

## Meeting Book - Board of Visitors Meeting October 13-14, 2022

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**BOARD OF VISITORS**

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

**AGENDA**

*Times are approximate*

**BOARD OF VISITORS MEETING**

**Thursday, October 13, 2022**

*Devon M. Henry, Rector*

*Staff: Inda Walker, Board Liaison*

Zoom Webinar Participation:

[https://nsu-edu.zoom.us/webinar/register/WN\\_SdBI3WaoRWOMSOjnncsZiw](https://nsu-edu.zoom.us/webinar/register/WN_SdBI3WaoRWOMSOjnncsZiw)

Campus Location:

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

*Lunch Provided at 12:00 Noon*

- 1:00 p.m. **Call to Order/Establish Quorum**.....Rector Henry
- 1:05 p.m. **Standard Operating Procedures (SOP) Committee** .....Rector Henry  
Vote on Electronic Component Amendment to BOV Policy 18
- 1:10 p.m. **Opening Remarks**.....Rector Henry  
President Adams-Gaston
- 1:20 p.m. **Welcome and Introduction of New Board of Visitors Members** .....Rector Henry
- 1:35 p.m. **Consent Agenda** – Recommend Approval of:  
– May 5, 2022 Board Retreat Meeting Minutes  
– May 6, 2022 Board Meeting Minutes
- 1:40 p.m. **Academic and Student Affairs Committee Update** ..... Ms. Blunt, Chair
- 2:00 p.m. **Audit, Risk and Compliance Committee Update** ..... Bishop Brown, Chair
- 2:20 p.m. **Break**
- 2:30 p.m. **Strategic Finance Committee Update** .....Mr. Fulton, Chair
- 2:50 p.m. **Governance Committee Update** ..... Mr. Blake, Chair
- 3:10 p.m. **Public Comment**
- 3:15 p.m. **Adjournment**
- 4:00-5:30 **Private Event at the University House – No BOV Business Discussions**

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



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**AGENDA**

**BOARD OF VISITORS MEETING**

**Friday, October 14, 2022**

*Devon M. Henry, Rector*

*Staff: Inda Walker, Board Liaison*

Zoom Webinar Participation

[https://nsu-edu.zoom.us/webinar/register/WN\\_ejBgkZvLRO2kLRDMqAAFow](https://nsu-edu.zoom.us/webinar/register/WN_ejBgkZvLRO2kLRDMqAAFow)

Campus Location:

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

*Breakfast available 8:00 a.m.*

- 8:30 a.m. **Call to Order/Establish Quorum**.....Rector Henry
- 8:35 a.m. **President’s Update/Presentation** ..... Dr. Javaune Adams-Gaston
- 9:15 a.m. **BREAK**
- 9:30 a.m. **CLOSED MEETING MOTION**
- 11:30 a.m. **OPEN MEETING**
  - Closed Meeting Certification
  - Actions/Motions
- 11:45 p.m. **NEW BUSINESS/OLD BUSINESS**
- 12:00 p.m. **PUBLIC COMMENT**
- 12:05 p.m. **ADJOURNMENT**

*Lunch available at 12:00 p.m.*

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

# ACADEMIC AND STUDENT AFFAIRS

**BOARD OF VISITORS  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING  
WEDNESDAY, AUGUST 31, 2022  
MINUTES**

**1. Call to Order**

Ms. Blunt, Chair, called the Academic and Student Affairs Committee meeting to order at approximately 9:03 a.m. A quorum was established with a 5-0 Roll Call vote.

Mary Blunt asked everyone to introduce themselves because we have new Board Members and additional people.

**Committee Members Present:**

***Mary L. Blunt, Chair***

Heidi W. Abbott

Gilbert Bland

BK Fulton

Jay Jamison

Dr. Harold L. Watkins, II

**Faculty Representative to the Board Present:**

Geoffroy de Laforcade

**Student Representative to the Board Present:**

Indya Richards

**Participant - Counsel**

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

James Wright, Legal

**NSU Administrators and Staff Present:**

Dr. Javaune Adams-Gaston, President

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

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

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

Dr. Leonard E. Brown, VP for Student Affairs

Melody Webb, Athletics Director

Christopher Gregory, Office of Information Technology

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

Van Murray, Military Enrollment Counselor

**Observers – NSU Administrators and Staff:**

Dr. Aurelia Williams, Vice Provost

Dr. Juan Alexander, Associate Vice President of Enrollment Management

Dr. Gerald Hunter, Vice President for Finance and Administration

Dominique Harrison, Director of Admissions

Dr. Melissa Barnes, Director of Financial Aid

Michael Carpenter, University Registrar  
Michael Wilkerson, Legal  
Madison Washington, Student Government Association  
Derek Henry, Transfer Admission  
Bonisha Townsend Porter, Student Affairs  
Saranette Williams, Career Services  
Vanessa Jenkins, Health and Wellness  
Cheniqua Goode, Counseling Center  
Kim Gaymon, Scheduler, President's Office

**2. Recommended Approval of the April 13, 2022 Academic and Student Affairs Committee Minutes.**

Motioned was made by BK Fulton and seconded by Heidi Abbott with a 5-0 Roll Call vote, Committee unanimously approved the April 13, 2022 Academic and Student Affairs Committee Minutes.

**3. Student Affairs Updates – Dr. Leonard Brown noted the following:**

**Counseling and Mental Health Support for Students**

- The Importance of Wellness and Mental Health services for students has been an increased focus over the last decade, if not longer in higher education. The success of this focus has decreased the stigma of seeking counseling, and the demand for counseling services has increased because of this and other factors such as medical advances that allow students who once would not attend a college or university do so.
- The pandemic really brought the importance of mental health for students into the forefront as a priority. What has not been fully resolved is how do you effectively provide students with the needed resources, when they want it and in the format that they are most likely to seek those resources.
- Last year, Bishop Brown asked to see the numbers for the Counseling Center.
  - The percentage of the student population that sought counseling services peaked at 9.18 percent in 2018-2019 and bottomed out as expected during the 2020-2021 academic year because of the pandemic.
  - Last year we saw an increase of 6.4 percent, and we expect that number to rise back to pre-pandemic numbers this year.
  - As a comparison, James Madison and Radford, though different schools, fall into the range as described by the Association for University and Counseling Directors where the mean percentage is 7.5.
  - Our Counseling Center is within the normal range for the percentage of students who utilize Counseling Centers on University and College campuses around the country.
  - There is the unresolved question of how you best give students access to the resources they need. For years, we have struggled with wait times to see counselors as has everyone else. If you ask anyone who works with Counseling Centers, it is not possible to staff your way to a level where every student who seeks services can get those services when they want it in

the format they want. The core problem is that we talk about counseling as if it is a monolith.

- The current model shows that students seeking services go to counselors who make an assessment and provide other resources to students, do crisis intervention, refer them for academic support, or counsel them in the traditional manner.
- The problem is that counselors are in high demand and low supply, and most importantly some of the things that students are seeking do not require a licensed therapist to provide services.
- To address the problem, we are moving towards a new model and way of thinking about counseling.
  
- The future model utilizes case workers to do the initial assessment of students and give students a virtual option to speak to someone through TimelyMD.
- The benefit is that the case managers do not need to be licensed clinicians but can have the training to be able to refer students to campus and community resources, do crisis intervention, assist with wellness skills, and assist or refer them for academic support. If a student is in need of therapy, they can be referred for that specific expertise. This model would allow the counselors to counsel but also allow them to get out into the campus community to develop relationships with students, offer group therapy, and do wellness programming that is needed.
- The case manager would also serve as a liaison between the campus police and Sentara Norfolk General when a student is recommended for further mental health evaluation. The case manager will follow up with student upon their release from psychiatric evaluation or psychiatric hospitalization and connect them to resources/Counseling Center.
- The virtual option would work in a similar way. We have contracted with TimelyMD as a virtual option for students. Beginning in October, each student will have access to 12 sessions per year which works out to every other week during each semester. Students will be able to request specific demographics for the counselor they want and be matched as closely as possible with those demographics. Student can schedule sessions on their own time and also will have 24/7 access to crisis counseling if needed. The TimelyMD sessions are staffed by licensed certified counselors and are confidential just as in-person sessions are, but if situations require immediate attention, TimelyMD will work seamlessly with our established emergency protocols.
- We anticipate that the virtual model will provide the opportunity for more students to have access to resources in a quicker and more personalized manner.
- As we collect data this year, we look forward to sharing with the committee the progress we are making to expand access to resources for all students.
  
- **Two Year Residency Requirement**
  - We want to give a preview to the committee regarding a proposal we will be bring forward at our next meeting. As we focus on increasing student success, retention, and graduation, one of the important factors that influences student success is living on campus. These factors are rooted in higher education research literature and they all document the benefits

- Our responsibility to students, their families, and to the Commonwealth of Virginia is to provide students with a world-class education that will serve them as a pathway to the workforce, further education, or service to our community.
  - Tracking those numbers in a way where we can confidently speak to these important outcomes have been a challenge. By example, on average, the last few years that we have collected data, it has only yielded 25-29 percent of the graduating students.
  - Our commitment is to track these numbers in a more robust way so that we can truly demonstrate the power of an NSU degree. Two major initiatives are in the process of being implemented and we expect our initial results at the end of this academic year.
- **Career Services**
    - Career Services has procured a partnership with LinkedIn Corporation to capture placement data. In conjunction with our campaign which started last fall to get all students on LinkedIn. We will be able to run reports that provide us with employment data. In addition, the partnership with LinkedIn will bolster our ability to develop student acumen for career entry planning beginning in their first year.
    - Career Services will continue to work to institutionalize strategic partnerships with Student Pathways and Academic Formation, Academic Units, and the Offices of Assessment and Retention and Alumni Affairs to collect career outcome data for graduates approximately six months after graduation.
    - We are also keenly aware of the importance of internship opportunities for all of our students. Data shows that 84 percent of students who complete an internship gain employment. Similar to employment outcomes, data collection of internships and internship opportunities have been a challenge to collect. To address this concern, the Career Center is implementing Handshake as the central collection point for internships and is working across the campus to make this an institutional practice. "We had over 2, 317 internships made available to our students in Handshake. Examples of Internships made available to our students include Nationwide, FBI, Disney, Port of Virginia, Truist, Geico, Enterprise Holdings, Whiting-Turner, Sony, and more. "

**4. COVID-19 Update** - Dr. Leonard Brown presented the following:

- COVID-19 has not gone away and is still having an impact in our communities but we are at a point where the mitigation strategies for COVID-19 are shifting because we are not seeing the magnitude of the most serious medical issues or resource issues that we saw since the start of the pandemic. As a community we must shift our practices as well.
- What has stayed the same is the spirit of the culture of care. We have emphasized that we must continue to work together and care for each other, respect the individual choices we make to protect ourselves and our loved ones while at the same time respecting the choices others make that may be different than ours.
- Our practices for the Culture of Care include:
  - Continuing to educate the community and continuing to encourage vaccination and boosters as recommend by the CDC
  - Masking while in classrooms and offices.

- Campus events will provide attendees with any specific mitigation protocols to include masking based on the circumstances.
- Just recently, the CDC has pulled back from social distancing in regard to COVID-19.
- We will continue to monitor the community transmission levels of COVID-19, consistent with the state, we have moved from green this summer to yellow more recently. If we reach a point where we feel that we need to reinstitute stricter mitigation practices, the university community will be notified of any changes.
- Mr. Brown stated that we are fully aware of the Monkeypox public health emergency and have the appropriate protocols to respond if we need to.

**5. Academic Affairs Update** - Dr. DoVeanna Fulton presented the following:

**Faculty Workload Initiative**

- Dr Fulton noted that the purpose of the initiative is to **Assist NSU leadership in understanding current faculty workload and designing an equitable process so that the implementation of the workload policy facilitates faculty productivity and appropriate financial impacts for strategic progress.** There are 5 phases:
  - Data Collection
  - Presentations for administrators and faculty to explore usefulness of models.
  - Designing input mechanisms and instruction.
  - Process the data with 1 or 2 models for units. Prepare detailed reports for the Provost, Deans, and Department Chairs for each model.
  - Process the data for faculty with selections for weighing.
- Work to date:
  - Developed list of peers and aspirational peers from their SCHEV list of peers', consensus peers from the Task force, and some similar universities whose workload policies were available.
  - Gathered general information from iPEDS, state reports, and faculty handbooks/policies.
  - Evaluated practices for workload among peers and aspirational peers.
  - Talked to leaders at three (3) aspirational peers (no disclosure on working for NSU was made).
  - Analyzed multiple semesters of NSU actual teaching assignments.
- Findings among peers
  - Most start at 12 hours/semester, except they appear to have more systemic automatic releases
  - Most said tenure and tenure track faculty in departments that have graduate students are more likely to teach 9 hours/semester. Common exceptions:
    - weigh graduate courses by 1.33 or 1.5
    - all administrators and departmental advisors release 3-9 hours
    - all can reduce up to 3 hours for thesis or dissertation advising
    - most allow chair/dean to release more for special research, accreditation, or curricular innovation
    - some negotiate with the provost for how many overall releases they can give

- all have a method of reporting/certifying the departmental loads and some individual faculty member loads
- Some spoke of class size and TSAs provided or not as a basis for some weighing
- Several weigh labs, student teaching, private lessons, or clinic hours at 0.67 for every scheduled hour/week

**Research Compensation Analysis Initiative**

- The objective 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.
  - Completed Assessments, Interviews, and Recommendations
  - Next Steps:
    - Policy Recommendations Under Review
    - Approve and Implement Revised Policy

**Course Scheduling Optimization Initiative**

- The objective for the Course Scheduling Optimization Initiative is for Norfolk State University to effectively use technology to have an official and effective course scheduling process.
  - Completed:
    - Discovery
    - Review
    - Project Outcomes
- **Enrollment Update**
  - **Next Steps:**
    - Identify Technological Platform
    - Develop Implementation Plan
    - Train Faculty and Staff Schedulers
- **General Education Curriculum Reform**
  - **Objective:** Improve Student Success in Gateway Courses; provide General Education that Meets 21<sup>st</sup> Century Demands; and Develop T-Shape Professionals.
    - **Completed:**
      - Review of other general education model and reform processes followed by other universities
      - Workshop to consider NSU General Education Needs.
    - **Next Steps:**
      - Develop Model
      - Develop/Revise Courses
      - Implement Model and assess
    - **Promotion and Tenure Application timeline**
      - Dr. Fulton provided a brief overview.
        - Feb 15 Applicants submit portfolios

- Feb 28 Chair and Peer Evaluations Completed
- March 4 Dept. Recommendations submitted to the College/school Dean
- March 15 Deans submit department recommendations to the University Review Committee
- March 31 University review Committee submits recommendations to the provost.

**6. Enrollment Update** - Dr. Justin L. Moses presented the following:

The Enrollment numbers are up from last year and he lauded the efforts of the Enrollment Management team, specifically Dr. Alexander, Mr. Dominique Harrison, Dr. Melissa Barnes, Mrs. Meshea Vann, and Mr. Derek Henry. He noted that while Mrs. Vann is no longer here at the University, her efforts certainly helped to sustain and increase our pipeline of transfer students from all over the region. He thanked his colleagues in Academic Affairs, the Provost, Vice Provost for Academic Administration, and Dr. Neal Associate Vice Provost for Academic Engagement for their work, particularly around our bridge Programs, in addition to our colleagues in Student affairs, Dr. Brown, Dr. Fitzgerald, and Ms. Townsend Porter. He noted that the focus now will be on maintaining students, utilizing Culture of Care, and a comprehensive university wide approach.

- We had a goal to enroll and financially clear 5600 students, we exceeded our goal by nearly 200 students.
- Enrollment currently stands at 5,805. 9% increase from where we were last year.
- 1311 of these students are freshmen + 20% increase from last year's freshman enrollment.
- At our next meeting we will have the final count – which will include what is reported for Census Data.
- **Implementation of Slate CRM**
  - Slate CRM allows us to communicate with our students more effectively by allowing the process of information quickly, allowing Admissions staff to make admissions decisions through the portal.

**Strategic Enrollment Planning Update** – Over the course of last year, the Enrollment Management Leadership team, in conjunction with a variety of administrators and partners, is currently working with Ruffalo Noel Levitz (RNL) to develop a comprehensive Enrollment Management Strategic Plan. We are now finalizing that plan – the strategies that support it include digital processes, proactive advising, data centralization, processing and analysis, reducing organizational silos and promoting student success, and highlighting the success of our students and alumni through a campaign.

- Financial Leveraging – This process will assist the university in finding more funding opportunities for our students so that they leave here with little to no financial burden.

- Financial Aid is considering a platform that will allow for digital delivery of financial aid packages.

- **Enrollment Management Realignment**

- Dr. Moses and Dr. Alexander discussed changes to the structure in Enrollment Management.
  - Mr. Dominique Harrison now serves as the Executive Director of Admissions and Recruitment
  - Transfer Admissions and Services will report to the Executive Director of Admissions and Recruitment
  - Director of Transfer Admissions and Services position has been converted to Associate Director
  - Associate Director of Orientation position has been converted to Director of Orientation and Special Programs
  - Director of Orientation and Special Programs will now oversee the Virginia College Affordability Network (VCAN) advisors

**7. Athletics Update** - Ms. Melody Webb presented the following:

This year NSU athletics has accomplished some major feats, started new initiatives, and propelled the student athlete experience by focusing on five key initiatives, which include: academic excellence, athletic excellence, financial sustainability, branding, and stakeholder engagement.

- **Academics** –

The success of academics comes with being intrusive in the student athlete academic plan and making sure we have programs in place that will lead to their overall success throughout their journey.

We finished the year with a graduation success rate of 76% and are currently implementing new initiatives based on best practices to support the holistic development of our student-athletes. Academics is doing well but is not exempt from the challenges that the transfer portal poses on our Academic Progress Rate that factors in eligibility and retention.

Overall, the programs have much success. It is our objective to continue to build on current capacities by ensuring our commitment to increase and strengthen the resources for student-athletes' academic and personal development.

We just recently secured the NCAA Accelerating Academic Success Program Grant for \$100K that will be used to fund our Spartaneruship –Name, Image Likeness Academy, Smart Tech Café and the CLEAR Leadership Academy.

The Spartaneruship program aims to educate and empower all student-athletes of Norfolk State University to make informed decisions regarding their Name, Image, & Likeness. This program

will be explicitly shaped to adhere to the NSU ideals of Pride, Integrity, Engagement, Curiosity, and Excellence.

- **Objectives of the NIL Academy include:**

- Educate student-athletes on contract fundamentals
- Financial literacy
- Identifying unique ways to maximize their brand
- Provide educational models on business formation
- Develop collaborative community-based programs

- **Advancing Athletics**

- **Financial Planning**

- Enhance and diversify strategies and portfolios to capitalize on new revenue generation.

- **Athletics Excellence**

- Optimize the ability for student-athletes to win and consistently compete for championships across the entire sports portfolio.

- **Strategic Partnerships**

- Enhance operational efficiencies and strategic partnership that build brand equity that increases viewership and revenue streams to gain a competitive advantage and improve financial position.

**8. Public Comment**

No one signed up for public comment.

**9. Adjournment**

There being no further business, the meeting was adjourned at approximately 11:20 a.m.

Respectfully submitted,

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Mary L. Blunt, Chair  
Academic and Student Affairs Committee

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

# The Division of Student Affairs Update



# Agenda

- **Student Affairs** **Dr. Leonard Brown**
  - i. Counseling and Mental Health Support for Students
  - ii. Two Year Residence Requirement
  - iii. Career Services
  - iv. Division Highlights
- **COVID-19 Update** **Dr. Leonard Brown**
- **Academic Affairs** **Dr. DoVeanna Fulton**
  - Academic Affairs Initiatives
    - a. Faculty Workload
    - b. Research Compensation Analysis
    - c. Course Scheduling Optimization
    - d. General Education Curriculum Reform
  - Promotion and Tenure Application Timeline Overview
- **Enrollment Management Updates** **Dr. Justin Moses**
- **Athletics Update** **Ms. Melody Webb**



# Counseling Services By The Numbers



(5400+ Students)

Year	% of Student Population Seen
2018-2019	9.17
2019-2020	8.58
2020-2021	2.79
2021-2022	6.42



(21000+ Students)

Year	% of Student Population Seen
2018-2019	N/A
2019-2020	7.4
2020-2021	5.2
2021-2022	8.1



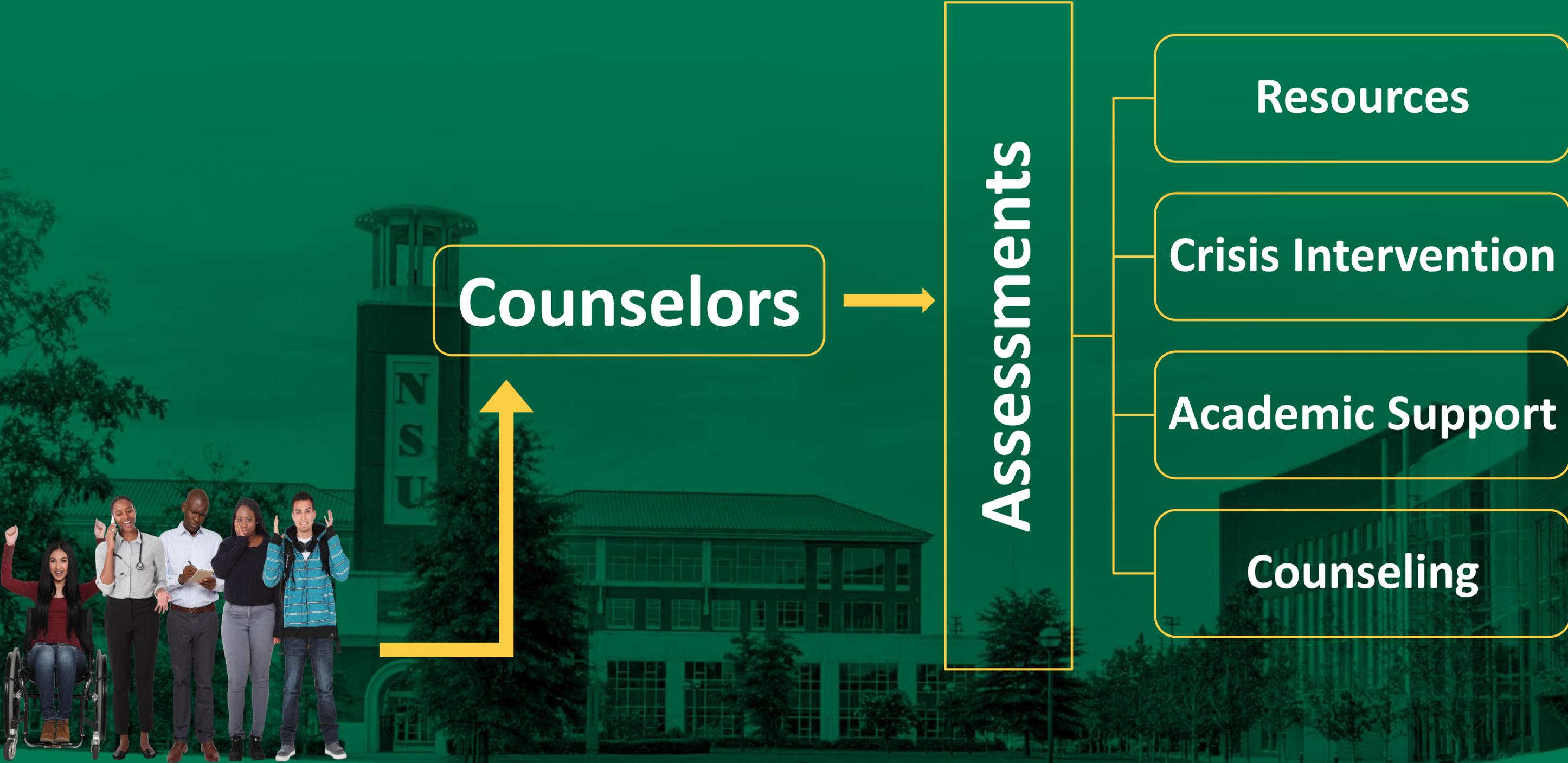
9000+ Students

Year	% of Student Population Seen
2018-2019	5.21
2019-2020	4.88
2020-2021	4.34
2021-2022	5.56

The Association for University and Counseling Center Directors' (AUCCCD) most recent 2021 survey report identified 26 Counseling Centers to have a **2.9% minimum** and a **14.6% maximum** with a **7.5% mean** of the student population that are seen.



# Access to Mental Health Resources (Current Model)



# Access to Mental Health Resources (Future Model)



Case Managers In Person Option

Timely MD Virtual Option



Assessments

Campus & Community Resources  
i.e. Student Success Center

Crisis Intervention

Wellness

Academic Support

Therapy with a Certified/Licensed Counselor

# Two Year Residency Requirement

*Higher Education research has historically shown a positive impact on student success for residential students.\**

- Students do the following when they reside on campus:
  - Complete more credit hours and have higher grade point averages
  - Become more involved with the campus community
  - Complete their degree at their initial institution
  - Show greater gains in student development and interpersonal self-esteem
  - Express greater satisfaction with their undergraduate experience!
  - Persist and graduate with greater frequency

*\*The Case for Campus Housing: [https://www.acuho-i.org/Portals/0/doc/Case-Campus-Housing\\_Students-Parents-Media.pdf](https://www.acuho-i.org/Portals/0/doc/Case-Campus-Housing_Students-Parents-Media.pdf)*

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# Career Services



## Internship and Employment Opportunities

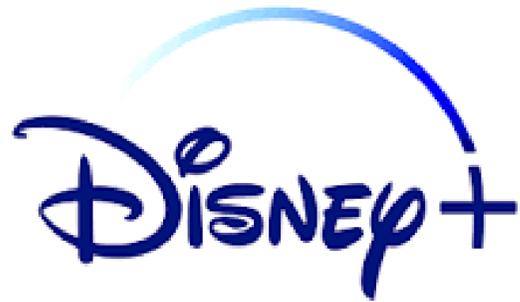


Amazon  
Crowley



Federal Bureau of Investigations

Ferguson Enterprises



Disney

Huron Consulting

Netflix

Mitre

Moncler



Port of Virginia

Whiting & Turner

U.S. Consumer Safety Commission



# IDEAL SPARTAN



## Division Highlights

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Developed division/unit level strategic plans to be in alignment with the Pillars of Excellence.

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ACHA Health and Wellness Consulting reviewed and assessed our current health services.

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Hosting a Free Speech Leadership Institute

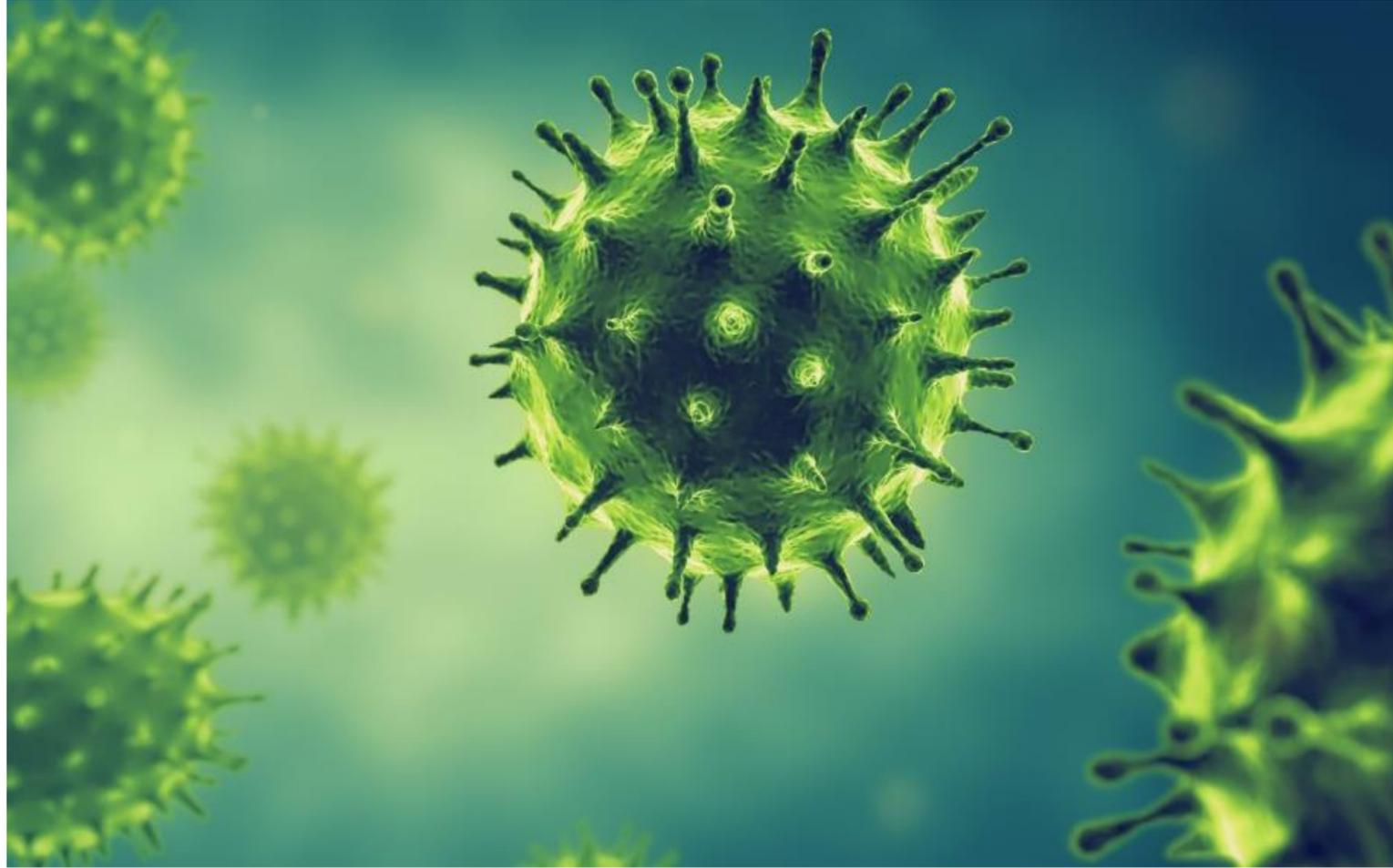
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IDEAL Spartan

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In collaboration with Finance & Administration we took a few road trips to other universities to see how we could enhance our student's dining experience.





# COVID-19 Update

# Academic Affairs

## Initiative Updates



**NORFOLK STATE**  
UNIVERSITY

# Faculty Workload Initiative: Status Update

## Project Overview:

Assist NSU leadership in understanding current faculty workload and designing an equitable process so that the implementation of the workload policy facilitates faculty productivity and appropriate financial impacts for strategic progress.



1

Phase 1:  
Data Collection

2

Phase 2:  
Presentations for administrators and faculty to explore usefulness of models.

3

Phase 3:  
Designing input mechanisms and instruction.

4

Phase 4:  
Process the data with 1 or 2 models for units. Prepare detailed reports for the Provost, Deans, and Department Chairs for each model.

5

Phase 5:  
Process the data for faculty with selections for weighting.

# Work to date

- Developed list of peers and aspirational peers from their SCHEV list of peers' consensus peers from the Task force, and some similar universities whose workload policies were available
  - Peers: Albany State, Bowie State, Colorado State-Pueblo, Delaware State, Grambling State, North Carolina Central
  - Aspirational peers are already R2 universities: California States, Hampton State, Howard, Jackson State, Louisiana Tech, Morgan State, North Carolina A&T, North Carolina Wilmington, Prairie View A&M, Univ Colorado- Colorado Springs
- Gathered general information from iPEDS, state reports, and faculty handbooks/policies
- Evaluated practices for workload among peers and aspirational peers
- Talked to leaders at 3 aspirational peers (no disclosure on working for NSU was made)
- Analyzed multiple semesters of NSU actual teaching assignments



# Findings among peers

- Most start with expectation of every full-time teaching faculty member of 12 hrs./sem., except one has 15.
- While there were some automatic exceptions, most expected 12 hrs. from non-administrators and those not in start-up mode if tenure-track. Common exceptions include:
  - weigh graduate courses by 1.33,
  - give chairs or deans 6 or more, and a few gave other, e.g. associate chairs 3, faculty senate speaker 6
  - A few reduced 1hr/thesis or dissertation advisee up to 3 hrs.
  - 1 gives 3-6 for active research, mostly defined by external funding
- Several weigh lab, student teaching, private lessons, or clinic hours at 0.67 for every scheduled hours/week (e.g. a 3-hour lab get 2 hours of teaching credit)



# Findings among aspirational peers

- Most start at 12 hrs/sem, except they appear to have more systemic automatic releases
- Most said tenure and tenure track faculty in departments that have graduate students are more likely to teach 9 hrs/semester. Common exceptions:
  - weigh graduate courses by 1.33 or 1.5,
  - all administrators and departmental advisors release 3-9 hrs,
  - all can reduce up to 3 hrs for thesis or dissertation advising,
  - most allow chair/dean to release more for special research, accreditation, or curricular innovation
- Some negotiate with the provost for how many overall releases they can give
- All have a method of reporting/certifying the departmental loads and some individual faculty member loads
- Some spoke of class size and TAs provided or not as a basis for some weighting
- Several weigh lab, student teaching, private lessons, or clinic hours at 0.67 for every scheduled hours/week

Examples:

**Howard** starts at 15hrs/sem if only teach UG, and 12hs if teach some masters, and 9hrs if some Doctoral or Professional

**Prairie View** starts at 12 hrs./sem for all, but all tenured and tenure-track are reduced to 9 if their previous annual reviews meet expectations in research, teaching, and service



# Which Model is Best for NSU?

- **Headcount**

- 9/31 Comply
- Have 24.425 too many faculty with many in the wrong place

- **Prorated**

- 22 to 23/31 Comply
- Need 17.975 more faculty, and many numbers in the wrong place

- **SCHEV**

- 24 to 27 Comply
- Need 81.6 more faculty, with only 7 departments having enough (or too many)

- **NSU Handbook**

- 23/31 Comply
- Need 30.8 more faculty, and many numbers in the wrong place



# Research Compensation Analysis Initiative Status

## Objective:

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

## Completed

- Assessments and Interviews
- Made Recommendations

## Next Steps

- Policy Recommendations Under Review
- Approve and Implement Revised Policy



# Course Scheduling Optimization Initiative

## Objective:

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

## Completed

- Discovery
- Review
- Project Outcomes

## Next Steps

- Identify Technological Platform
- Develop Implementation Plan
- Train Faculty and Staff Schedulers



# General Education Curriculum Reform

## Objective:

Improve Student Success in Gateway Courses

Provide General Education that Meets 21<sup>st</sup> Century Demands

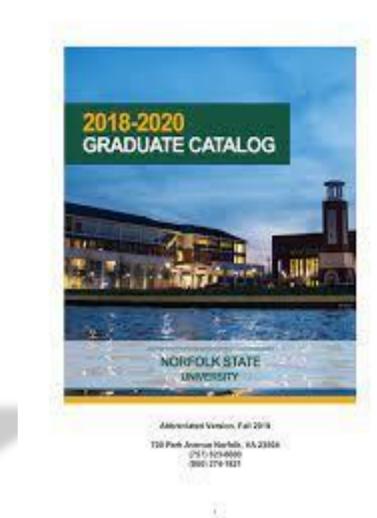
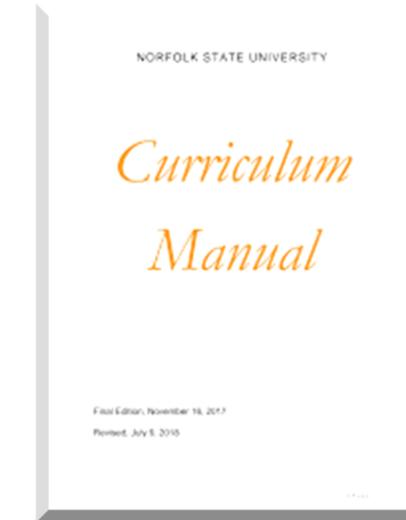
Develop T-Shape Professionals

## COMPLETED

- Review of other general education models and reform processes followed by other universities.
- Workshop to consider NSU General Education needs.

## NEXT STEPS

- Develop Model
- Develop/Revise courses
- Implement model and assess



# Promotion and Tenure Application Timeline

Applicants submit Portfolios

15 Feb.

Chair and Peer Evaluations completed

28 Feb.

Department recommendations submitted to College or School Dean

4 Mar.

Deans submit department recommendations to the University Review Committee

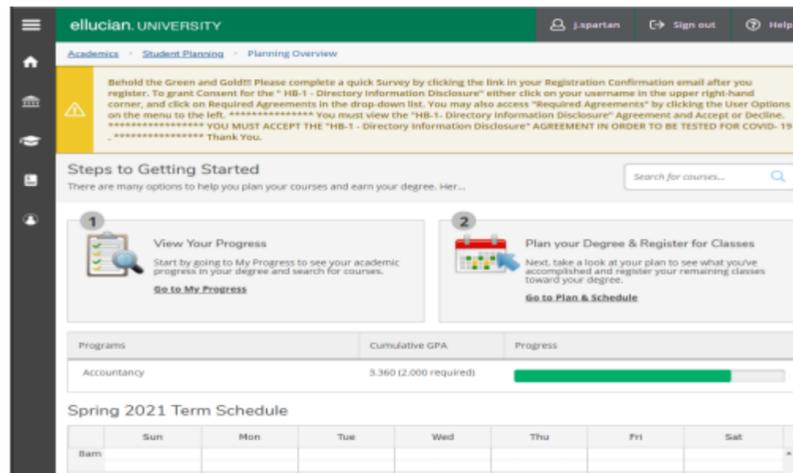
15 Mar.

University Review Committee submits recommendations to the Provost

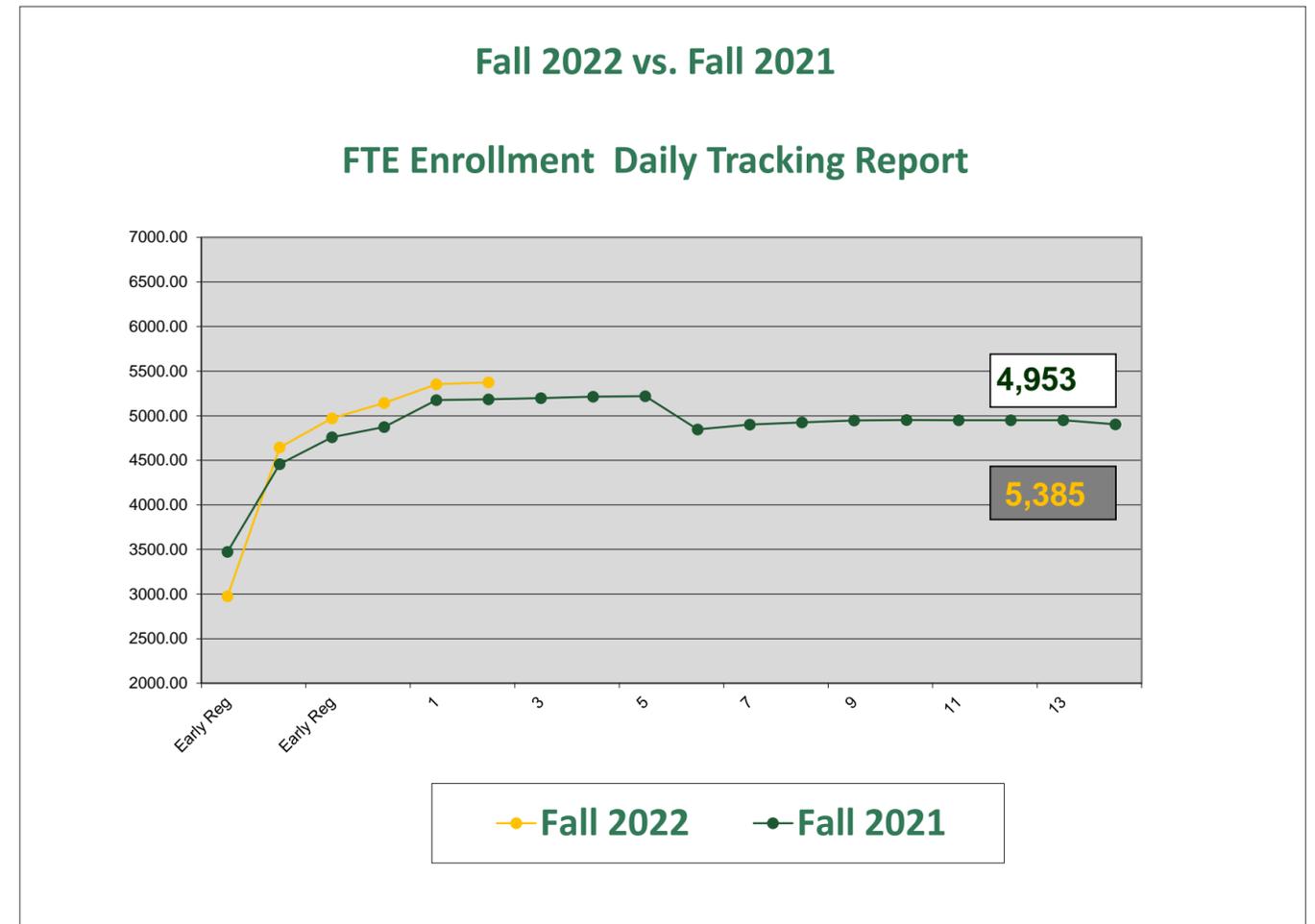
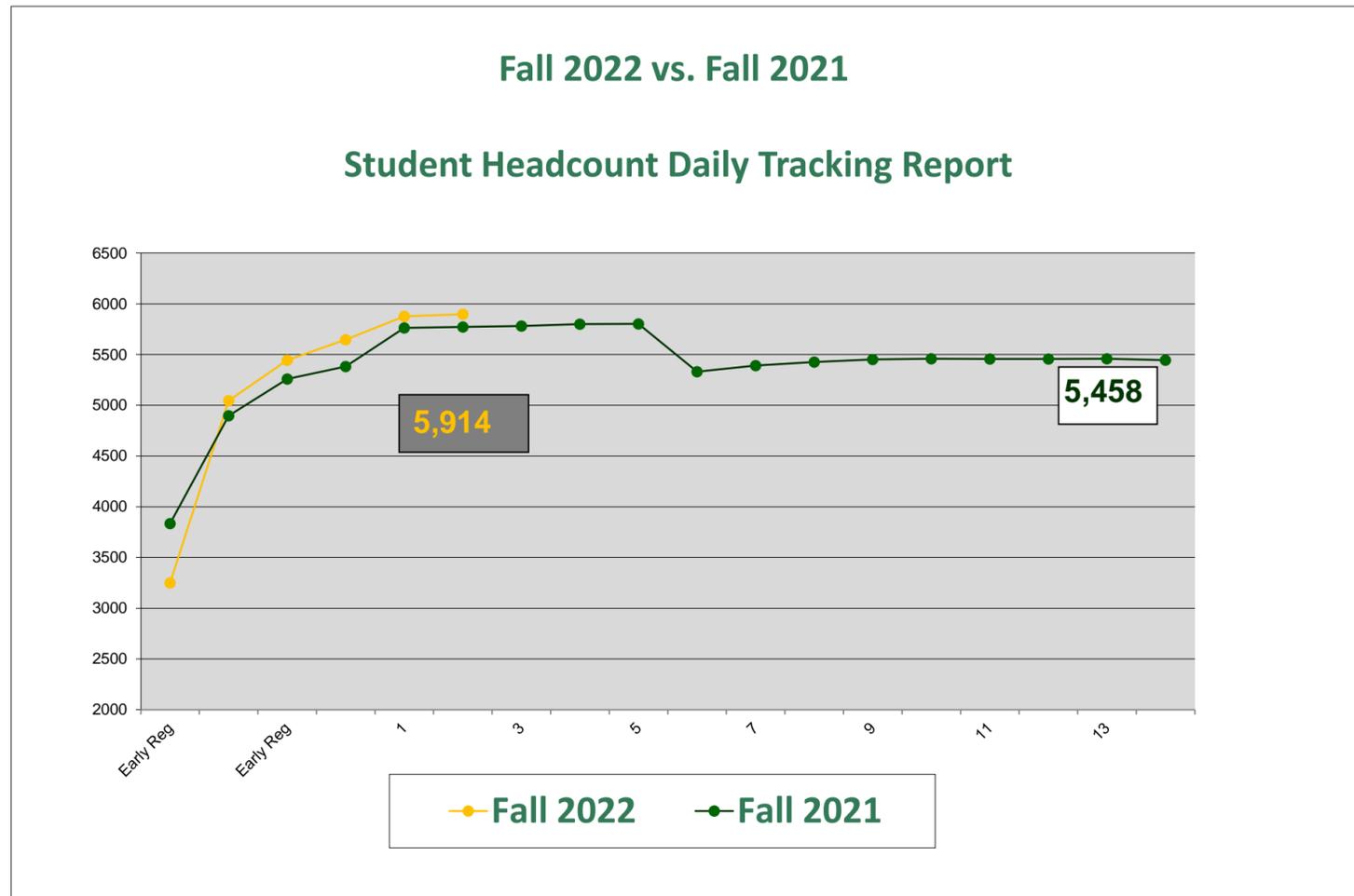
31 Mar.



# Enrollment Management at NSU



# Enrollment Management Update: Data Points



Please note the following:

- The data presented reflects the number of students that have registered for courses ahead of the drop/add date as of August 25. The drop add date is August 26
- Some students may not have paid their full balance due, however, even after August 26, if students are able to clear their balance, they may have the opportunity to have their classes reinstated.

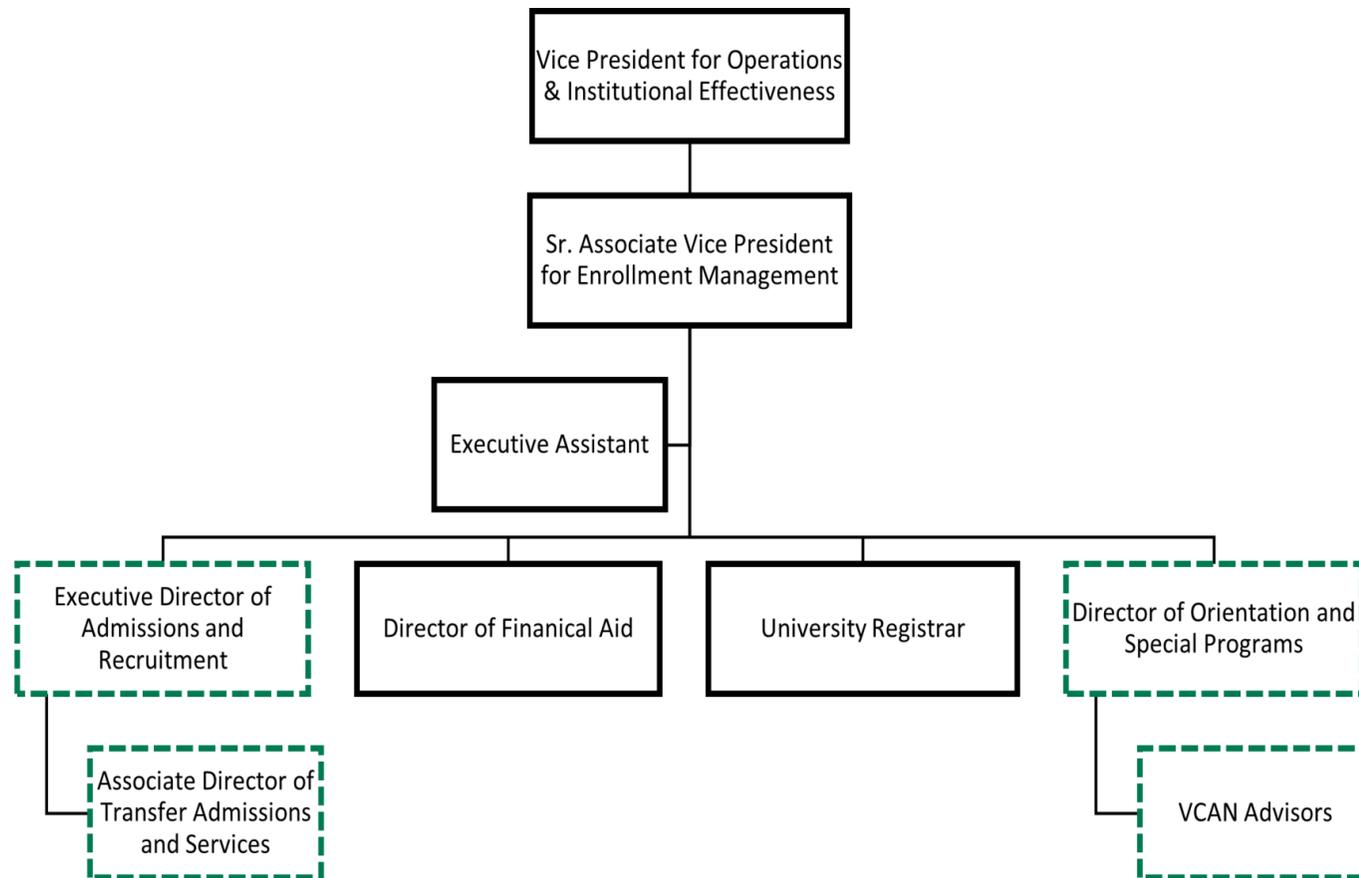


# Enrollment Management Strategies

- Implementation of Slate CRM
- Strategic Enrollment Plan Update
- Financial Aid Leveraging Project
- [Financial Aid Award Delivery](#)



# Enrollment Management: Department Realignment



- Mr. Dominique Harrison now serves as the Executive Director of Admissions and Recruitment
- Transfer Admissions and Services will report to the Executive Director of Admissions and Recruitment
- Director of Transfer Admissions and Services position has been converted to Associate Director
- Associate Director of Orientation position has been converted to Director of Orientation and Special Programs
- Director of Orientation and Special Programs will now oversee the Virginia College Affordability Network (VCAN) advisors



# ATHLETICS REPORT



- Commitment to holistic student-athlete development, measured by academic achievement, & post-graduation success.
- Commitment to enhance programming with an emphasis on personal development, mental health, career readiness, and diversity and inclusion.
- Commitment to optimize the ability for student-athletes to win and consistently compete for championships.
- Commitment to raise the prominence of the NSU athletics brand and deepen community impact by telling the NSU story and delivering the NSU experience.
- Commitment to work actively with NSU partners across the University, alumni, and Hampton Roads community through regular communication, outreach and engagement.
- Commitment to achieve long-term growth and financial sustainability by increasing revenue streams to support strategic goals and objectives

# ADVANCING ATHLETICS

01

## Financial Planning

Enhance and diversify strategies and portfolios to capitalize on new revenue generation, fundraising, development strategies and partnerships.



02

## Athletics Excellence

Optimize the ability for student-athletes to win and consistently compete for championships across the entire sports portfolio.



03

## Strategic Partnerships

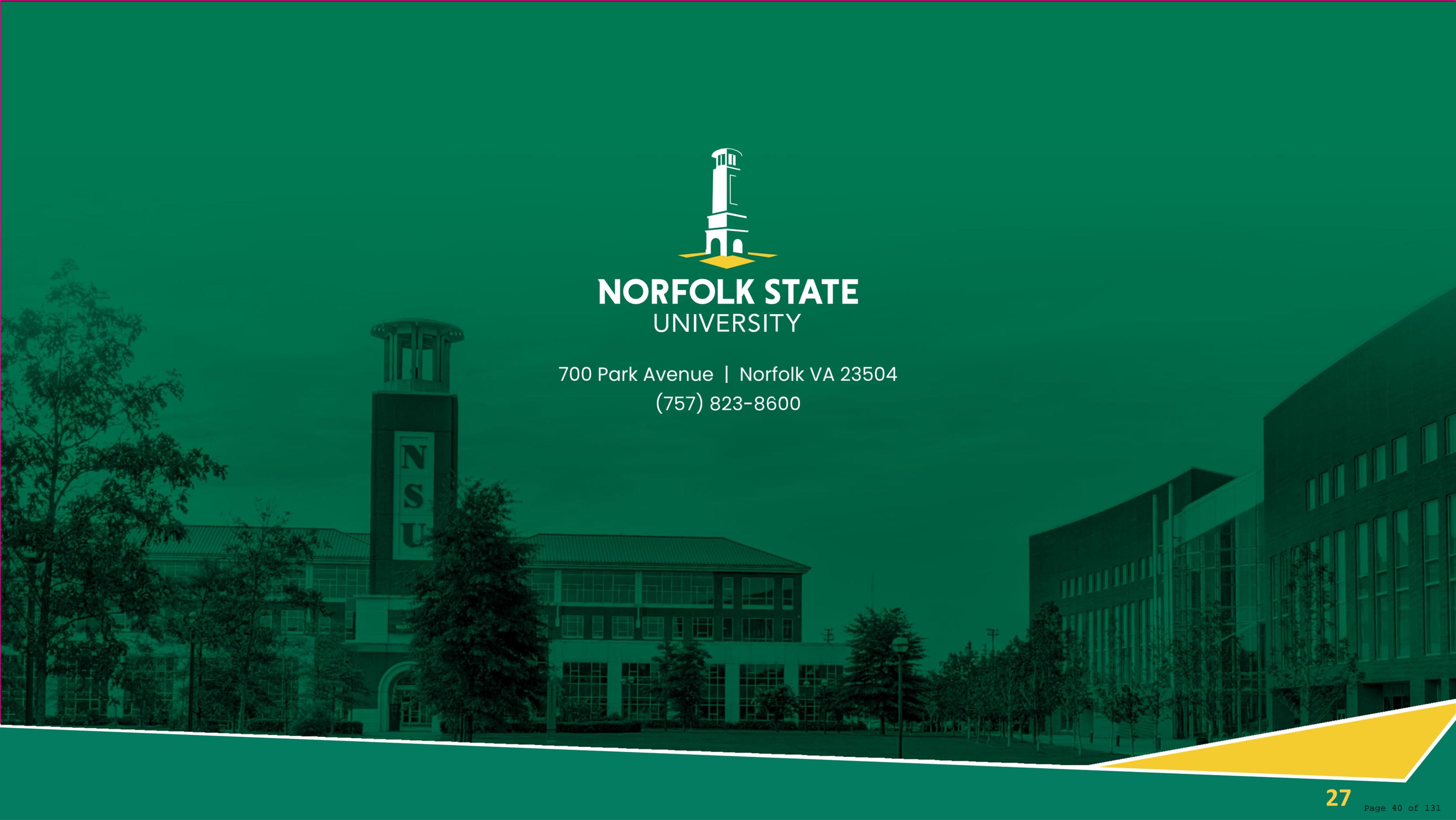
Enhance operational efficiencies and strategic partnership that build brand equity that increases viewership and revenue streams to gain a competitive advantage and improve financial position.





# NORFOLK STATE UNIVERSITY

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



# **AUDIT, RISK, AND COMPLIANCE COMMITTEE**

**BOARD OF VISITORS**  
**AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING MINUTES**  
August 31, 2022

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

Mr. Delbert Parks, BOV Member, called the Audit, Risk, and Compliance Committee meeting to order at approximately 12:11 p.m. A quorum was established with a 4-0 roll call.

Committee Members

Bishop Kim W. Brown, Chair (Virtual)  
Heidi W. Abbott  
Gilbert Bland  
Dr. Katrina Chase  
Conrad Hall  
Delbert Parks

NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President  
Ms. Tanya S. White, Chief of Staff  
Mrs. Drika L. Burgess, Chief Audit Executive  
Dr. Dawn Hess, Chief Compliance Officer  
Ms. Inda Walker, Clerk to the University President and Liaison to the Board of Visitors  
Mr. Christopher Gregory, Office of Information Technology  
Dr. Gerald Ellsworth Hunter, Vice President/Chief Financial Officer, Finance and Administration  
Mr. Anton Kashiri, Facilities Management  
Mrs. Patricia A. Perkins-Smith, Director, Environmental Health, Safety and Risk Management  
Chief Brian Covington, Chief of Police

Counsel Present

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

**2. Recommend Approval of Electronic Participation**

The Committee unanimously approved the electronic participation for Bishop Kim Brown with a 4-0 roll call vote. Motion was made by Conrad Hall and seconded by Heidi Abbott.

Bishop Brown welcomed the new members and gave a brief background about the Audit, Risk and Compliance Committee, stating that Dr. Hess is our first Chief Compliance Officer at NSU. He emphasized that both Dr. Hess and Mrs. Burgess are doing a great job.

### **3. Approval of the Minutes**

Heidi Abbott motioned, Delbert Parks seconded, and the Committee unanimously approved the Audit, Risk and Compliance Committee minutes for April 13, 2022.

### **4. Discussion Items**

Dr. Hess introduced herself as the first Chief Compliance Officer for NSU, transitioning NSU from a decentralized compliance model to a centralized university-wide compliance program. .

- NSU's Compliance Ecosystem was shared in a visual, demonstrating which aspects of an effective compliance program have been developed and integrated into NSU's management; a focus on University Compliance's long-term strategy for compliance integration was discussed.
- The Compliance Assessment Plan for academic year 2022-2023 was presented and includes Environmental, Health & Safety; Privacy and Data Security (Cyber Security); and Researcher Compensation and Conduct.
- Dr. Hess thanked Dr. Hunter, Mr. Kashiri, and Mrs. Perkins-Smith, for their attendance stating that their collaboration is instrumental in the success of the Environmental, Health and Safety compliance assessment. Additionally, Dr. Hunter, Mr. Kashiri, and Mrs. Perkins-Smith, were present in case there were questions.
- Compliance assessments comprise a review of management controls. Controls involve Oversight and Accountability, Regulatory Reporting, Compliance Management Capability, and other area specific Key Concerns. Examples of Compliance Management controls reviewed include documentation, outreach and training, management systems, proficiency with the requirements and known compliance related gaps. Other examples of controls reviewed during compliance assessments were discussed.
- Outcomes of compliance assessments include an understanding of our standing with relation to compliance for a specific title, the overall compliance status of area/departments, title compliance-related risks, overall department compliance-related risks, NSU compliance eco-system status and gap closure plans. The data collected during compliance assessments will assist in informing NSU's long term strategies by providing evidence for risk-based decisions.
- With Environmental, Health and Safety, University Compliance assessed our performance in meeting our obligations for forty-nine (49) compliance titles. Of these

forty-nine (49) titles, NSU has gaps in meeting our compliance obligations for eighteen (18). Of these eighteen (18), three (3) titles gaps were purely operations.

- Working closely with Environmental, Health and Safety, a Gap Closure Plan was developed which details current condition, target condition, action plans, responsible individual, and a due date. Additionally, recommended improvements and best practices were included. The final due date for gap closure is February 2023.
- In addition to a Gap Closure Plan a university-wide Environmental, Health and Safety and Risk Management (EHSRM) training plan has been developed which includes a regulatory citation with a hotlink to the compliance-related training requirement and a training requirement summary.
- The Privacy and Data Security (Cyber Security) compliance assessment began in July 2022 and is currently on-going.

Bishop Brown reminded everyone that the Compliance Program is less than two (2) years old and the recently established University Compliance Office has fostered a level of interdepartmental communications across the campus.

5. **Closed Meeting.** Motion was read by Heidi Abbott and seconded by Delbert Parks, and unanimously approved with a 5-0 roll call vote.

**Section 2.2-3711.A. 1 and 4** to discuss (1) personnel matters regarding the evaluation of performance of specific university departments where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and

(4) The protection of the privacy of individuals in personnel matters not related to public business; and

**Section 2.2-3711.A. 7 and 8** Consultation with legal counsel employed or retained by NSU regarding specific legal matters requiring the provision of legal advice by such counsel 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, and/or consultation with legal counsel and briefings by staff members or consultants; and

**Further, that the following remain for or attend, when called, the Closed Meeting:**

The President

University Counsel

Chief Audit Executive

Vice President/Chief Financial Officer for Finance and Administration

Associate Vice President Facilities Management

Chief Covington was invited to the Closed Session. A motion was made to approve his attendance by Heidi Abbott and seconded by Dr. Katrina Chase. The motion was unanimously approved with a 5-0 roll call vote.

**6. Open Meeting**

Having reconvened in open session, we will now take a roll call vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place. The motion was unanimously approved with a 5-0 roll call vote.

**7. Adjournment**

There being no further business, Chairman Bishop Brown adjourned the meeting at 1:38 p.m.

Respectfully submitted,

---

Inda Walker, Board Liaison

---

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



# NORFOLK STATE UNIVERSITY

Audit, Risk and Compliance Committee Update  
October 13, 2022

# Agenda

- I. University Compliance
  - A. NSU Compliance Ecosystem Update
  - B. Compliance Assessment Plan 2022-2023
  - C. Environmental, Health & Safety and Risk Management Gap Closure Plan
  - D. Environmental, Health & Safety and Risk Management Training Plan
  - E. Data Security and Privacy Assessment Topics
- II. Internal Audit
  - 2022 Property and Evidence Audit

# University Compliance Program Development

★ = Integrated & On-Going

○ = Currently Implementing

○ = Developing

★ = Details on additional slides



**NORFOLK STATE**  
UNIVERSITY

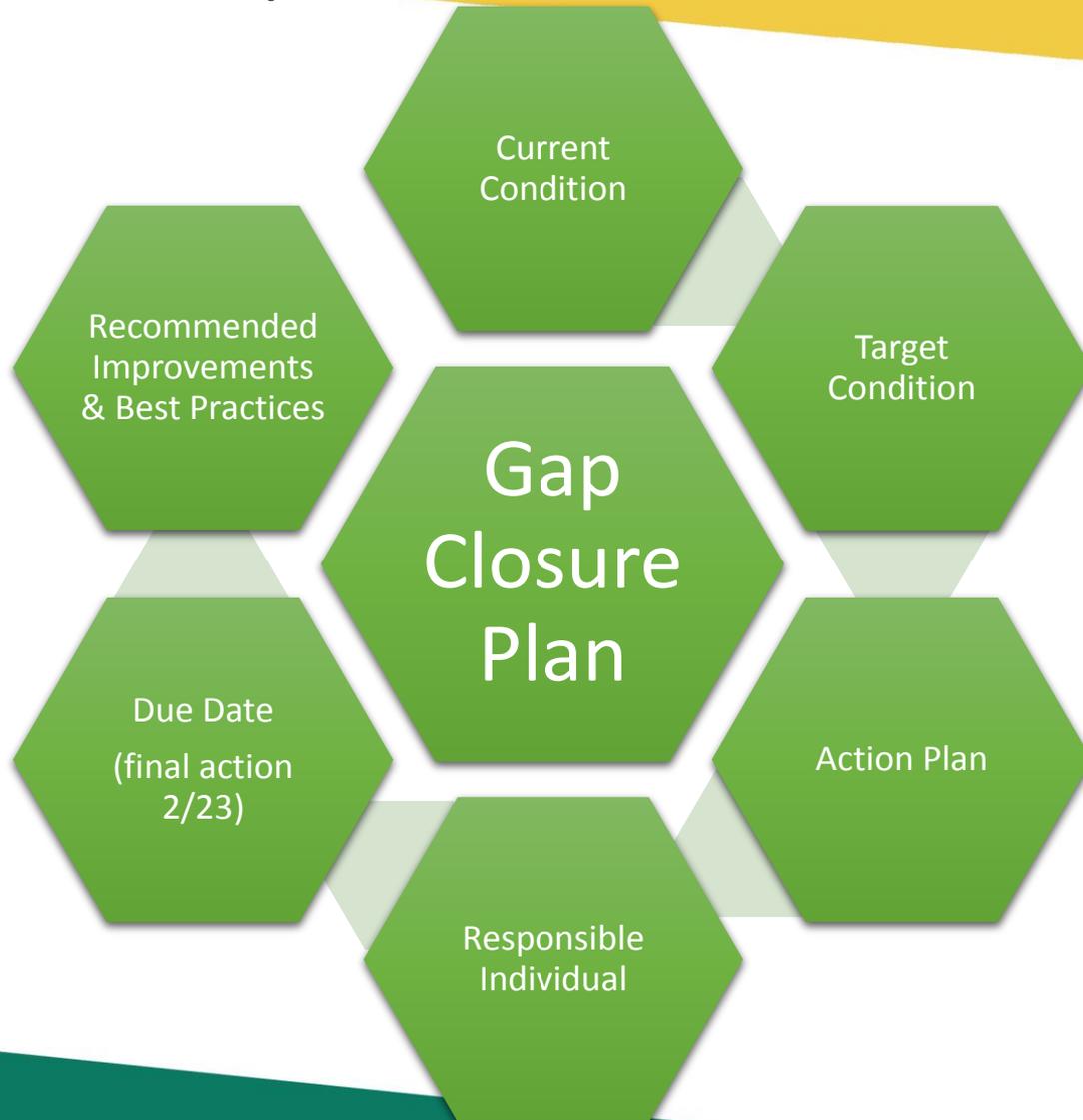
## NSU Compliance Ecosystem



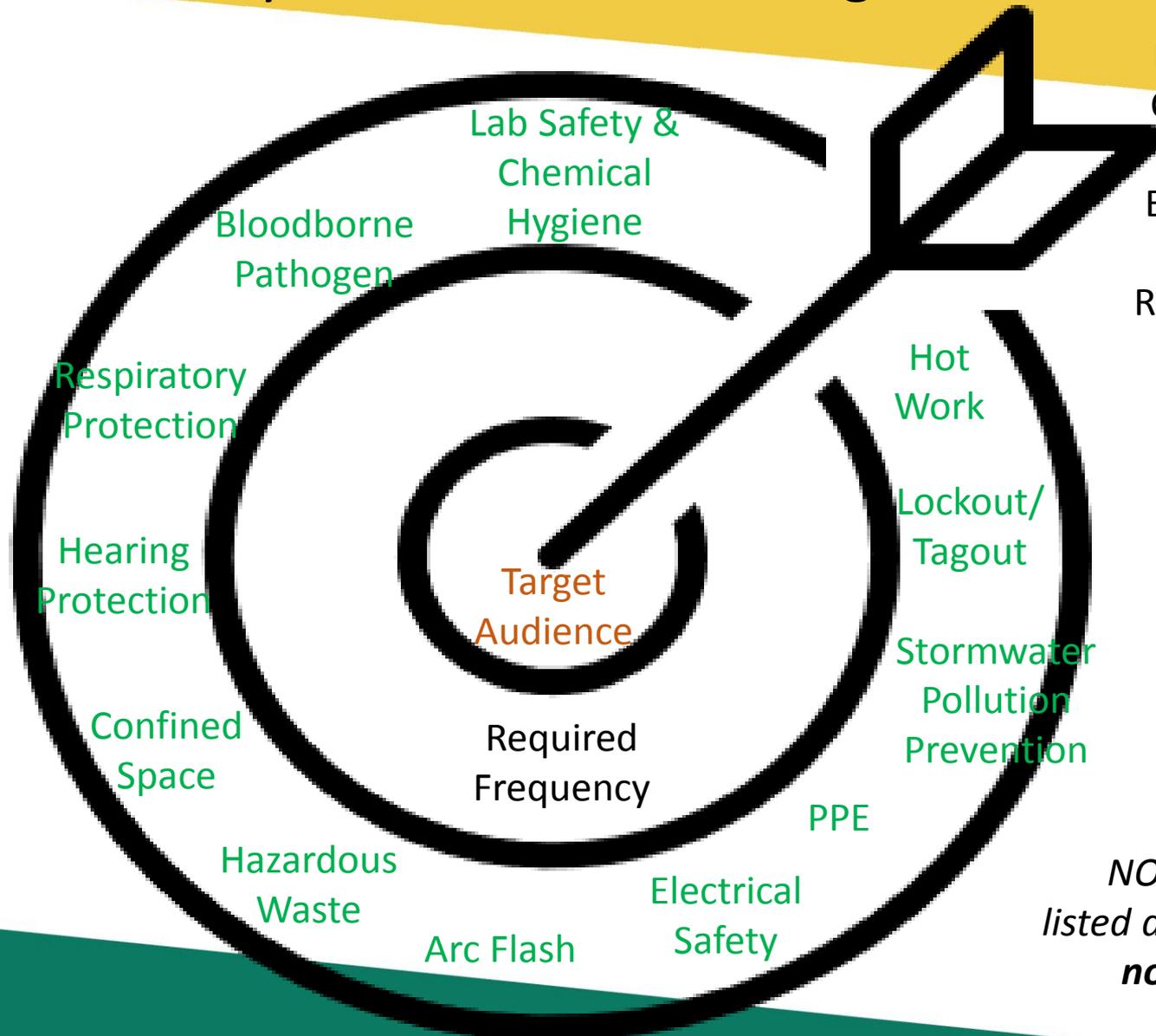
# Compliance Assessment Plan 2022-2023

- Researcher Compensation and Conduct
  - To be scheduled
- Privacy and Data Security (Cyber Security)
  - Began July 2022
- ✓ Environmental, Health & Safety
  - ✓ Began April 2022
  - ✓ Gap closure plan developed July 2022

# EHSRM: EHSRM Gap Closure Plan



# EHSRM: University Wide EHSRM Training Plan



Regulatory Citation w/ hotlink, Explanation and Requirement Summary

*NOTE: Trainings listed are examples, not exhaustive listing*

# Privacy and Data Security (Cyber Security) – Compliance Assessment began July 2022

- Gramm Leach Bliley Act (GLBA)
  - Privacy Rule
  - Safeguards Rule
- General Data Protection Regulation (GDPR)
- Payment Card Industry Data Security Standard (PCI DSS)
- Information Security Standard (All subparts)
- Federal Information Security Management Act (FISMA)

## 2022 Property and Evidence Audit

### Background

There NSUPD officers perform a variety of law enforcement tasks: investigation of criminal activity; evidence storage seized property; and apprehension of individuals. This includes the responsible for ensuring property is packaged, labeled, and entered into storage in a timely manner. They also must ensure that appropriate physical security measures are maintained at all times.

### Assessment

Rated as unsatisfactory:

- Roles and responsibilities of inventory management are not addressed by existing policies
- lack of controls and documentation around the "movement" of property and evidence, chain of custody, regular inspections, and certified disposal
- significant staff vacancies and turnover
- operations are person dependent and inconsistent.

As a result, NSUPD cannot ensure compliance with all applicable standards nor account for the status of all inventories in their control.

### Methodology

- Reviewed controls over custody and disposal of property and evidence
- Toured holding areas by type and determined if the storage was appropriate and adequate (perishable items, guns, DNA, cash, and drugs)
- Selected a judgmental sample of property and evidence in our custody using high risk items, personal data, and biological evidence between July 2018 - July 2022
- Obtained camera footage from evidence room for the period of June thru July 2022
- Verified if custody and disposal is in accordance with standard operating procedures, local and state policy, and professional standards

### Updates

Upon notification, senior management:

- 1) re-keyed the evidence room
- 2) designated a Property and Evidence Manager
- 3) Vendor re-combined (3) safes
- 4) contacted facilities to install a surveillance camera inside the evidence room
- 5) contacted the university architect to install a 24-hr. accessible drop box for evidence submittal
- 6) Creating dedicated property and evidence policies

# STRATEGIC FINANCE COMMITTEE

**BOARD OF VISITORS  
STRATEGIC FINANCE COMMITTEE MEETING  
WEDNESDAY, AUGUST 31, 2022  
MINUTES**

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

Mr. Fulton, Chair, called the Strategic Finance Committee meeting to order at approximately 3:30pm. 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  
The Honorable James W. Dyke, Jr.  
Mr. Conrad Hall  
Mr. Delbert Parks  
Mr. Jay Jamison

Participant - Counsel

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

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President  
Mr. Eric Claville, Executive Advisor to the President for Government Relations  
Dr. Gerald Ellsworth Hunter, Vice President/Chief Financial Officer, Finance and Administration  
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness  
Mr. Clifford Porter, Vice President, University Advancement  
Ms. Inda Walker, Board Liaison  
Ms. Martha M. Wilson, Executive Assistant, Finance and Administration

Observers – NSU Administrators and Staff

Ms. Stevalynn Adams, Assistant Vice President, Communications and Marketing  
Dr. Andrew T. Carrington, Assistant Vice President for Finance and Administration  
Chief Brian Covington, Chief of Police  
Ms. Karla Amaya Gordon, Assistant Vice President, Finance and Administration/University, Controller  
Ms. Misti D. Goodson, Director, Development Services and Stewardship  
Dr. Davida Harrell-Williams, Director, Auxiliary Enterprises and Services  
Ms. Michelle D. Hill, Executive Director, Alumni Relations  
Ms. Sana Z. James, Assistant Vice President, Development  
Ms. Crystal Jenkins, Foundation Manager  
Mr. Dennis Jones, Executive Budget Director, Budget and Planning

:

Mr. Anton Kashiri, Associate Vice President Facilities  
Mrs. Sandra Faye Monroe-Davis, Chief Information Officer, Office of Information Dr.  
Karen H. Pruden, Associate Vice President, Human Resources  
Ms. Ruby Spicer, Director, Procurement  
Ms. Crystal Square-Williams, Executive Director, University Events and the Wilder Center  
Ms. Irma Thomas, Senior Technical and Finance Analyst  
Ms. Tanya White, Chief of Staff, President’s Office

**2. Recommended Approval of the April 13, 2022 Strategic Finance Committee Minutes**

Motioned by the Honorable James Dyke and seconded by Delbert Parks with a 5-0 Roll Call vote to approve the April 13, 2022 meeting minutes. Council Pam Boston noted a revision to add *Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia* to the minutes. Motioned by The Honorable James Dyke and seconded by Delbert Parks with a 5-0 Roll Call vote.

**3. Discussion Items**

**FY2022 Preliminary Financial Report**

Dr. Hunter presented a brief synopsis of the Financial Report: Total Revenue of \$220,312 with actuals being \$263,074, and totals expenses being at \$220,312 with revenue overage being \$25,322 which brings total revenue to \$237,752. The Use of Funds as of June 30,2022 total expenses are \$237,851,702, and this includes expenses in instruction, research public service, academic support, student services, institutional support, operations and maintenance, student financial assistance, sponsored programs, auxiliary enterprises, and local funds.

**Higher Education Emergency Relief Fund (HEERF) Update**

Dr. Hunter 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. As of June 30, 2022, \$73,726,604 has been expended with a balance of \$36,855,420. Over 50% of the funds have been awarded directly to NSU students. In addition, Dr. Hunter mentioned that First Year SAIL program where books or electronically online is still in effect and going well.

**Fall 2022 Enrollment Revenue**

Dr. Hunter reported on the Schedule of Projected Tuition Revenue for FY2023. This includes in state, out of state. In state total enrollment is 4,089, and out of state totaled 1,663. Total enrollment is at 5,752. In addition, he discussed part-time in state students at 3,468, and part-time out of state students at 897. Overall total for part-time student are 4,365.

**Motioned and seconded with a 5-0 Roll Call vote to present to the Full Board the Resolution to approve the FY2023-24 Enrollment Tuition and Fees recommendation that includes the First Day Spartan All Inclusive Learning (SAIL) Program.**

**Six Year Institutional Plan (Resolution)**

Dr. Hunter reported that the Six-year Plan (SYP) Amendments includes no increase in tuition. As a result, the percentage amounts will be applied to the previously approved plan which will generate a lower amount for the planned FY24 tuition. Estimated revenues shown for FY22 reflect projections for the year at the time of submission. These amounts are being refined by the Controller's staff and the 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. The 2022 – 2024 biennium budget, additions provided many of the items requested in the 2021YP. The SYP is prepared with the premise the University will receive no new general fund resources. In addition, the SYP provides a salary increase for employees of 5%. The tuition increase will provide sufficient resources needed for the salary increase. While no general funds will be considered to fund the SYP, the University will request general fund support as needed for the implementation of the SYP. The requests for the 2022-2024 biennium were funded with general funds through the actions of the Governor and the General Assembly. The SYP reflect the actual disbursement of student financial aid for FY22 and a 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 waived.

**Motioned and seconded with a 5-0 Roll Call vote to present to the Full Board the Resolution to approve the FY2023-24 Six Year Plan Amendments as a recommended.**

**Facilities Update**

Capital Six-year Plan – includes COVID Projects Update, Maintenance Reserve Projects Update, Capital Projects Update, Shepherd's Village, and the Campus Edge Master Plan. Babbette Towers – Upgrades complete, Babbette Towers – Completion estimate August 2023; Babbette Towers – North; estimate August 2023, Charles Smith project completed; Lee Smith upgrade completed. Mid-Rise Bathroom upgrade complete, Mid-Rise Elevator upgrade estimated completion September 2022; Rosa Alexander upgrades completed, Samuel Scott upgrades completed. In addition, the following buildings/areas are estimated to be completed: Gate 8 Entry Gate has been completed; McDemmond Center Air Valves construction estimated to be completed August 2022; Facilities Management HVAC Replacement Construction estimated completion November 2022, Gill Gym completion estimate August 2023; Echols Hall HVAC Replacement PH1 - Chillers on order estimated completion October 2022; Echols Hall construction estimated Spring 2023; Echols Hall HVAC Replacement PH2 - AHU In Design Spring 2024; Wilson Hall 4th Floor estimated completion September 2022; Brooks Library construction estimated completion December 2022; Spartan Station Roof

Replacement going out for Bid Spring 2023; and Robinson Tech Roof Replacement Going out for Bid Spring 2023. Pending Capital Projects are construct new Science Building, Replace the Fine Arts Building, and construct Physical Plan/Warehouse.

**Legislative Affairs Update**

Mr. Claville, Interim Executive Advisor to the President for Governmental Relations stated that the 2023 Capital Budget Request has been presented to Governor with a projected cost of Construct Living Learning Center and Dining Facility, \$129,277,030; Construct Wellness, Health and Physical Education Center, \$141,579,611; Construct Preschool Academy, \$27,891,978; Construct New Dining Facility/Replace Scott Dozier, \$58,774,703; Construct Residential Housing Phase II, \$95,617,213; Improve Campus Infrastructure, \$18,190,500.

**Human Resources Update**

Dr. Moses provided an overview of the Cardinal System Implementation (September 2022), Merging of Personnel and PMIS systems, testing currently in progress for the electronic format of internal personnel actions, and New HR Business Partners arriving September.

**Information Technology & Information Security Update**

Dr. Justin Moses, Vice President for Operations & Chief Strategist for Institutional Effectiveness, presented the Information Technology Update, which included Spartan Innovation Academy Update, Process Analyses for business and operational needs, and EVA/Colleague Integration to be completed fall semester. Dr. Moses also presented the Information Security Update, which included continued contingency planning for departmental systems; New BOV level policies (Risk Management, Incident Response, and Acceptable Use); and Education and Training.

**University Advancement Update**

Mr. Porter, Vice President for University Advancement presented a fundraising overview, reviewed the Six-Year Fundraising Overview, discussed the Six-Year Alumni Giving Program, Major & Leadership Gifts, Major Divisional Events & Updates, Alumni Relations and Annual Giving. Communication and Marketing strategies, major University Events including two new 46-passenger buses that communicate and promote NSU.

4. **Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**  
There was no closed meeting.
5. **Public Comment**  
No one signed up for public comment.
6. **Adjournment**

**BOARD OF VISITORS**  
Strategic Finance Committee  
August 31, 2022  
Page 5

There being no further business, the meeting was adjourned at approximately 4:19 p.m.

Respectfully submitted,

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BK Fulton, Chair  
Strategic Finance Committee

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

# **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**

- 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**

**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**

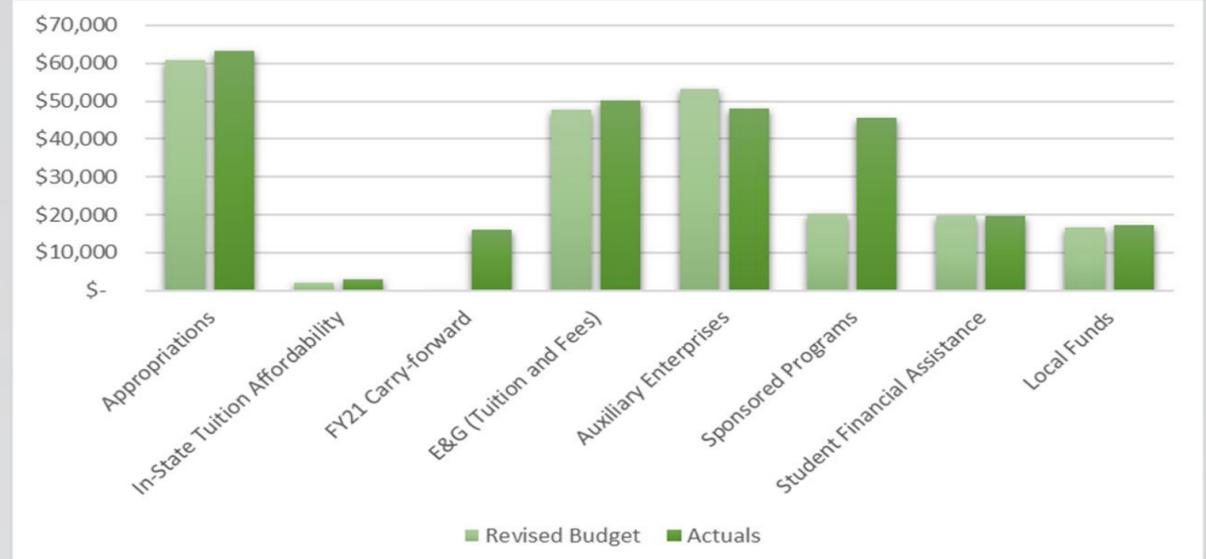
Ruby M. Spicer, Director

- **University Police and Parking Services**

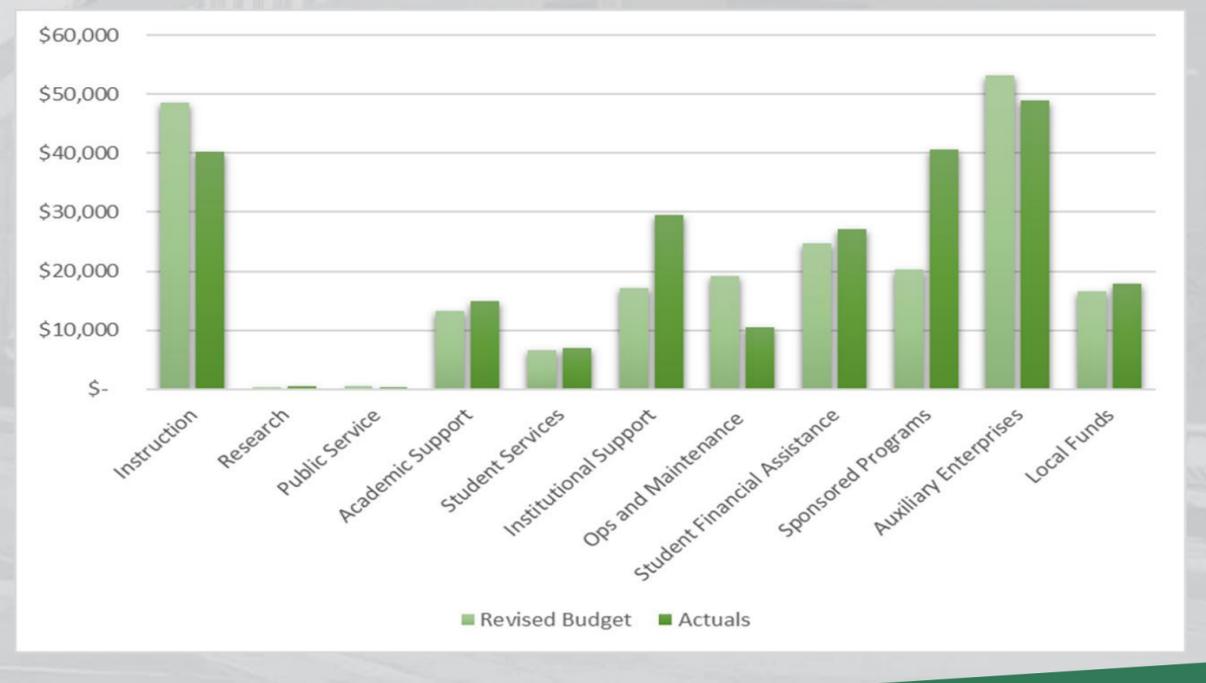
Brian Covington, Chief of Police

# 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%
<b>Total Revenues</b>	<b>\$ 220,312</b>	<b>\$ 220,312</b>	<b>\$ 263,074</b>	<b>119%</b>



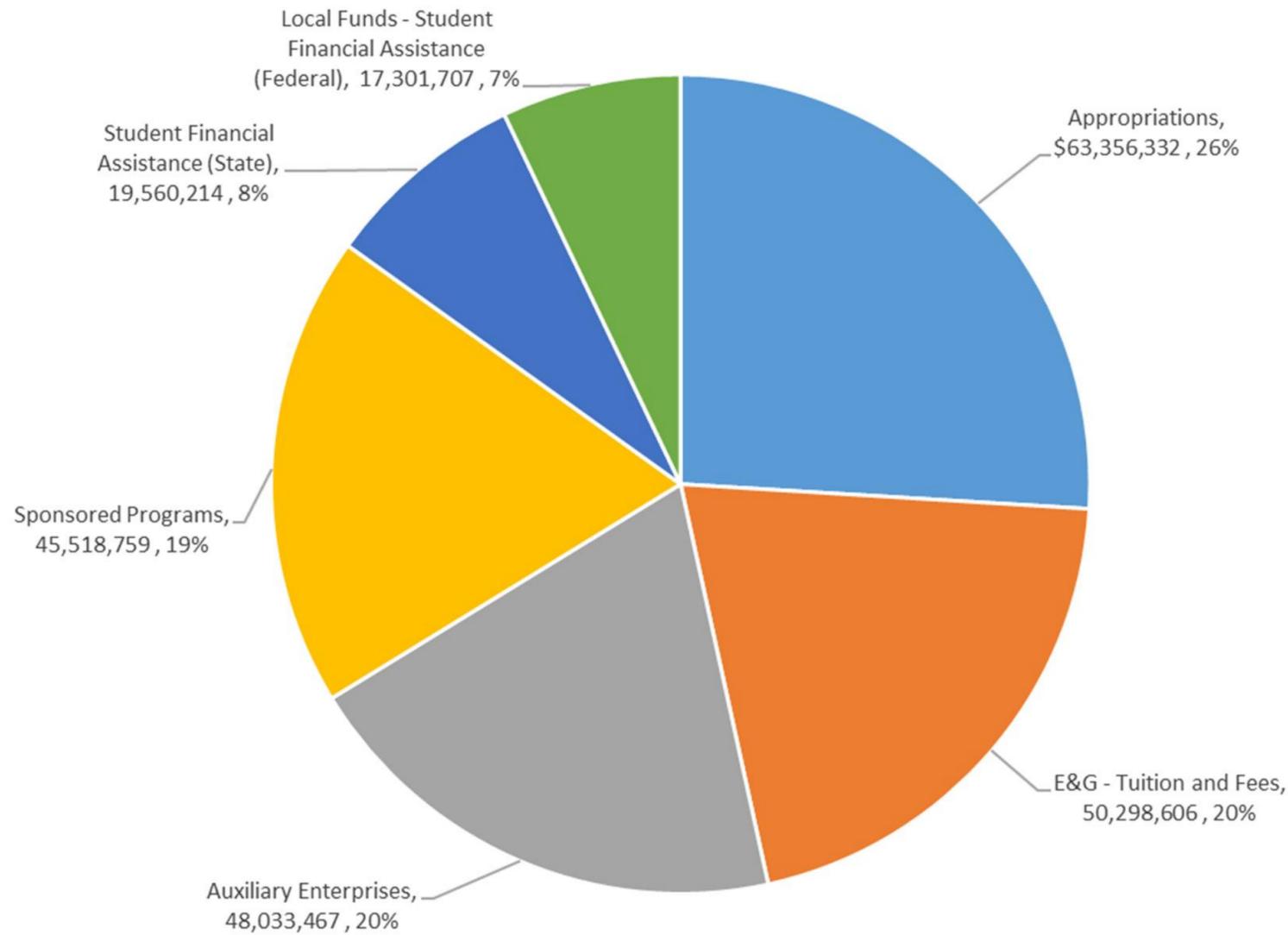
<u>Expenses</u>	<u>Authorized Budget</u>	<u>Revised Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>
Instruction	\$ 48,640	\$ 48,640	\$ 40,192	83%
Research	405	405	521	129%
Public Service	563	563	367	65%
Academic Support	13,176	13,176	15,006	114%
Student Services	6,664	6,664	7,058	106%
Institutional 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%
<b>Total Expenses</b>	<b>\$ 220,312</b>	<b>\$ 220,312</b>	<b>\$ 237,752</b>	<b>108%</b>
<b>Revenue Over Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,322</b>	



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

# SOURCE OF FUNDS

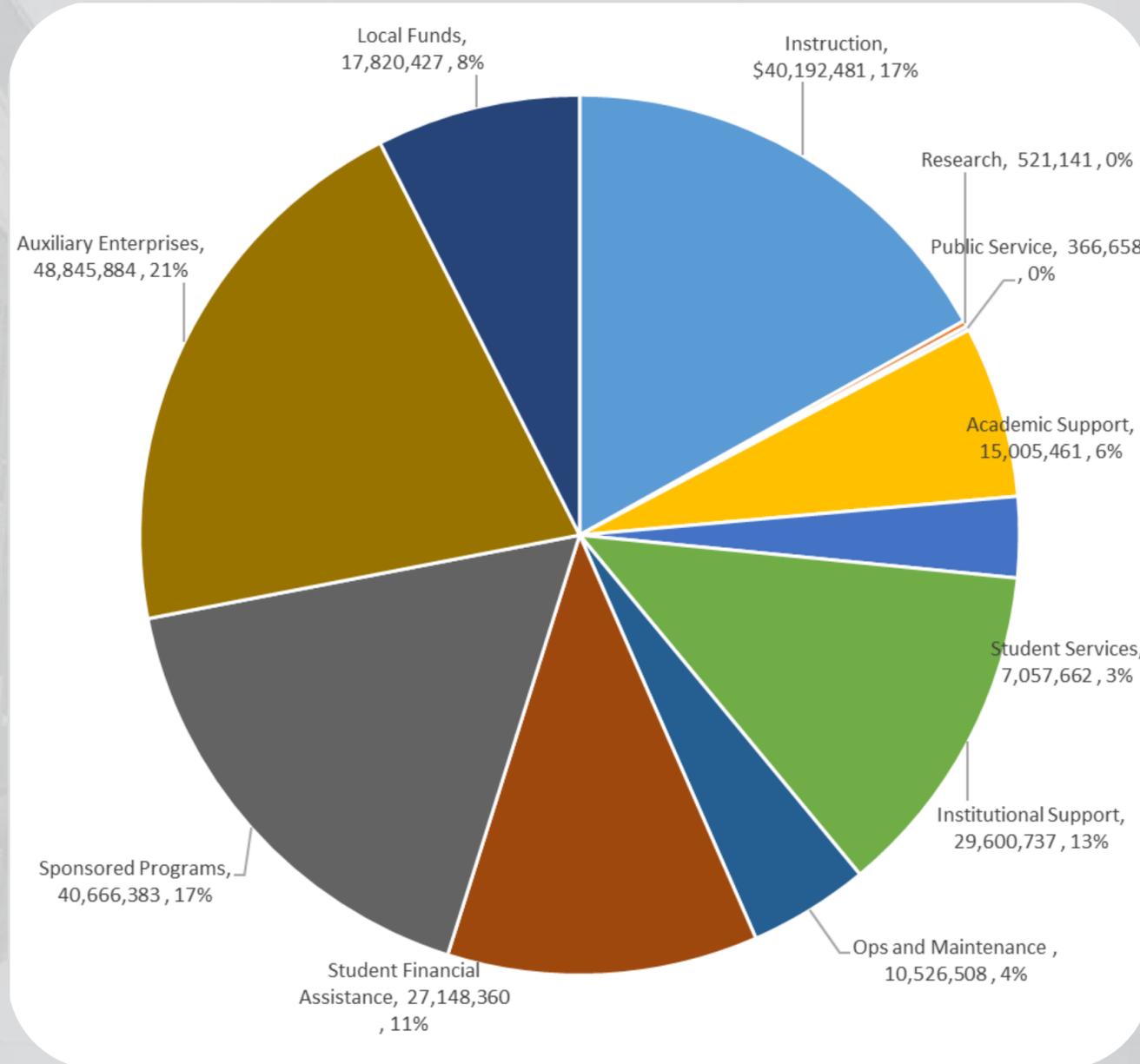
Actuals through June 30, 2022



<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
<b>Total Revenues</b>	<b>\$ 263,073,600</b>

# USES OF FUNDS

Actuals as of June 30, 2022



<u>Expenses</u>	<u>Actuals</u>
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
<b>Total Expenses</b>	<b>\$ 237,751,702</b>

# 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).

<b>Federal</b>						
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
<b>Total</b>	<b>\$ 20,327,234</b>	<b>\$ 30,032,276</b>	<b>\$ 52,248,428</b>	<b>\$ 102,607,938</b>	<b>\$ 70,588,124</b>	<b>\$ 32,019,814</b>

<b>Commonwealth of Virginia</b>		
Program Name	CRF	Spent as of June 30, 2022
Governor's Emergency Education Coronavirus Relief Fund (CRF)	\$ 3,138,480	\$ 3,138,480
<b>Total</b>	<b>\$ 3,138,480</b>	<b>\$ 3,138,480</b>

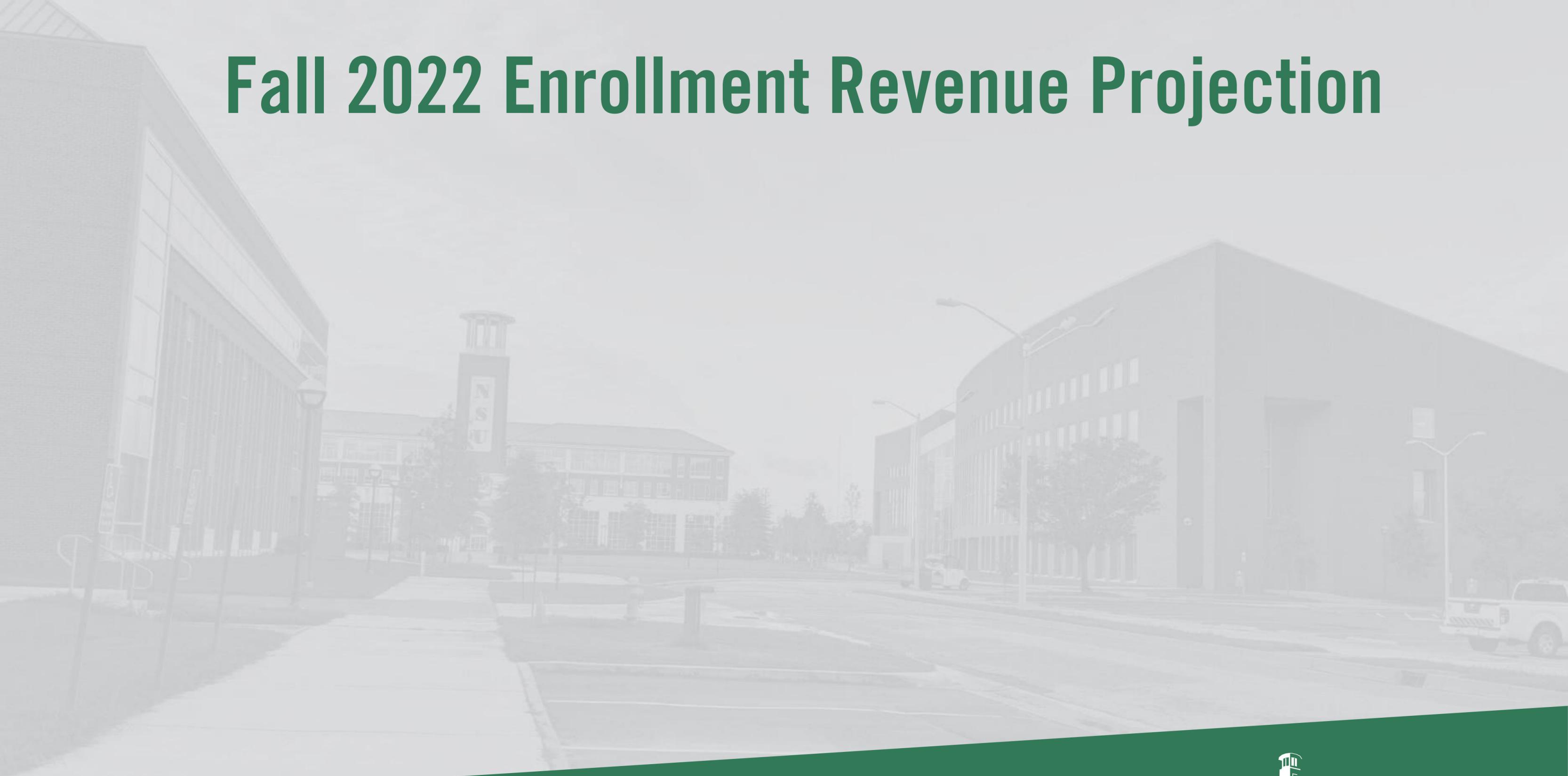
  

Program Name	ARPA	Spent as of June 30, 2022
ARPA State and Local Recovery Funds for Higher Education- Public Institutions (ARPA) for Student Financial Aid awards planned for the Fall 2023 semester	\$ 4,835,606	\$ -
<b>Total</b>	<b>\$ 4,835,606</b>	

<b>Federal and State COVID-19 Funding Award Total</b>	<b>\$ 110,582,024</b>
<b>Federal and State Total Expended</b>	<b>\$ 73,726,604</b>
<b>Federal and State Award Remaining</b>	<b>\$ 36,855,420</b>

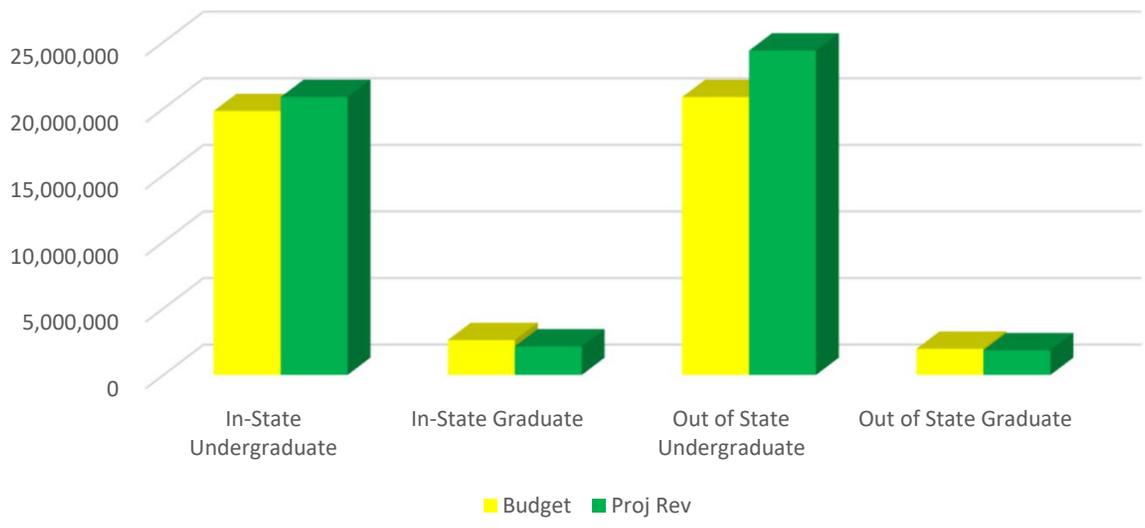
# Fall 2022 Enrollment Revenue Projection



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

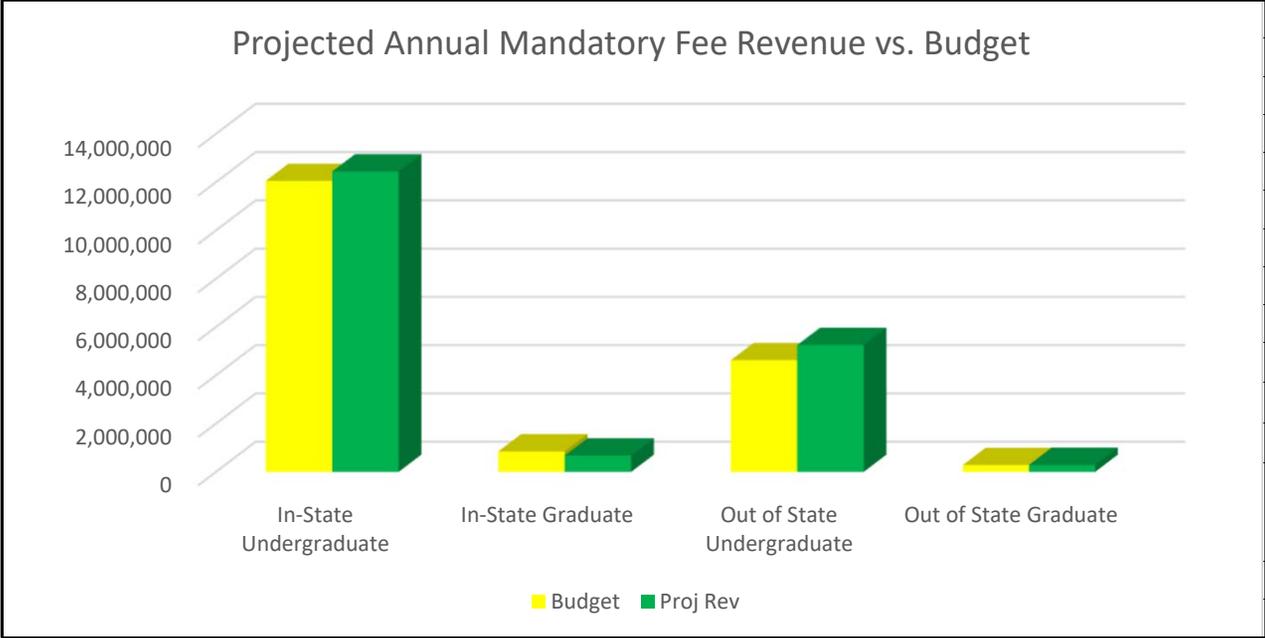
	Projected Revenue (Enrollment Based)				Budget			Difference			
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
<b>IN-STATE</b>											
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										
<b>Total In-State</b>	<b>4,089</b>		<b>10,546,700</b>	<b>9,492,030</b>	<b>20,038,730</b>	<b>10,407,316</b>	<b>9,365,434</b>	<b>19,772,750</b>	<b>139,384</b>	<b>126,596</b>	<b>265,980</b>
<b>OUT-OF-STATE</b>											
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										
<b>Total Out-of-State</b>	<b>1,663</b>		<b>12,922,244</b>	<b>11,630,020</b>	<b>24,613,836</b>	<b>11,412,412</b>	<b>10,271,424</b>	<b>21,683,836</b>	<b>1,509,832</b>	<b>1,420,168</b>	<b>2,930,000</b>
<b>ENROLLMENT GRAND TOTAL</b>	<b>5,752</b>		<b>23,468,944</b>	<b>21,122,050</b>	<b>44,652,566</b>	<b>21,819,728</b>	<b>19,636,858</b>	<b>41,456,586</b>	<b>1,649,216</b>	<b>1,546,764</b>	<b>3,195,980</b>
<b>PART-TIME HOURS</b>											
	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
<b>IN-STATE</b>											
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
<b>OUT-OF-STATE</b>											
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
<b>TOTAL REVENUE</b>			<b>26,016,673</b>	<b>23,160,233</b>	<b>49,238,478</b>	<b>23,946,266</b>	<b>21,340,668</b>	<b>45,286,934</b>	<b>2,070,407</b>	<b>1,881,137</b>	<b>3,951,544</b>

Projected Annual Tuition Revenue vs. Budget



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

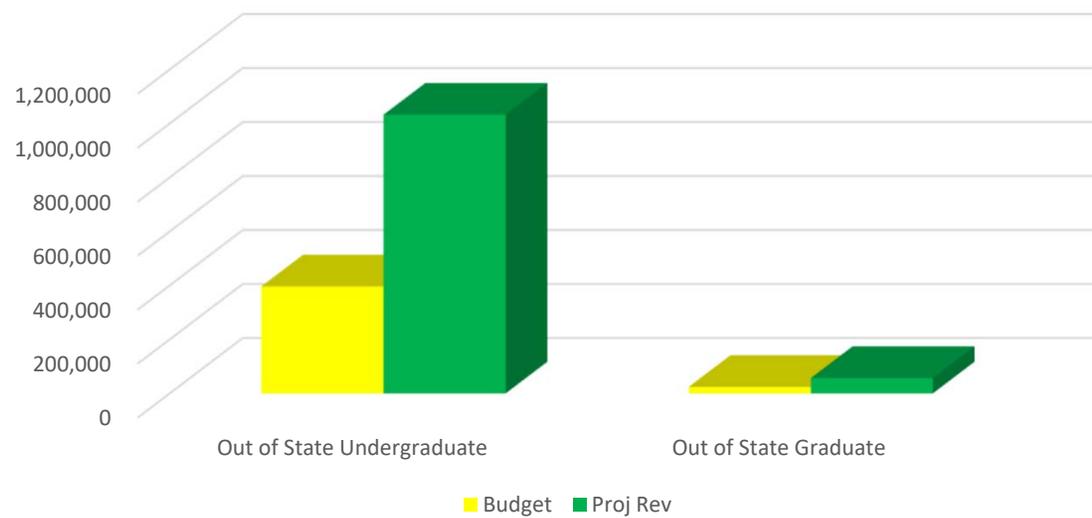
	Projected Revenue (Enrollment Based)					Budget			Difference		
	Fall Enrollment	Tuition Rates	Fall Calc Revenue	Proj Spring Revenue	Total Proj Rev Fall/Spring	Budgeted Fall Rev	Budgeted Spring Rev	Total Budgeted Rev Fall/Spring	Difference Fall	Difference Spring	Total Difference
<b>IN-STATE</b>											
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											
<b>Total In-State</b>	<b>3,569</b>		<b>6,906,015</b>	<b>6,215,414</b>	<b>13,121,429</b>	<b>6,791,388</b>	<b>6,112,251</b>	<b>12,903,639</b>	<b>114,627</b>	<b>103,163</b>	<b>217,790</b>
<b>OUT-OF-STATE</b>											
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											
<b>Total Out-of-State</b>	<b>1,509</b>		<b>2,919,915</b>	<b>2,627,924</b>	<b>5,547,839</b>	<b>2,585,622</b>	<b>2,327,060</b>	<b>4,912,682</b>	<b>334,293</b>	<b>300,864</b>	<b>635,157</b>
<b>ENROLLMENT GRAND TOTAL</b>	<b>5,078</b>		<b>9,825,930</b>	<b>8,843,338</b>	<b>18,669,268</b>	<b>9,377,010</b>	<b>8,439,311</b>	<b>17,816,321</b>	<b>448,920</b>	<b>404,027</b>	<b>852,947</b>
<b>PART-TIME HOURS</b>											
<b>IN-STATE</b>											
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
<b>OUT-OF-STATE</b>											
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
<b>TOTAL REVENUE</b>			<b>9,825,930</b>	<b>8,843,338</b>	<b>18,669,268</b>	<b>9,377,010</b>	<b>8,439,311</b>	<b>17,816,321</b>	<b>448,920</b>	<b>404,027</b>	<b>852,947</b>



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
<b>IN-STATE</b>											
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											
<b>Total In-State</b>	3,569		0	0	0	0	0	0	0	0	0
<b>OUT-OF-STATE</b>											
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											
<b>Total Out-of-State</b>	1,509		573,420	516,078	1,089,498	221,468	199,321	420,789	351,952	316,757	668,709
<b>ENROLLMENT GRAND TOTAL</b>	<b>5,078</b>		<b>573,420</b>	<b>516,078</b>	<b>1,089,498</b>	<b>221,468</b>	<b>199,321</b>	<b>420,789</b>	<b>351,952</b>	<b>316,757</b>	<b>668,709</b>
<b>PART-TIME HOURS</b>											
<b>IN-STATE</b>											
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
<b>OUT-OF-STATE</b>											
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
<b>Total Part - time Out of State (hours)</b>	0		0	0	0	0	0	0	0	0	0
<b>Total Part - time Hours</b>	0		0	0	0	0	0	0	0	0	0
<b>TOTAL REVENUE</b>			<b>573,420</b>	<b>516,078</b>	<b>1,089,498</b>	<b>221,468</b>	<b>199,321</b>	<b>420,789</b>	<b>351,952</b>	<b>316,757</b>	<b>668,709</b>

Projected Annual Capital Outlay Fee Revenue vs. Budget



# Six-year Institutional Plan (Resolution)



## 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

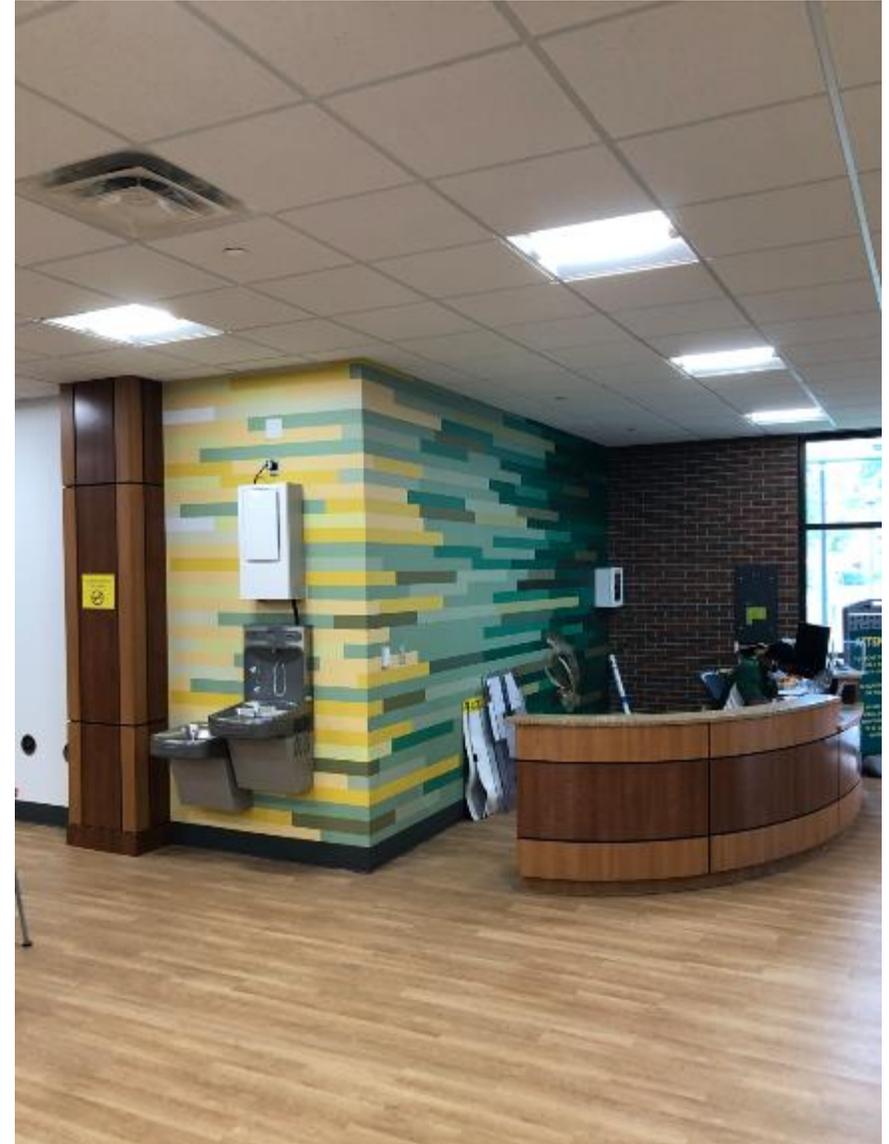


- 1.COVID Projects Update**
- 2.Maintenance Reserve Projects Update**
- 3.Capital Projects Update**
- 4.Shepherd's Village**
- 5.Campus Edge Master Plan**

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 <sup>th</sup> 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.

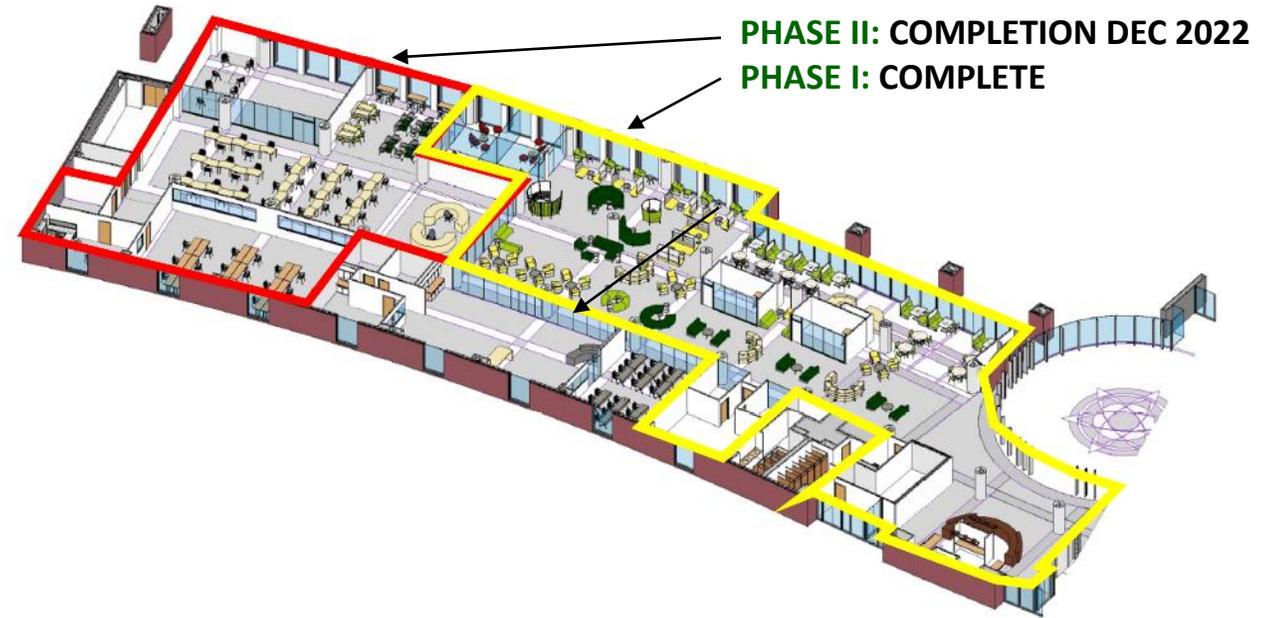


- Interior Renovation of University Advancement Office
- Completion September 2022



- 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



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

700 Park Avenue | Norfolk, VA 23504

[www.nsu.edu](http://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. The top navigation bar includes 'Start Form', 'Phases', 'Members', 'Email', and 'General'. There are links for 'Watch a quick intro' and 'Learn how it works'. The main section is titled 'New Application form' and has 'Build form' and 'Customize form' buttons. On the left, under 'Field types', there is a list of field 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 'Connection fields' with 'Pipe connection' and 'Database connection'. At the bottom, there is a 'Conditionals' section. The right side shows a preview of the 'New Application form' with fields for 'Your name', 'Email' (with value 'email@email.com'), 'Phone' (with value '(11) 96123-4567'), 'Position that you are applying', and 'Attach your resume here' with an 'Upload file' button.

# 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](http://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
<b>2022</b>	<b>2,363*</b>	<b>TBD</b>	<b>\$646,202*</b>
			<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



# 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



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 · 🌐

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: campusannouncement@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



**NORFOLK STATE UNIVERSITY**

# 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

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# GOVERNANCE COMMITTEE

**BOARD OF VISITORS  
GOVERNANCE COMMITTEE MEETING  
August 31, 2022**

**MINUTES**

**1. Call to Order**

The Governance Committee Meeting was called to order at 1:59 p.m. A quorum was established with 4-0 Roll Call Vote.

Committee Members Present

Mr. Dwayne B. Blake, Chair  
Mrs. Mary Blunt  
Bishop Kim W. Brown (Virtual)  
Dr. Katrina Chase  
Mr. James Dyke  
Mrs. Heidi Abbott  
Mr. Conrad Hall  
Mr. Delbert Parks

Committee Members Absent

Dr. Harold L. Watkins, II

Counsel Present

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

NSU Administrators and Staff Present

Dr. Javaune Adams-Gaston, President  
Mr. Eric Claville, Executive Advisor to the President for Government Relations  
Dr. Justin Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness  
Ms. Tanya S. White, Chief of Staff  
Ms. Inda Walker, Clerk to the University President and Liaison to the Board of Visitors  
Mr. Christopher Gregory, Office of Information Technology  
Chief Brian Covington, Chief of Police

:

**2. Recommend Approval of Electronic Participation**

The Committee voted and unanimously approved with a 3-0 Roll Call Vote for the electronic participation of Bishop Kim Brown. The Honorable James Dyke motioned, seconded by Dr. Katrina Chase.

**3. Approval of the Minutes**

The Committee voted and unanimously approved with a 5-0 Roll Call Vote the minutes for the April 13, 2022 Committee Meeting. Mary Blunt motioned, seconded by The Honorable James Dyke.

**4. Closed Session**

Closed Meeting. Motion was read by Mary Blunt and seconded by The Honorable James Dyke and unanimously approved with a 5-0 roll call vote.

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

**5. Open Meeting**

Chair: Having reconvened in open session, we will now take a roll call vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place. The motion was unanimously approved with a 5-0 roll call vote.

**6. Update on New Board Member Orientation**

Eric Claville gave a brief review of the New Board Member Orientation. The New Board Members were greeted by Dr. Adams-Gaston, the Rector, and members of the President’s Cabinet. Dr. Adams-Gaston gave a presentation and then the members of the Cabinet introduced themselves, giving a brief overview of their areas.

Chairman Blake commented that Mr. Claville is working on the updating the Board Matrix and looking at the upcoming SCHEV Board Orientation, and looking at the skillset that is represented by the Board.

**6. Adjournment**

There being no further business, Chairman Blake adjourned the meeting at 2:26 pm.

Respectfully submitted,

---

Inda B. Walker, Board Liaison

---

Dwayne B. Blake, Chair  
Governance Committee

# NSU B.O.V. GOVERNANCE COMMITTEE

October 13, 2022

# Report

## New Board Members

- We welcomed new board member Dr. Katrina Chase to the Governance Committee.
- Eric Claville, Executive Advisor to the President (I) provided an overview of the new Board of Visitors orientation.

## SCHEV Board Member Orientation

- Discussed the importance of board members to attend the SCHEV Board Orientation on October 18-19, in Richmond, Virginia.
- Board Orientations are good for all members to participate to increase board knowledge and effectiveness of board service.

## Skills Matrix

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

## Closed Session

- Personnel and consultation with Staff.

# QUESTIONS & DISCUSSION

**DR. JAVAUNE ADAMS-GASTON**  
**OCTOBER 14, 2022**

THIS IS *Our* TIME.  
THIS IS OUR *Future.*

*Building An HBCU  
For The Modern World*



**NORFOLK STATE**  
UNIVERSITY

Javaune Adams-Gaston, Ph.D.  
*University President*  
**Board of Visitors Meeting**  
**Norfolk State University**  
**October 14, 2022**



**As an HBCU for the Modern World, NSU is grounded by its heritage, focused on the future, and deeply committed to student success.**

Presidential Priority # 1

# Student Success: Access, Opportunity, and Success

Working together we will build a student centered academic enterprise that is powered by teaching excellence, supportive of faculty research, and delivers access, opportunity, and success for the students of today and tomorrow

2019-2025 NSU Strategic Plan Theme 1

## Presidential Priority # 1

# Student Success: Access, Opportunity, and Success

### Access

Students must have access to:

2019: Teaching Excellence

2022: Center for Teaching and Learning activated

2019: Relevant “Career Ready” courses

2022: Established new In-demand programs

2019: On Demand Student Advising and Support:

2022: Increased funding to support services

### Opportunity

Students must have the opportunity to participate in:

2019: An academically rigorous and supportive learning environment

2022: Developed a new model for student advisement and mentorship

2019: Learning experiences outside of the major field of study.

2022: Significant Increase in funding from State Legislature to provide experiences in and outside of the classroom

### Success

Student success must include a laser focus on:

2019: Student Retention

2022: Impacted student success by offering multiple bridge program opportunities to over 900 students

2019: On Time Graduation

2022: Created the Student Transformation Initiative

2019: Linking academic success to career success

2022: Expanded internship opportunities for every student through the expansion of GNC program



**Presidential Priority # 2**

**Collaboration, Continuous Improvement,  
and Professional Development**

“Advance a culture of institutional excellence through collaboration, continuous improvement, and a renewed commitment to professional development “

-2019-2025 NSU Strategic Plan Theme 2

## Presidential Priority # 2

# Collaboration, Continuous Improvement, and Professional Development

## Collaboration

2019- Breakdown silos & other barriers to collaboration

2022- Implemented Culture Shaping coaching for the NSU community

2019-Shared Governance-

2022- President and Provost ongoing engagement with faculty and faculty leadership

2019- Data Transparency and Integrity

2022- New role of data security specialist

## Continuous Improvement

2019-Data Driven Decision Making

2022- Ruffalo Noel Levitz Engagement

2019- Institutional Research & Assessment

2022-SACSCOC QEP & 10-yr reaffirmation

## Professional Development

2019- Restructure Human Resources

2022- Created an HR business partner model

2019-Prioritize Faculty Professional Development

2022- Dedicated fund to assist professional development

2019-Cultivate a sustainable Talent Pipeline

2022- Launched reviews of key areas for faculty support

2019-Support Sponsored Research

2022- Developed additional partnerships with federal and national entities

**Presidential Priority # 3**

# **Affordable Access, Diversity, and External Partnerships**

“Strengthen Institutional Impact By Reaffirming  
Commitments to Affordable Access, Diversity,  
and External Partnerships”

—NSU 2019-2025 Strategic Plan Theme 3

## Presidential Priority # 3

# Affordable Access, Diversity, and External Partnerships

## Affordable Access

**2019- Virginia's Most Affordable University**

**2022- No tuition or fee increases for 3 years**

**2019- Reduce Student Costs Through Innovation**

**2022- Launched the Spartan Innovation Academy**

## Diversity

**2019- Increase Articulation Agreements-**

**2022- Several articulation agreements completed**

**2019- Expand International Partnerships**

**2022- New partnerships include University of the West Indies and London Metropolitan University MOUs**

## External Partnerships

**2019- Aggressively pursue public private partnerships**

**2022- Successfully created over 15 partnerships with major corporations to develop opportunities for students**

A photograph of two young men standing in a hallway with large arches. The man on the left is pointing towards the wall. The man on the right is wearing a cap and a jacket. The image has a teal overlay.

## Presidential Priority # 4

# Revenue Growth and Sustainability

“Support long term growth and sustainability by linking planning to budget and increasing and diversifying revenue streams”

—NSU 2019-2025 Strategic Plan Theme 4

## Presidential Priority # 4

# Revenue Growth and Sustainability

### Revenue Growth

2019-Grow annual giving to NSU from all sources-

**2022- Significant increases in donations to NSU**

2019- Increase solicitation of competitive grants and contracts

**2022- Increased cybersecurity grants, NSF, Health and Human Services, and others**

2019- Explore targeted State Appropriations

**2022- Secured significant increases in state appropriations for the University**

### Sustainability

2019- Make Planning a Priority

**2022- Created a university wide committee to ensure that the 6-year plan is reflective of university priorities and budget**

2019- Meet Students Where they Are

**2022- Academic Partnerships as a model of new and progressive approaches to expand develop new student populations and online programs**

2019- Repurpose or retire legacy

**programs 2022- Evaluated programs for relevancy in the current career market**



**NORFOLK STATE**  
UNIVERSITY

**STUDENT SUCCESS  
& SCHOLARSHIP**

**ORGANIZATIONAL  
EXCELLENCE**

**SHARED  
GOVERNANCE**

**FUNDRAISING  
AND ENDOWMENT  
GROWTH**

**EXTERNAL  
ENGAGEMENT AND  
PARTNERSHIPS**

# Questions & Answers



**NORFOLK STATE**  
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