

**BOARD OF VISITORS**  
**BOARD MEETING**  
700 Park Avenue, Norfolk, VA 23504  
Student Center Board Room, Suite 301  
October 11, 2019

**MINUTES**

**1. Call to Order**

Ms. Joan G. Wilmer, Rector, called the NSU Board of Visitors meeting to order at approximately 8:09 a.m. A quorum of the Board was established with a 9-0 Roll Call vote.

Board Members Present:

Ms. Joan G. Wilmer, Rector  
Dr. Deborah M. DiCroce, Vice Rector (*arrived approximately 10:45 a.m.*)  
Mr. Devon M. Henry, Secretary  
Ms. Mary L. Blunt  
Mr. Dwayne B. Blake  
Bishop Kim W. Brown  
The Honorable Jean W. Cunningham  
The Honorable James W. Dyke, Jr.  
Mr. Larry A. Griffith  
Mr. Michael J. Helpinstill  
Dr. Tamara A. Jones  
Dr. Harold "Harry" L. Watkins, II

Board Member Absent:

Mr. B. K. Fulton

Faculty Senate Representative to the Board Present:

Dr. Anne M. Fernando, Faculty Senate President

Student Representative to the Board Present:

Ms. Linei S. Woodson, SGA President

Members of the NSU Staff Present:

Dr. Javaune Adams-Gaston, President  
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness  
Dr. Leroy Hamilton, Jr., Interim Provost and Vice President for Academic Affairs  
Dr. Carl W. Haywood, Chief of Staff  
Mr. Gerald E. Hunter, Vice President, Finance and Administration  
Dr. Michael M. Shackleford, Vice President, Student Affairs and Enrollment Management  
Dr. Deborah C. Fontaine, Vice President, University Advancement  
Mr. Marty L. Miller, Athletics Director  
Mr. Harry Aristakesian, Chief Audit Executive  
Mr. Ericke S. Cage, Executive Advisor to the President and Board of Visitors for Policy, Compliance and University Ombudsman

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### Members of the NSU Staff Present: (continued):

Mr. Anton Kashiri, Associate Vice President, Facilities Management  
Mr. Vincent M. Moore, Chief of Police  
Mr. Robert Turner, Legislative Liaison  
Ms. Stevalynn Adams, Assistant Vice President, Communications and Marketing  
Ms. Karla Amaya-Gordon, Assistant VP for Finance and Administration/Controller  
Mr. Dennis Jones, Executive Director, Planning and Budget  
Mr. Stan Donaldson, Director, Media Relations  
Dr. Davida M. Harrell-Williams, Director, Auxiliary Enterprises & Services  
Mr. Rasool Shabazz, Academic Technology Support Technician  
Mr. Obie Smith, Operations Manager, OIT  
Mrs. Dawn E. Cole, Admin. Program Coordinator, Center for Teaching and Learning  
Ms. Kimberly D. Malone, Special Assistant to the VP for Enrollment Management  
Ms. Tanya S. White, Executive Assistant to the VP for Finance and Administration  
Mrs. Crystal D. Square-Williams, Executive Director, University Events  
Mrs. Kimberly E. Gaymon, Scheduler/Financial Services Specialist  
Mrs. April T. Allbritton, Office Manager/Board Liaison

### Faculty Members Present: (various times during the day)

Dr. Suely M. Black, Professor, Chemistry and Center for Materials Research (CMR)  
Dr. Ashley N. Haines, Associate Professor, Biology  
Dr. Dorothy L.R. Jones, Professor, School of Business  
Dr. Michael Keeve, Dean, College of Science, Engineering and Technology  
Dr. Berkley King, Assistant Professor, Secondary Education and School Leadership  
Dr. Rasha Morsi, Professor, Computer Science  
Dr. Shahrooz Moosavizadeh, Professor, Department Head, Mathematics  
Mr. Chinedu Okala, Interim Dean, Honors College  
Dr. Andrea P. Neal, Associate Vice Provost for Academic Engagement  
Dr. Cassandra L. Newby-Alexander, Dean, College of Liberal Arts  
Dr. Annie Perkins, Professor, English  
Dr. Kyo D. Song, Professor and Chair, Engineering  
Dr. Marie St. Rose, Associate Professor/Director, Allied Health Programs  
Dr. Ronald Thomas, Professor, Psychology  
Dr. Denelle L. Wallace, Associate Dean, School of Education  
Dr. Aurelia Williams, Professor, Computer Science; Director, Cybersecurity Complex  
Dr. Hargsoon Yoon, Associate Professor, Engineering  
Dr. Lamiaa S. Youssef, Professor, English and Foreign Languages

### Counsels Present:

Ms. Pamela F. Boston, University Counsel  
Mr. Ronald Forehand, Assistant University Counsel  
Ms. Deb Love, Senior Asst. Attorney General, Educ. Section Chief (*via conference call*)

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### **2. Rector's Remarks**

Ms. Wilmer read a Resolution of Appreciation for Mr. Kenneth W. Crowder commending his service as a member of the Norfolk State University Board of Visitors (resolution attached to the minutes). Regrettably, Mr. Crowder was not able to be present. The resolution and a plaque will be hand delivered to Mr. Crowder's office by the Board Liaison.

Ms. Wilmer called Dr. Lamiaa S. Youssef forward to be presented a Resolution of Appreciation from the Board for her service as the Faculty Representative to the Board of Visitors. The resolution was read into the minutes and is also attached. Dr. Youssef received a plaque and was asked to take photos with the President.

Dr. Youssef thanked the Board for the recognition and stated that the experience was wonderful.

### **3. Closed Meeting**

Mr. Henry motioned, seconded by Mr. Blake and unanimously voted by the Board to adjourn and reconvene in Closed Meeting, pursuant to Section 2.2-3711.A.1 to discuss personnel matters including assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees or employees; and more specifically to discuss the (1) the president's personnel action report, (2) presidential goals and the presidential contract, (3) the internal audit report and other matters, which may also involve evaluation and performance of departments or schools that will necessarily involve the discussion of specific employees and Section 2.2-3711.A.7 for consultation with legal counsel regarding all of the aforementioned issues, as well as other issues, including developments in pending and potential litigation of which the Board should be aware.

Dr. Adams-Gaston remained for the Closed Meeting. Ms. Boston and Mr. Forehand were temporary excused at the beginning of the Closed Meeting to allow the Board to have a conference call with Ms. Deb Love, Senior Assistant Attorney General, Education Section Chief.

Mr. Aristakesian was invited to participate for a portion of the Closed Meeting.

### **4. Open Meeting**

The Board having reconvened in the Open Meeting, took an 12-0 Roll Call vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting

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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.

*Note: Dr. DiCroce certified only for the time she arrived to the Closed Meeting at approximately 10:45 a.m.*

### **5. Onboarding Update**

Mr. Dyke deferred to Dr. Adams-Gaston to provide the update. Dr. Adams-Gaston stated it has been a lot to try and get acquainted with as many supporters as possible that help the university to move the enterprise forward (creating allies). She is very grateful for the support from members from around the table. She spoke to her report on stakeholder meetings. From the list, there is a broad cross section of people (local and community partners, legislators, donors, etc.) from across the state that she has met with to ensure that NSU's brand is affiliated. Dr. Adams-Gaston stated that she also attended the HBCU conference, which was also advantageous.

For additions to the list, Dr. Adams-Gaston responded to Mr. Griffith to forward those to Mr. Cage.

Ms. Wilmer stated that Mr. Griffith touches other HBCU leaders through his work at UNCF. He has a great relationship with them, understands the HBCU landscape and will make himself available as a mentor and resource to Dr. Adams-Gaston.

Ms. Wilmer stated that she and Mr. Dyke will continue to share the historical context of some of the relationships with Dr. Adams-Gaston. Mr. Dyke stated that he will remain available to the Dr. Adams-Gaston as she continues the Onboarding process. Board members are to let Mr. Dyke know if they have a relationship with any of the individuals on the stakeholders list. This will aid in making contact. He noted that the new members received a copy of the assessment report.

- 6. Board of Visitors Dashboard** – Mr. Blake stated that several productive discussions were held to develop the initial draft that is being presented for consideration. He thanked the team for their work in putting together the elements that would serve as a measuring tool for the Board going forward. He noted that the President's goals are tied to the metrics in the dashboard and asked for comments on the document.

The following was offered:

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- Make the academic year information clear. If fall to fall, this needs to be annualized – note a specific time period. Also, include a target for this year. Everything must be against the target to make the dashboard a proper tracking mechanism. The information should show whether the university is on target or lagging behind. Include the target for this year and subsequent years to make this a true picture of the status of the university.
- The dashboard should show the total headcount and the total FTE, as this shows the Board where the money is being generated.
- 5,601 is the total enrollment for fall 2019. This does not include summer school students.
- The 2018 enrollment number is a census number but the fall 2019 number is not. The census will be completed the latter part of October.
- Under the faculty ratio, please specify the number of full-time and part-time faculty.
- Add a metric on the national enrollment benchmark for HBCUs and also a benchmark for Virginia four-year public institutions.

7. **Committee Meetings** – Ms. Wilmer asked staff to touch base on the top three items in their Committee report in order to minimize time.

**Ad-Hoc Board Policies Meeting** – This Committee met from 1:05 to 1:07 p.m.

### **Concurrent Standing Committee Meetings – 1**

The Academic Affairs Committee met between 1:09 p.m. to 2:06 p.m. and the Student Affairs Committee met from 1:08 p.m. to 1:59 p.m.

### **Concurrent Standing Committee Meetings – 2**

The Finance and Administration Committee met between 2:10 p.m. and 2:56 p.m. and the University Advancement Committee met from 2:10 p.m. and 2:41 p.m.

**Audit Committee Meeting** – The Audit Committee met from 3:08 p.m. to 3:16 p.m.

## **8. Rector's Report**

Ms. Wilmer asked the Committee Chairs to only give their top three executive points when summarizing the reports of the Committees. This will help the Board to focus on the executive things that deal with governance. Ms. Wilmer added that Dr. Adams-Gaston has a list of items to discuss with the leadership team.

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Ms. Wilmer stated that the Board will chart new paths going forward to collaborate together. As a reminder, the Board works with and engages with the President. She is the only person the Board should be working with in that regard from a reporting perspective. The Board's focus is around the things the President will lead at the university. Protocols have been stated regarding outreach along with respective lines of communication between the President and members of the Board. Board concerns should be directed to the Rector. Ms. Wilmer drew the Board's attention to the Code of Ethics – Statement of Mutual Expectations and noted that the Board's charge and commitment is to serve the best interest of the university.

**Review and Update on BOV Operational Goals** – Ms. Wilmer stated that the Board will have four simple goals for the year that will help to improve its structure and operations. She is happy to report that the Board is making traction in some of the areas. The goals are:

1. Promote excellence in university governance and consequential decision making by engaging all Board members in a comprehensive review of Board structure, operations, culture and norms.
2. Expand the university's influence and impact among key external decision makers by strategically leveraging Board member professional relationships, and experiences to advance NSU's priorities among policy, businesses, and community leaders. *(Note: This goal is to give support to the face of Norfolk State, which is the President of the university.)* Ms. Wilmer commended Mr. Dyke, Ms. Cunningham and Mr. Cage for their efforts in this area. The key partners that have been identified by Mr. Dyke, Dr. DiCroce, and Ms. Cunningham have been invited to roundtable.
3. Elevate the Board member experience by adhering to professional norms, strengthening group cohesion, and engaging in educational experiences that promote good governance.
4. Lead by example and demonstrate the value of an NSU education by contributing financially to the institution, and participating in major University events. *(Note: Contributing financially is not a requirement; however, the Board's participation is encouraged.)*

Ms. Wilmer stated that the goals are not set in stone. The Board may look at other things that add value. There will be a process for the Board to evaluate itself at the end of the year on the goals.

Ms. Wilmer shared a statement of work from a vendor, noting that this is a sample of what the scope of work would look like. The statement of work will go out on a Request for Proposal (RFP). The university has pre-identified the budget for this item, which will come

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from Education and General (E&G) funds. Hopefully, the Board will have a full report out from the selected vendor at the March 2020 Board meeting.

Mr. Wilmer stated that flower arrangements were sent to fellow Board members during their recuperation. She has provided payment for the cost of these items. The Board thanked her for her generosity.

**Board Budget Report** – Dr. DiCroce stated that the budget for the year is \$50,000. The balance is currently at \$40,500 with the primary expenditure being lodging and travel and a little for catering services.

**Special Team Athletics Committee Update** – Mr. Blake stated that last year, Mr. Hunter and the team identified a concern about funding for Athletics for the current fiscal year. He is pleased to report that for the most part, the university will be able to close the gap for the 2020 year. From shifting funding around, approximately \$3M has been identified to close the gap with an additional \$300K needed to fully cover the cost. The current increase in enrollment and a positive financial status is good news. The team is engaged with some consultancy for the Athletics program, as well as a report on conducting a comprehensive campaign.

Ms. Wilmer asked specifically if there is still a red flag for Athletics. Mr. Hunter responded that the university has not solved the concern for the long term. As it stands now, there is a temporary “stop gap.” Athletics is safe for this year and next year. Beyond that, there is uncertainty. Fall 2020 will be a very important indicator. If we continue to grow the freshman enrollment, increase retention and increase fundraising, this will buy us more time. In response to a question on fundraising for Athletics, Mr. Hunter stated that between \$250K - \$300K is raised annually. In his opinion, this needs to be at \$1M.

Mr. Wilmer stated that the Board will expect to hear more on the continuing steps for the capital campaign. Mr. Blake stated that Dr. Adams-Gaston is working on this with the support of the team.

**BOV Attendance** – Ms. Wilmer stated that each year the Board is responsible for providing an attendance report to the Secretary of the Commonwealth, which is forwarded by the Board Liaison. Responding to prior requests about attendance, the Board Liaison communicated your attendance record over the last year to you. The attendance requirement is spelled out in the Bylaws so members of the Board may govern themselves accordingly.

**Retreat Agenda** – Ms. Wilmer stated that as we start to shape the Retreat, it will be more of continuing to look inward with Dr. Adams-Gaston doing the work outlined in the assessment with additional actions from continued conversations regarding the plan. The

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Board will have another thoughtful Retreat based on the spirit of the Board of Visitors, so you will get another survey to build upon the evaluation that Mr. Cage so generously created for the Board for the last Retreat. Ms. Wilmer noted that this will be a Retreat and not another business meeting.

**9. President's Report** – Dr. Adams-Gaston thanked everyone for given her time to adjust during the first 100 days. Special thanks were provided for the following person(s):

- Her cabinet members for working really hard and being consistently onboard with trying to get things done; ensuring that the most important things happen; and going the extra mile by putting in so much time and effort;
- Faculty for their collaboration, support and willingness to reach out to the administration;
- Students, who have been just fantastic; and
- All the members of the Board for their time and support (Ms. Wilmer for all of her time and time also spent with Mr. Dyke and Dr. DiCroe).

Dr. Adams-Gaston encouraged members of the Board to spend time with Ms. Woodson. “This young women is excellent” and she understands life in a way that is mature for her age and this is conveyed to her peers in a way that lifts them up.

Dr. Adams-Gaston stated that the university's goal is to achieve three things — growth, forward momentum, positioning and outreach. “NSU has a story to tell and we have undersold that story.” Comments from her presentation included:

- Significant increase in enrollment in one year's time (approximately 600 students up).
- Revenues up from \$175M to \$193M.
- People are stunned when they visit campus. Kudos to the facility staff, who do so much to keep the campus looking nice. “Please visit the new residence hall if you haven't already.” Another 140 beds will come online the end of December.
- Enormous visibility and impact was realized with the 1619 events and the International Cyber Psychology Conference. The Voice of America was heard over the world by approximately 75 million people and drew a host of dignitaries and special guests to campus. The Commemoration that followed was just as successful with the attendance of celebrated panelists and state officials. NSU is the first HBCU to host the Cyber Psychology Conference; and hopefully, will be the first HBCU to have an online graduate degree in this area.



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### **Actions taken to date**

- Streamlined internal operations and improved the approach toward leveraging limited student financial aid.
- Achieved significant increases in total student enrollment by addressing student retention through additional on-campus housing and the implementation of more intrusive student support to engage students. The programming is helping student to come out of their comfort zone and interact with faculty and others.

Each member of the President's Cabinet will mentor three to four at-risk students. Two reasons: 1) because the students need it; and 2) as leaders we need to set a model to formalize mentoring.

- Several key senior management hires have been completed with others in process.  
Dr. Adams-Gaston introduced Dr. Justin Moses, Vice President of Operations and Chief Strategist for Institutional Effectiveness and asked him to say a few words. Mr. Vincent Moore, Chief of Police was introduced; however, it was noted that he departed after the Finance meeting.
- Requesting the needed funding to bring the information technology infrastructure up to speed.
- Working on leadership stability and succession planning by allocating \$100,000 for a management fellows program with opportunities for the deans and faculty to develop critical leadership and fundraising skills.

### **Ongoing Strategy for Year One**

- Ensure student success.
- Create and fully embrace a culture of compliance.
- Begin to transform the university to the premier institution that it can be.

Dr. Adams-Gaston asked the Board to think "science building" when discussing capital projects.

Relative to capital projects, Ms. Woodson stated that the students would really like to see a parking garage. While new buildings are great for the future, parking is a huge concern for students currently on campus.

Dr. Adams-Gaston stated that parking is a concern for most campuses and the university is aware that this is really important item for our students. The university is looking at ways to help promote student mobility around campus.

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As a reference point, Bishop Brown stated the average cost to construct a parking space is \$1,300 and \$2,000 per space for a parking garage. It was noted that the state will not pay to construct parking. Money for parking comes from student fees, auxiliary dollars or some other source.

Dr. Adams-Gaston thanked Mrs. Gaymon and Mrs. Allbritton for all of the work they have done behind the scenes, as documented by the list of legislators, business leaders, stakeholders, alums, faculty, staff and students with whom she has met.

Dr. DiCroce commended Dr. Adams-Gaston on her report, as one of the best she has heard in years, and one that was presented with compassion, enthusiasm and the knowledge of what it takes to get things done.

### **10. President's Contract**

Dr. DiCroce motioned, seconded by Mr. Dyke and unanimously approved that the Board of Visitors authorize the Rector to negotiate and execute an amendment to the President's contract consistent with discussions in the Closed Meeting.

### **11. Business**

**Academic Affairs** – Mr. Dyke stated that SACSCOC will take a formal vote on the university's reaffirmation of accreditation on December 10, 2019. The outlook is extremely positive. The bachelor's degree in Drama and Theatre exceeded the target enrollment of 70 with 81 students enrolled in the program. NSU is the first public HBCU with this program.

Ms. Wilmer stated that this news should be one of the sound bites for our successes.

Mr. Dyke motioned, seconded by Dr. Jones, the Board unanimously approved the B.S. in Elementary Education (Teaching Pk-6) and the B.S. in Special Education (General K-12).

**Ad-Hoc Board Policies Committee** – Mr. Dyke outlined the requirements of the draft policy for public comment on tuition and fees increases. Individuals who wish to speak must adhere to the rules in the policy of submitting a request in writing to the Board Secretary at least 48 hours in advance where they will be able to speak no more than five (5) minutes. Without prior notice, the individual will be permitted to offer comment for one (1) minute.

Mr. Dyke motioned, seconded by Ms. Cunningham, the Board unanimously approved BOV Policy # 36 (2019) Tuition and Fees Public Comment Policy.

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**Audit Committee** – Mr. Helpinstill stated that the Committee reviewed the status of the 2019 audits. The Committee also heard a briefing on one audit in the Closed Meeting that is complete. Two audits have been canceled and two are ongoing. The idea of reframing a little bit of how the Board, the Audit Committee and the President will work together to execute our collective goals was discussed by the Committee. He and Ms. Blunt will move that forward with the President.

**Finance and Administration Committee** – Mr. Blake stated that the financial condition of the university is currently strong. There is a \$9M favorable variance in the E&G and another \$1.7M favorable variance in Auxiliary Enterprises. From the ARMICS compliance standpoint, there were no significant findings from an internal controls perspective. Only a couple minor, routine items will be worked through for closure.

Mr. Blake motioned, seconded by Dr. Watkins, the Board approved three Resolutions for the Six-Year Institutional Plan; the Six-Year Capital Requests; and the 2019 Legislative Priorities as amended for increasing the amount for Information Technology (IT) from \$1.7M to \$5M.

It was noted that the state advised NSU to increase the amount for IT.

**Student Affairs** – Mr. Henry provided kudos to the Student Affairs team. Enrollment is at one of its highest point since 2012 at 5,615. The freshmen class increased by 10% at 1,230. This is the first incoming class with an average GPA of 3.02.

Other points:

- The retention rate is at 75%.
- Twenty-two percent of admissions offers were accepted.
- Nearly 50% of our students are first generation students with an average family income of \$50,000.
- There are 238 veterans in our student body population.
- Fifty-three percent of our students live on campus.
- There is a concerted effort around mental health with an effort to increase counselors.
- Ms. Woodson is popular on social media. She has labeled her campaign Family Affairs. She is one of 66 Spartans named to the MEAC All-Academic Team.
- Homecoming is the last week in October. The theme is Legacy, Innovation and Tradition (LIT).

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- The average GPA for student-athletes is 3.05 (144 on Honor Roll) with a graduation rate of 61%.
- NSU will receive \$55,000 from the NCAA for meeting certain eligibility criteria. Funding will be available for the next five years if NSU remains eligible.

### **University Advancement – Dr. Jones’ report information included:**

- The division of University Advancement has undergone some reorganization.
- As of September 25, 2019, approximately \$3.6M has been raised. Of that amount, \$2.9M is cash (82% of the total) and Pledges (7%). The fundraising goal for 2019 is again \$7M.
- The 84-Hours of Giving Campaign “crowd giving” in coordination with Founders Day raised \$267K from 458 donors. The International Day of Giving will be the next fundraiser, which will occur the Tuesday after Thanksgiving. If you are looking to donate as a Board member, consider this an opportune time to make a contribution.
- The breakdown for the 2018 year is \$3.7M received in cash (53% of the total). There is about \$1.9M in pledges to be realized. The rest is planned gifts. The university will continue to look at restricted and unrestricted gifts to provide additional information to the Board.

Dr. Jones stated that she is attending the Foundation Board meetings either in person or on the phone using the liaison position to move items forward as the university looks to perform a capital campaign.

- Dr. Adams-Gaston is on the cover of the Behold Magazine with an excellent article on her.

In response to Ms. Wilmer, Dr. Jones stated that the publication is out and on social media. She received a print and electronic copy.

- The Founders Day dinner and breakfast were well-received. There was a culmination of events that week to include the New Member Board Orientation. Mr. Andrew Gillum was the speaker for the Founders Day Breakfast.
- University Advancement is looking at doing thirteen receptions across the country to introduce Dr. Adams-Gaston to alumni. The first one is in Richmond on October 23, 2019 at the Omni Hotel at 7:00 p.m. The Board is on the invite list and information on the receptions will be shared with the Board. Dr. Jones stated that she plans to attend the reception in Charlotte, NC.

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- The university is beginning to make plans for the president's inauguration scheduled for April 3, 2020.
- Assessing needs for the capital campaign for 2020 or 2021.
- The Committee had some discussion regarding the Presidential and Provost Scholars' program and finding funding sources to sustain the scholarships. This item will play into the capital campaign.

Ms. Wilmer stated that Dr. Jones is going to work with Dr. Fontaine to provide more detailed information in response to the Board's inquiry on how the funds for last year's fundraising campaign are being accounted. Dr. Adams-Gaston will report out on the goals around this at the next Board meeting.

Ms. Wilmer stated that Dr. Jones will also work with Dr. Fontaine to ensure that the university is appropriately leveraging all platforms to introduce the university's vision and the promotion of our new President. An opportunity for this was missed in the promotion of Homecoming events.

Ms. Wilmer asked Dr. Jones to continually talk about Board participation in annual giving to encourage their support.

### **12. Consent Agenda**

Mr. Dyke motioned, seconded by Mr. Griffith, the Board unanimously voted to approve the following minutes:

- 1) Board of Visitors Meeting Minutes May 3, 2019
- 2) Board of Visitors Retreat Training Minutes May 23, 2019
- 3) Board of Visitors Retreat Minutes May 24, 2019

### **13. Old Business**

No old business was brought before the Board.

### **14. New Business**

Ms. Boston asked the Board to return the sample statement of work that the Rector shared to prevent any issues arising on conflict of interest. She will send out a sample statement of work from legal so that the Board may have a recap of what the work would look like.

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Ms. Wilmer stated that this work is slated to go through the procurement process and she asked for a motion from the Board to formally continue with the RFP.

Ms. Cunningham motioned, seconded by Mr. Blake, the Board approved to continue with the RFP process on the board governance statement of work. (Dr. DiCroce abstained as she was not part of the original discussion)

**Learning Opportunity** – Ms. Wilmer secured six copies of “Upward,” a book written by Dr. Brooks on the history of the university. Board members may pick up a copy (copies in hand from the Rector). Hopefully, she will be able to purchase more.

Rector Wilmer asked Mr. Cage to come forward to be recognized. She acknowledged that he has gone way beyond the call of duty to assist with the Board Policies Committee, the Retreat, the evaluation platform, the dashboard, the Board goals, New Board Member Orientation just to name a few.

Dr. Adams-Gaston thanked the Board and provided special thanks to Ms. Wilmer for all the hard work she has put in. Dr. Adams-Gaston found out it was the Rector’s birthday and surprised her with a birthday cake.

### **15. Adjournment**

There being no further business, it was properly motioned, seconded and unanimously approved to adjourn the meeting at 3:49 p.m.

Respectfully submitted,

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April T. Allbritton, Board Liaison

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Devon M. Henry, Secretary  
Board of Visitors

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**  
**ROLL CALL VOTE OCTOBER 11, 2019**

Item	Mr. Blake	Ms. Blunt	Bishop Brown	Ms. Cunningham	Dr. DiCroce	Mr. Dyke	Mr. Fulton	Mr. Griffith	Mr. Helpinstill	Mr. Henry	Dr. Jones	Dr. Watkins	Ms. Wilmer	Totals
Quorum established	Yes	Yes	Yes	Yes	Absent from vote	Absent from vote	Absent	Yes	Yes	Yes	Absent from vote	Yes	Yes	9-0
Closed Session Certification - 1	Yes	Yes	Yes	Yes	Yes	Yes	Absent	Yes	Yes	Yes	Yes	Yes	Yes	12-0

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED OCTOBER 11, 2019

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NORFOLK STATE UNIVERSITY

===== A RESOLUTION OF APPRECIATION =====

FOR

KENNETH W. CROWDER

**WHEREAS**, Kenneth W. Crowder was appointed by The Honorable Terry McAuliffe to fill a four-year term on the Norfolk State University Board of Visitors from July 1, 2015 to June 30, 2019; and

**WHEREAS**, Mr. Crowder graciously accepted the honor as an officer of the Commonwealth by confirming the Oath of Office to solemnly support the Constitution of the United States and the Commonwealth of Virginia; and

**WHEREAS**, he faithfully and impartially fulfilled the duties incumbent upon him as a member of the Board and maintained a flawless attendance record of twenty-five full meetings of the NSU Board of Visitors during his tenure; and

**WHEREAS**, he brought an experienced perspective to the decision-making process by lending his unique insights into business, policy, and community engagement through membership on the Finance and Administration and the Student Affairs Standing Committees of the Board in addition to his service on the Presidential Search Committee and the Ad-Hoc Presidential Evaluation and Board Policies Committees; and

**WHEREAS**, when called upon, Mr. Crowder chaired the Student Affairs Committee, and he served as an appointed alternate on the Executive Committee to establish a quorum that was authorized to address time sensitive matters of the University; and

**WHEREAS**, his voice has been vital in safeguarding the integrity of the University's operating budget, maintaining a level of accessibility and affordability for students, and advocating for student scholarship support;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Visitors of Norfolk State University that Mr. Kenneth W. Crowder be properly recognized and thanked as evidence of the University's sincere appreciation of his outstanding service and contributions to Norfolk State University and the Commonwealth of Virginia.

**IN TESTAMENT THERETO**, I have hereunto set my hand and affixed the great seal of Norfolk State University this 11th day of October 2019, in the two hundred forty-third year of the Commonwealth and the eighty-fourth year of the University.

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RECTOR



NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTIONS APPROVED OCTOBER 11, 2019

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NORFOLK STATE UNIVERSITY

===== A RESOLUTION OF APPRECIATION =====

FOR

DR. LAMIAA S. YOUSSEF

**WHEREAS**, on May 5, 2017, the Norfolk State University Board of Visitors unanimously voted to elect Dr. Lamiaa S. Youssef as the Faculty Representative to the Board for a one-year term of July 1, 2017 to June 30, 2018; and

**WHEREAS**, on May 4, 2018, the Board for a second time, unanimously elected her to serve a term that ended at the close of the fiscal year 2019; and

**WHEREAS**, Dr. Youssef, an Associate Professor in the Department of English and Foreign Languages, was promoted to Professor by the Board on May 3, 2019; and

**WHEREAS**, the Board applauds her zest in representing the faculty's voice during meetings of the Academic Affairs Committee, the Board of Visitors and the Presidential Search Committee; and

**WHEREAS**, Dr. Youssef raised the profile of the Faculty Senate to a sounder, more transparent representative body, as well as increased the role of the Faculty Senate in shared governance;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Visitors of Norfolk State University that Dr. Lamiaa S. Youssef be properly recognized and thanked as evidence of the Board's sincere appreciation of her outstanding service and contributions to Norfolk State University while serving as the Faculty Representative to the Board.

**IN TESTAMENT THERETO**, I have hereunto set my hand and affixed the great seal of Norfolk State University this 11th day of October 2019, in the two hundred forty-third year of the Commonwealth and the eighty-fourth year of the University.

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**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**  
**RESOLUTIONS APPROVED OCTOBER 11, 2019**

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2019 BOARD RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**  
**RESOLUTION TO APPROVE A**  
**BACHELOR OF SCIENCE IN ELEMENTARY EDUCATION**

**WHEREAS**, the proposed degree program responds to a growing need for highly trained elementary educators to meet the increasing demands for quality educational services in Virginia and the nation; specifically, students in the B.S. in Elementary Education will gain knowledge and skills in teaching practices to support the educational needs of students in preK-6th grade with emphasis on addressing various students' academic, social, and emotional development levels; and

**WHEREAS**, the offering of an undergraduate-level program in Elementary Education in the School of Education will provide students the opportunity to pursue career options in a cadre of school systems; and

**WHEREAS**, public and private school systems as well as private schools are among the largest employers in the United States and they positively impact the communities in which graduates of the Elementary Education degree program will serve; and

**WHEREAS**, the faculty members in the School of Education unanimously support this Elementary Education degree; and

**WHEREAS**, the faculty members in the School of Education have requested the establishment of the Elementary Education degree; and

**WHEREAS**, the request for establishing the Elementary Education degree has been approved by the School of Education Curriculum Committee, the School of Education Dean, the University-wide Curriculum Committee, the Interim Provost and Vice President for Academic Affairs, and the President of Norfolk State University.

**THEREFORE, BE IT RESOLVED** that after due consideration and careful review by the Interim Provost and Vice President for Academic Affairs, University President, and by University Counsel for legal sufficiency, and upon the recommendation of the Academic Affairs Committee, the Norfolk State University Board of Visitors approves that this resolution to establish a Bachelor of Science in Elementary Education degree program be forwarded to the State Council of Higher Education for Virginia as presented this 11th day of October, 2019.

# NORFOLK STATE UNIVERSITY BOARD OF VISITORS

## RESOLUTIONS APPROVED OCTOBER 11, 2019

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### 2019 BOARD RESOLUTION

#### **NORFOLK STATE UNIVERSITY BOARD OF VISITORS** **RESOLUTION TO APPROVE A** **BACHELOR OF SCIENCE IN SPECIAL EDUCATION**

**WHEREAS**, the proposed degree program responds to a growing need for highly trained special educators to meet the increasing demands for quality educational services in Virginia and the nation as a whole; specifically, students in the B.S. in Special Education will gain knowledge and skills in teaching practices to address the unique needs of students with disabilities with emphasis on addressing various students' academic, social, and emotional development levels; and

**WHEREAS**, the offering of an undergraduate-level program in Special Education in the School of Education will offer students the opportunity to pursue career options in a cadre of school systems; and

**WHEREAS**, public school systems as well as private schools are among the largest employers in the United States and they positively impact the communities in which graduates of the Special Education degree program will serve; and

**WHEREAS**, the faculty members in the School of Education unanimously support this Special Education degree; and

**WHEREAS**, the faculty members in the School of Education have requested the establishment of the Special Education degree; and

**WHEREAS**, the request for establishing the Special Education degree has been approved by the School of Education Curriculum Committee, the School of Education Dean, the University-wide Curriculum Committee, the Interim Provost and Vice President for Academic Affairs, and the President of Norfolk State University.

**THEREFORE, BE IT RESOLVED** that after due consideration and careful review by the Interim Provost and Vice President for Academic Affairs, University President, and by University Counsel for legal sufficiency, and upon the recommendation of the Academic Affairs Committee, the Norfolk State University Board of Visitors approves that this resolution to establish a Bachelor of Science in Special Education degree program be forwarded to the State Council of Higher Education for Virginia as presented this 11th day of October, 2019.

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**  
**RESOLUTIONS APPROVED OCTOBER 11, 2019**

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2019 BOARD RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**  
**RESOLUTION TO APPROVE THE**  
**2019 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 an 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 a Six-Year Plan in accordance with the requirements and guidelines and the Plan was submitted by the stated deadline of July 1, 2019; and

**WHEREAS**, the 2019 Six-Year Plan must be formally approved by the Board of Visitors prior to the October 1, 2019 final submission or as soon thereafter;

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the Interim 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 2019 Six-Year Plan as presented this 11<sup>th</sup> day of October 2019; and

**BE IT FURTHER RESOLVED**, that the University is authorized to revise the 2019 Six-Year Plan with any changes recommended by the Commonwealth's Higher Education Advisory Committee (HEAC) before the final submission is due on October 1, 2019.

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**  
**RESOLUTIONS APPROVED OCTOBER 11, 2019**

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2018 BOARD RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**  
**RESOLUTION TO APPROVE**  
**2020-2026 SIX-YEAR CAPITAL OUTLAY PLAN**

**WHEREAS**, the proposed 2020-2026 Six-Year Capital Outlay Plan requests have been carefully reviewed by the Norfolk State University Administration; and

**WHEREAS**, the University administration has determined that the proposed 2020-2026 Six-Year Capital Outlay Plan requests reflect the highest priority needs and initiatives of the institution and are aligned with the mission of the University; and

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and by University Counsel for legal sufficiency, and upon the recommendation of the Board's Finance and Administration Committee, the Norfolk State University Board of Visitors approves this resolution for the 2020-2026 Six-Year Capital Outlay Plan as presented this 11<sup>th</sup> day of October, 2019.

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**  
**RESOLUTIONS APPROVED OCTOBER 11, 2019**

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2019 BOARD RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**  
**RESOLUTION TO APPROVE**  
**2020-2021 LEGISLATIVE PRIORITIES**

**WHEREAS**, the proposed 2020-2021 legislative priorities have been carefully reviewed by the Norfolk State University administration; and

**WHEREAS**, the University administration has determined that the proposed 2020-2021 legislative priorities reflect the highest needs and initiatives of the University and are aligned with the mission of the University; and

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and by University Counsel for legal sufficiency, and upon the recommendation of the Board's Finance and Administration Committee, the Norfolk State University Board of Visitors approves this resolution for the 2020-2021 Legislative Priorities as presented this 11<sup>th</sup> day of October, 2019.