Dehumidification Installation	COMPLETE
Samuel Scott	Dehumidification Installation, HVAC Upgrades	COMPLETE

Student Housing – Various Projects

- Asbestos Abatement & Flooring, Upgrade Bathrooms, Dehumidification Installation, RD Suite Upgrades, Lighting Upgrades



Name	Scope	Status	Completion Date
Echols Hall	Chiller Replacement	Waiting on Delivery of Chiller	October 2022
Sheppard's village	HVAC Upgrades	In Design	August 2023
Scott Dozier	HVAC Upgrades	In Design	August 2023
West Café	HVAC Replacement	In Design	August 2023
McDemmond Center	COVID-19 Testing & Next-Generation Sequencing Center	In Design	August 2023

Maintenance Reserve Project Update

Name	Scope	Status	Completion Date
Gate 8	Entry Gate	Construction	COMPLETE
McDemmond Center	Air Valves	Construction	August 2022
Facilities Management	HVAC Replacement	Construction	November 2022
Gill Gym	PE Building ADA Bathrooms	In Design	August 2023
Echols Hall	ADA Upgrades	Construction	Spring 2023
Wilson Hall	4 th Floor Renovation	Construction	September 2022
Gill Gym	HVAC Replacement	In Design	August 2023
Brooks Library	First Floor North Revitalization	Construction	December 2022
Spartan Station	Roof Replacement	Going out for Bid	Spring 2023
Robinson Tech	Roof Replacement	Going out for Bid	Spring 2023
Echols Hall	HVAC Replacement PH1 - Chillers	On Order	October 2022
Echols Hall	HVAC Replacement PH2 - AHU	In Design	Spring 2024

- The Gate 8 project is open as of August 12.



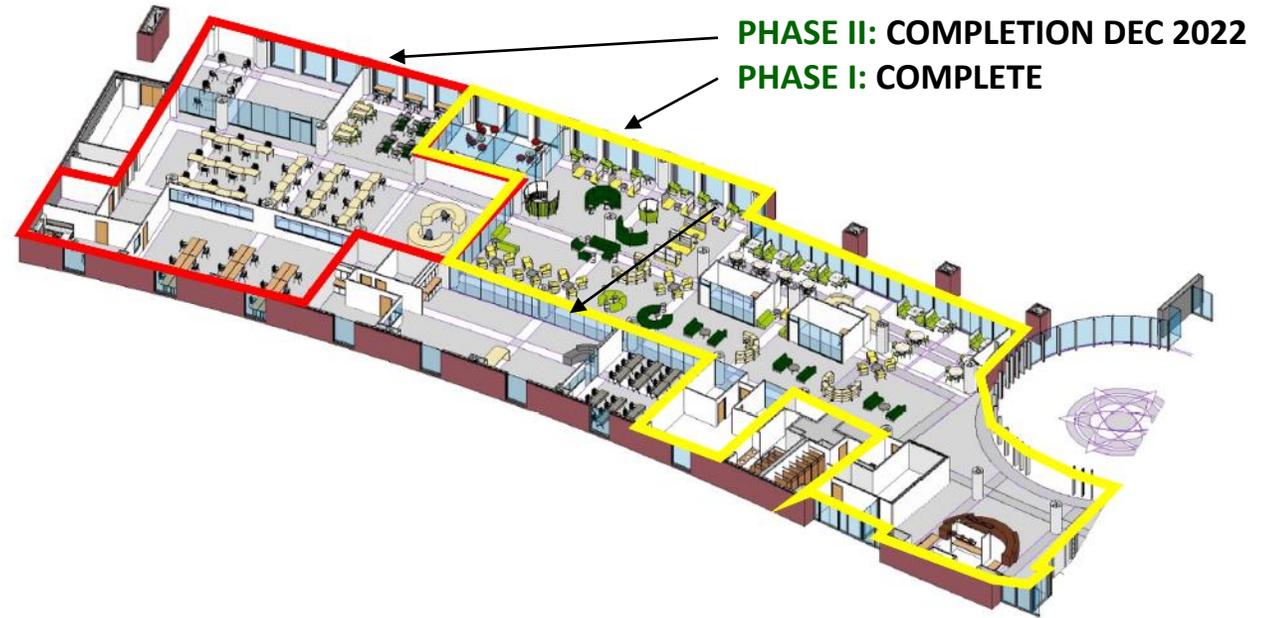
- Interior Renovation of University Advancement Office
- Completion September 2022



Maintenance Reserve Project Update

- To **increase library usage** through the creation of a revolutionary library designed to meet the needs of the progressive student.
- To **create an environment** where students, faculty, staff and the community can come together for collaboration and the co-construction of knowledge.
- Percentage Completed
 - Phase 1 – Completed
 - Phase 2 – Being demolished, project is 15% complete

Brooks Library - First Floor North Revitalization Phase II



2023 Capital Budget Request

AGENCY RANKING	REQUEST TITLE	PROJECTED PROJECT COST
1	Construct Living Learning Center and Dining Facility	\$129,277,030
2	Construct Wellness, Health and Physical Education Center	\$141,579,611
3	Construct Preschool Academy	\$27,891,978
4	Construct New Dining Facility/Replace Scott Dozier	\$58,774,703
5	Construct Residential Housing Phase II	\$95,617,213
6	Improve Campus Infrastructure	\$18,190,500

Pending Capital Projects

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

NEW SCIENCE BUILDING

- **Design Architect:** WPA + Smith Group
- **CMAR:** SB Ballard Construction
- **Construction Cost:** \$74 million
Due to escalation initial construction cost for the schematic design came in at \$122 million, which triggered a budget meeting between NSU, the design team, the contractor and DEB. The outcome of the meeting was for the project to be reduced to \$119 million, which the design team was able to accomplish.
- **Completion:** Fall 2025
- In Schematic phase, currently under cost review with DEB.
- Project is about 20 % complete



NEW FINE ARTS BUILDING

- **Design Architect:** Hanbury + Adjaye Associates
- **Construction Cost:** \$97 million
- **Square Feet:** 151,411
- **Construction Delivery Method:** Construction Manager at Risk
- **Schedule:** Programming begins August 2022
- **Timeline:**
 - Planning - 3 months, complete November 2022
 - Schematic - 5 months, April 2023
 - Preliminary - 6 months, January 2024
 - Construction Documents - 9 months, November 2024
 - Construction – 26 months, March 2027



REPLACE PHYSICAL PLANT BUILDING

- **Design Architect:** RRMM Architects
- **Project Cost:** \$30 million
- **Square Feet:** 80,000
- **Construction Delivery Method:** Design, Bid, Build
- **Schedule:** Programming begins September 2022





REZONING PROCESS

- Currently working on rezoning the property from R-2 to Residential to IN-C (Institutional. Campus)
- Central Brambleton Civic League Meeting to take place on August 3
- Schedule meeting with the Departments of Transit and Recreation Parks and Open Space
- Submit rezoning application
- City Planning Commission Hearing
- City Council Hearing

Legislative Affairs Update



NORFOLK STATE
UNIVERSITY



NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk, VA 23504

www.nsu.edu



BOV Strategic Finance Committee

**Division of
Operations**

Dr. Justin L. Moses

Vice President for Operations &

**Chief Strategist for Institutional
Effectiveness**



**NORFOLK STATE
UNIVERSITY**



Human Resources Update

- Cardinal System Implementation (September 2022) – Merging of Personnel and PMIS systems.
- Testing currently in progress for the electronic format of internal personnel actions.
- New HR Business Partners arriving September.

The screenshot displays the 'Settings - Recruitment Form' interface. At the top, there are tabs for 'Start Form', 'Phases', 'Members', 'Email', and 'General'. A 'Watch a quick intro' link and a 'Learn how it' link are visible in the top right. Below the tabs, there are buttons for 'Build form' and 'Customize form'. The main area is divided into two sections: 'Field types' and 'New Application form'. The 'Field types' section lists various input types: Short text, Long text, Statement, Attachment, Checkbox, Assignee select, Date, Datetime, Due date, Labels, Email, Phone number, Dropdown select, Radio select, Time, Numeric, Currency, Document ID, and Card ID. Below this is the 'Connection fields' section, which includes 'Pipe connection' and 'Database connection'. The 'New Application form' section shows a preview of the form with the following fields: 'Your name' (text input), 'Email' (text input with value 'email@email.com'), 'Phone' (text input with value '(11) 96123-4567'), 'Position that you are applying' (text input), and 'Attach your resume here' (file upload button labeled '+ Upload file').

Information Technology & Information Security



- **Information Technology**

- Spartan Innovation Academy Update
- Process Analyses for business and operational needs
- EVA/Colleague Integration to be completed fall semester



- **Information Security**

- Continued contingency planning for departmental systems
- New BOV level policies (Risk Management, Incident Response, and Acceptable Use)
- Education and Training



Virginia's Marketplace



NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk, VA 23504

www.nsu.edu



BOV Strategic Finance Committee

**Division of University
Advancement**

Clifford Porter, Jr., JD

Vice President



**NORFOLK STATE
UNIVERSITY**



Fundraising Overview



NORFOLK STATE
UNIVERSITY

Six-Year Fundraising Overview

Calendar Year	Total Dollars Raised	Cash	Pledges	Planned Gifts	Number of Donors (Overall)
2017	\$4,428,520	\$3,512,204	\$564,688	\$351,628	4,052
2018	\$7,003,612	\$3,673,537	\$1,346,770	\$1,983,305	5,092
2019	\$4,697,371	\$3,829,699	\$470,737	\$396,935	4,539
2020	\$45,838,417	\$43,127,142	\$2,711,275	n/a	3,846
2021	\$10,511,509	\$9,754,015	\$757,494	n/a	4,155
2022	\$2,374,673*	\$2,123,214*	\$279,282*	n/a	3,873*
					*As of 8/25/2022

Six-Year Alumni Giving

Calendar Year	Number Alumni Donors	Alumni Giving Percentage	Total Alumni Giving
2017	2,277	9.90%	\$1,009,566
2018	3,007	12.80%	\$2,914,992
2019	2,688	11.10%	\$1,400,000
2020	2,547	10.20%	\$1,392,076
2021	2,531	9.4%	\$1,775,296
2022	2,363*	TBD	\$646,202*
			<i>*As of 7/31/2022</i>



Major & Leadership Gifts

Landmark Foundation- \$5,000,000

Mrs. Beth Dozoretz- \$500,000

Mr. & Mrs. Jim Squires- \$281,000

PointsBet- \$250,000



NORFOLK STATE
UNIVERSITY

Divisional Events & Updates



NORFOLK STATE
UNIVERSITY

ALUMNI RELATIONS and ANNUAL GIVING

Tickets will be available soon!

PARADE APPLICATION 

NORFOLK STATE UNIVERSITY

RETURN TO

SPARTA!

HOMECOMING 2022

SAVE THE DATE:
OCTOBER
9-16
2022



**NORFOLK STATE
UNIVERSITY**

We see the future in you.

The host hotel is the Marriott Norfolk Waterside. Reservations can be made by calling **800-228-9290** and using **NSUNSUA** as the group code. This group rate is available until 11:59 p.m. on September 22 and is subject to availability. A two-night minimum is required to receive the discounted group rate. Self-parking is available for the daily fee of \$20 plus tax.



**NORFOLK STATE
UNIVERSITY**

COMMUNICATIONS and MARKETING

- WEB**

Improved the accessibility on the NSU website and worked towards a higher tier of accessibility (from AA to AAA).

- SOCIAL MEDIA**

Top Post (LinkedIn)

The White House selection of President Adams-Gaston, Ph.D. to serve on President Joseph Biden’s Board of Advisors on Historically Black Colleges and Universities.

Total Engagements	23,761
Reactions	14,684
Comments	1,070
Shares	390
Post Link Clicks	7,647
Most Impressions	368,118

- New Spartan E-Daily Campus Announcements**

Platform launched on Localist software

- Spring 2022 BEHOLD Magazine**

Produced and distributed to alumni and donors

Norfolk State University
39,722 followers
4mo · 9

The White House has selected Norfolk State University President Javaune Adams-Gaston, Ph.D., to serve on President Joseph Biden’s Board of Advisors on Historically Black Colleges and Universities. Congratulations, Dr. J! #behold #norfolkstateuniversity #nsu



Spartan E-Daily

NM NSU Communications & Marketing <campusannouncement@nsu.edu>
To: campusannoune@nsu.edu



NSU Spartan E-Daily



Learning with Apple: Summertime Rewind &...

Join our Apple Professional Learning Specialist, Jeri Brown, for engaging, in-person workshops this summer! All sessions are scheduled at 11–11:45 a.m. and...

Tue, Jul 26 11am · Lyman Beecher Brooks Library, #1040



University Advancement and the NSU Foundation...

The Division of University Advancement, which includes the Offices of Alumni Relations and Annual Giving, Communications and Marketing, Development Services...

Thu, Jul 28 8:30am



NSU Event Calendar Manager Training

Who is this training for? This training is for currently assigned NSU Event Calendar Managers. What will this training cover? This training will...

Fri, Aug 5 2pm



OEL and CTL Closed for Professional Development

The Office of Extended Learning and the Center for Teaching and Learning will be closed from 8 am on August 11 to 5 pm on August 12 for professional...

Thu, Aug 11 8am



marketing@nsu.edu



COMMUNICATIONS and MARKETING

ADVERTISING

More than \$85,000 was spent on advertising to promote NSU's outstanding achievements, academic programs, students, faculty and staff. Shown here are a few samples (Light Rail, Mall Kiosk, and a Digital Billboard).



Light Rail



Digital Billboard



Mall Kiosk

UNIVERSITY EVENTS

- ✓ University acquired two new 46-passenger buses to add to the transportation fleet
- ✓ State-of-the-art motorcoaches includes a galley area with a refrigerator, coffee maker and other amenities



THANK YOU



NORFOLK STATE
UNIVERSITY

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

VI. Open Meeting
– Closed Meeting Certification

VII. Adjournment



NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk, VA 23504

www.nsu.edu

