

**BOARD OF VISITORS**  
**BOARD MEETING**  
700 Park Avenue, Norfolk, VA 23504  
Student Center Board Room, Suite 301  
March 17, 2017

**MINUTES**

**1. Call to Order**

Dr. Byron L. Cherry, Rector, called the NSU Board of Visitors meeting to order at approximately 8:05 a.m. A quorum of the Board was established by Roll Call vote.

Board Members Present:

Dr. Byron L. Cherry, Sr., Rector  
Dr. Melvin T. Stith, Vice Rector  
Mr. Bryan D. Cuffee, Secretary (*arrived approximately 8:10 a.m.*)  
Dr. Ann A. Adams  
Mr. Elwood B. Boone, III (*arrived approximately 9:30 a.m.*)  
Mr. Thomas N. Chewning  
Mr. Kenneth W. Crowder  
Dr. Deborah M. DiCroce  
Mr. B. Keith Fulton  
Mr. Devon M. Henry (*arrived approximately 8:15 a.m.*)  
Mr. Michael J. Helpinstill  
Ms. Beth Murphy

Board Members Absent:

Mr. Larry A. Griffith

Student Representative to the Board Present:

Mr. Desmond D. Fogg, SGA President

Faculty Senate Representative to the Board Present:

Dr. Cassandra L. Newby-Alexander, Faculty Senate President

Members of the NSU Staff Present:

Mr. Eddie N. Moore, Jr., President and CEO  
Dr. Stacey Franklin Jones, Interim Vice President, Academic Affairs  
Mr. Gerald E. Hunter, Vice President, Finance and Administration  
Dr. Deborah C. Fontaine, Vice President, University Advancement  
Dr. Michael M. Shackelford, Interim Vice President, Student Affairs  
Mrs. Clementine S. Cone, Executive Assistant to the President for University Compliance  
Mr. Marty L. Miller, Athletics Director  
Mr. Harry Aristakesian, Chief Audit Executive  
Mr. Dennis Jones, Executive Director, Planning and Budget

## **BOARD OF VISITORS**

Board Meeting

March 17, 2017

Page 2

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

Ms. Karla J. Amaya Gordon, University Controller

Ms. Stevalynn Adams, Director, Communications and Marketing

Mr. Stanley Donaldson, Director, Media Relations

Mrs. Denise Y. Dye, Assistant to the President for Constituent Communications

Mr. Antwan Williams, Legal Assistant to the University Counsel

Mr. Obie Smith, Operations Manager, OIT

Mr. Rasool Shabazz, Academic Technology Support Technician, OIT

Ms. Debra Brown, Office Manager, Office of the Provost

Ms. Tanya S. White, Executive Assistant to the VP for Finance and Administration

Mrs. Kimberly Gaymon, Financial Services Specialist I

Mrs. April T. Allbritton, Office Manager/Board Liaison

### Counsels Present:

Ms. Pamela F. Boston, University Counsel

Mr. Ronald Forehand, Senior Assistant Attorney General and Education Section Chief

### Faculty Members Present:

Dr. Ronald Thomas, Professor, Psychology (*arrived approximately 8:45 a.m.*)

### Others Present

Michael Reinholtz, Audit Director, Auditor of Public Accounts

## **2. Rector's Remarks** – The following statements, comments and announcements were made during the Rector's remarks.

- There were no guests present to be announced at the start of the meeting.
- Mr. Chewning shared a special quote from Ralph Emerson as follows:

“Write it on your heart that every day is the best day in the year. He is rich who owns the day, and no one owns the day who allows it to be invaded with fret and anxiety. Finish every day and be done with it. You have done what you could. Some blunders and absurdities, no doubt crept in. Forget them as soon as you can, tomorrow is a new day. Write it on your heart that today is the best day in the year.”
- Mr. Henry was wished a happy birthday (not present at the time of the announcement). Mr. Chewning and Dr. Shackleford had birthdays yesterday.
- Announced that Mr. Chewning has submitted his resignation from the Board of Visitors effective with the May 6, 2017 Board meeting. He provided him with a special coin from his company as a token of his service and mentorship. The Board applauded.

## BOARD OF VISITORS

Board Meeting

March 17, 2017

Page 3

- Mr. Chewning's brief speech included comments on his tenure on the Board starting with the dynamics between the Rector and the President, how he was elected Rector, the removal of a president and the appointment of President Moore and so on. He stated that he believes in relevance and perhaps is no longer able to contribute as much as some. He hopes his resignation provides an opportunity for the Governor to appoint someone bright, energetic and who can contribute more than he can. Mr. Chewning stated that it has been a privilege to serve on this Board.
- Updated the Board on the meetings he had in January with legislators during the General Assembly session and the reception with the Black Caucus. He noted that Mr. Henry and Mr. Fulton were present along with him at the Commonwealth Prayer Breakfast. He has really enjoyed all of these events in representation of the Board.
- On campus in February for the annual alumni weekend.
- BoardEffect is easy to navigate and he likes it. Hopes that everyone is enjoying using this electronic portal.

Dr. DiCroce stated that there was a really nice clip in the local news this morning on Channel 13 about a young man who plays for the Colts, who is getting his degree here at NSU. It really reflected well on the university and the young man.

Mr. Miller stated that Dr. DiCroce is referring to Mr. Deon King with the NFL Indianapolis Colts.

President Moore stated that the NFL puts a real emphasis on graduation. If you are the player of the game and have graduated, your university will receive a \$1,000 and that is their own way of trying to encourage players to go back and finish their degree.

Mr. Crowder stated that there was a piece in paper recently about \$1M in grant funding for NSU for cybersecurity graduates. Dr. DiCroce stated that she saw this as well but was not sure about the amount. **President Moore stated he would find and share the article.**

### **President's Remarks** – President Moore's remarks included:

- Stated that he only takes credit for putting a team together that is running smoothly. Through a reference of the movie Judah Ben-Hur, he added that it is so important to have the right person in the right position and with the right assignment.
- Provided an overview of the main discussions items of the Standing Committees.
- Noted that the search for the Vice President of Student Affairs is coming to a close. That position is expected to be filled between now and the Board meeting.

## **BOARD OF VISITORS**

Board Meeting

March 17, 2017

Page 4

- Between now and the next Board meeting, he hopes that each Committee will have a dashboard. Right now, Student Affairs is leading the way in this effort. He has seen a draft of his dashboard and stated that a dashboard is only as good as the data behind it and we are still working to clean up the data.
- The faculty handbook is being revised by a committee which is very important to have finalized and in place as we hire more faculty.
- Spoke a little on the options to be presented for tuition, fees, room and board.
- Our infomercial has the university's new tag line "We see the future in you," which is also on the website.

### **3. Standing Committees Concurrent Meetings – 1**

The Academic Affairs Committee met from 8:45 a.m. to 10:10 a.m. and Student Affairs Committee from 8:50 a.m. to 10:03 a.m.

### **4. Standing Committee and an Ad-Hoc Committee Concurrent Meetings – 2**

The Finance and Administration Committee met from 10:17 a.m. to 11:18 a.m. and the University Advancement Committee from 9:45 a.m. to 11:30 a.m.

### **5. Board Meeting –** The meeting reconvened at approximately 11:32 a.m. and a Roll Call vote was taken to establish a quorum.

**Audit Director, State Auditor of Public Accounts –** Mr. J. Michael Reinholtz introduced himself to the Board and the Board received a hard copy of his entrance report. He provided the following comments:

- Currently engaged in the July 1, 2015 through June 30, 2016 audit for the university and are scheduled to complete the work by the May Board meeting. The final report may not be in hand at that time but test work will be completed and the results reported to you at that time.
- Objectives are to ensure that the financial statements are fairly presented in conformity with accounting principles, ensure that the disclosures in the financial statements are adequate and fairly stated, ensure management reviews the financial statements, etc.
- The terms of engagement are listed on page 2 of the handout and these are the same for all agencies.

## **BOARD OF VISITORS**

Board Meeting

March 17, 2017

Page 5

In response to Mr. Chewning, Mr. Reinholtz stated that his team consists of a higher education specialist, capital assets specialist, management specialist and an IT specialist. He noted his area of specialty and other universities where he has conducted audits.

There being no additional questions, Mr. Reinholtz stated that his contact information is on the handout and Board members may feel free to reach out to him privately.

**Nominating Committee for Board Officers** – Dr. Cherry appointed the following Board members to this Committee:

Dr. Ann A. Adams  
Mr. Elwood B. Boone, III  
Mr. Thomas N. Chewning  
Ms. Beth Murphy

**Board Budget Update** – Dr. Stith reported that there is a balance of approximately \$5,300 remaining in the budget that will cover the Board's expenses to the fiscal year end.

**Recommend Board Budget for FY 2017-2018** – Dr. Stith recommended a budget of \$50,000 after stating there will be a nominal increase in the host hotel room rate and an increase in the subscription fee for BoardEffect.

Dr. Stith motioned, seconded by Mr. Helpinstill and with a 12-0 Roll Call vote approved the Board's budget of \$50,000 for FY 2017-2018.

**Amendment to the Board Bylaws** – Dr. Cherry recommended removing the Roll Call vote from the Bylaws.

Mr. Chewning stated that he would like for the Bylaws to say that any Board may call for a Roll Call vote instead of removing it entirely.

Dr. Adams, along with Mr. Helpinstill, thought that the Roll Call vote was inserted in the Bylaws to satisfy a SACSCOC finding. Several Board members responded that it was actually due to some contentious votes.

Dr. Adams asked if the Board was certain that it did not have anything to do with SACSCOC. Mr. Forehand responded that he is certain that NSU is the only Board that is doing this.

After some discussion, the Board was in agreement that a member may call for a Roll Call vote.

Dr. Stith motioned, seconded by Mr. Fulton and with a 12-0 Roll Call vote moved that pursuant to Article 3 Section 1 of the Bylaws that the Bylaws be suspended to permit amendment of Article 1 Section 3E without the 30 day notice.

## **BOARD OF VISITORS**

Board Meeting

March 17, 2017

Page 6

Dr. Stith motioned, seconded by Mr. Chewning and with a 12-0 Roll Call vote moved that Article 1 Section 3E of the Bylaws be amended by deleting the third sentence of that section and substituting the following:

“Any member may call for a roll call vote on any issue.”

Dr. Stith excused himself from the meeting at 11:45 a.m., as his flight was moved up. He asked Ms. Murphy to provide the Academic Affairs update in his absence.

**6. President’s Report** – President’s Moore made the following announcement regarding Commencement.

- There is a time change for Commencement scheduled for Saturday, May 6, 2017. The ceremony is being held at 4:00 p.m. in the afternoon instead of in the morning, as the Scope staff is unable to turnaround the venue for our normal start time of 10:00 a.m. The time change has been well-received by the students because it allows them more time to prepare and/or recover.

**Strategic Plan Update** – President Moore stated that the document being shared looks like final but assured the Board that it is a draft of our strategic plan. He stated that the plan has been done completely internally, which was a concern from the previous plan. Although the Board suggested that we consider shortening the plan, this was not done largely at his direction.

**Comments from the co-chairs included:**

- There are five themes and several initiatives that are broken down for each theme. You will also see the indicators that will be used to measure how well we are progressing relating to those various initiatives.
- Behind every one of the initiatives there is a lot of detail, which you will not see unless you really want to see it.
- The President’s Cabinet is going to do further review and this Board is being asked to also review it to provide comments, suggestions or recommendations that you might have in terms of how we can improve the document. This is a draft but the final product is expected to come to you in May.
- This document is the external document to be seen by various stakeholders. For that reason, it strikes a balance between being brief and explanatory. The intent is to give just enough information to our external stakeholders.
- The plan is long but is broken down in short-term, mid-term and long-term goals.

## **BOARD OF VISITORS**

Board Meeting

March 17, 2017

Page 7

- There is a new trend in higher education in Virginia and across the globe of universities publishing publications for long-term planning.
- The 2035 represents the 100<sup>th</sup> anniversary of the university, the centennial year.

### **Comments from the Board:**

- Several Board members expressed concern regarding the length of the plan.
- Dr. DiCrocce stated that she has taught strategic planning in higher education and you do not see effective eighteen-year-old plans. The themes that are outlined in the draft are good themes; however, most of them could be completed within six years, except for the doctoral level 3 Carnegie classification. She added that the main focus in higher education may be very different five or ten years down the road. She would likely call for a Roll Call vote on the plan, as it is shortsighted almost to look at it long term.
- There are twenty to forty-year vision documents they are grander, broader and more ambitious than some of what is in this draft.

Dr. Cherry stated that the military does twenty to twenty-five year plans.

- The document needs clarity or define when sooner is. For instance, are we close to eighteen years on this item, or will this item be completed next year. If all of the items are potentially out there with limited guidance, then someone who is seriously looking at it has no sense of the discipline as there is no roadmap to get to the vision.
- More interested in the concrete steps that change people's behavior and how they can translate what this says into their daily work tomorrow, the next day and the next day. A concern is that the strategic plan gets put away once it is adopted and it is not a living catalyst on a daily basis. A good strategic plan is a basis for a Board meeting every time we come together. The Board ought to stay on a strategic level and know that somebody is responsible on the ground for the actions that gets the university where it needs to be.
- The Board has to approve a plan that it thinks the employees here can accomplish and know that we can provide the resources to help them be successful.
- Recommendation that instead of it being 2035, it could be the 2017 vision for Norfolk State adopted in this year. Similar, you could have a 2035 vision which is highly aspirational through being recognized nationally as a premier public institution, then have the 2017 plan start to focus on the short term of what we would do next.

## **BOARD OF VISITORS**

Board Meeting

March 17, 2017

Page 8

- Recommendation to capture just the larger than life visionary things and place that together but show operationally what we are going to be focusing on over the next year or three years.
- Some wordsmithing is needed in the document, for instance instead of “establish” academic rigor it should say “maintain” academic rigor.
- **Strategic Plan Requests:**
  - Provide the Board with the backup for the key indicators -- every key indicator should have, or should all be quantified, so the Board will know exactly how each will be measured. Quantify the indicators on a schedule and provide a summary to the detail as well.
  - Check to see if the plan goes far enough to address career services, career development and professional development. Address ways to connect to the business community, who looks to resources like Norfolk State to produce graduates that will enhance their workforce.

President Moore expressed his difference of opinion on the length of the plan and provided an example where a Virginia university has an extended plan. He will follow through as instructed by the Board.

## **7. BUSINESS**

**Academic Affairs** – Ms. Murphy shared the following highlights:

- There is good energy being displayed between the faculty and the administration. The level of faculty engagement is up.
- The university expects to receive a positive outcome from the Accrediting Council on Education in Journalism and Mass Communication. The site visit was held at NSU in February 2017.
- Faculty is emerged in the SACSCOC readiness. The SACSCOC visit is expected in March 5-7, 2019. The self-study is being worked on and faculty credentialing is being addressed.
- SOAR is being implemented as the new online faculty advising and retention tool.
- Course text delivery model – In fall 2017, forty-nine classes will issue E-Books that save students a quarter of a million dollars. All eligible courses will be completed by 2018.
- The Brown Hall Replacement building will open fall 2017.
- A new Cybersecurity Complex is scheduled to open in May 2017.



## **BOARD OF VISITORS**

Board Meeting

March 17, 2017

Page 9

- Working on the process for creating Schools and Colleges. The university currently has and looks to add two more by the end of 2019.
- Currently, there are 54 faculty vacancies (40 existing and 14 new).
- Graduates will be allowed to decorate mortar boards.
- The ten goals of the Faculty Senate were shared. The Faculty Senate President stated there is a good relationship between the faculty, Dr. Jones and President.

Ms. Murphy motioned, seconded by Mr. Fulton and unanimously voted to approve the First Day Success Delivery Model.

*Note: There was one change made to the resolution during the Academic Affairs Committee.*

**Audit Committee** – Mr. Helpinstill stated that the Committee met yesterday to discuss functions/responsibilities to get a feel for what the Committee will be responsible for. ERM could sit in the Audit Committee but also fits under the full Board. The Committee may need some input on its responsibilities from the Board as it moves forward.

Mr. Helpinstill stated Mr. Aristakesian has looked at the best practices and charters of other schools. The Committee approved the charter with one change and requests full Board approval. The Committee also met in Closed Session and discussed three hotline items, which are being handled through the proper dispositioning and processing. He would be happy to discuss with Board members individually.

Mr. Helpinstill motioned, seconded by Mr. Fulton and unanimously voted to approve the Internal Audit Charter as amended by the Audit Committee.

**Finance and Administration** – Mr. Helpinstill provided the following update:

- The Committee briefly discussed legislative updates as some of this was shared at the Retreat by Mr. Blake from SCHEV.
- The current financial status is good. The results are about 70% of revenue collected through the end of December with 50% of expense. It is estimated that there will be a \$1.6M surplus.
- Tuition and fees recommendations:
  - Option 1 – The university is proposing a tuition increase of about \$300 for undergraduates, which is less than 3%. There was a discussion that the tuition increase does not fully cover the expenses, leaving less than a \$1M shortfall. The drivers that will increase the operating budget were outlined.

The Committee was in agreement with Mr. Chewning's point that the budget should not be approved with a shortfall and with President Moore's response that

## **BOARD OF VISITORS**

Board Meeting

March 17, 2017

Page 10

carryforward funds of \$1M from vacancies will be added as a line item to cover the shortfall when the budget is presented for the Board's approval in May.

- Option 2 – This option would double the amounts for Option 1 and was not considered by the Board.

Mr. Helpinstill motioned, seconded by Ms. Murphy and unanimously voted by the Board to approve the FY 2017-2018 Option 1 – Tuition, Fees, Room and Board Schedule.

*Note: On Schedule A-1, change 2018-2018 to 2017-2018 in the second column.*

**Student Affairs** – Dr. DiCrocce's update included the following.

- The SGA President provided a great report. The students have been busy and are focused.
- The housing occupancy rate is 83% for university-owned and 90% for privately-run. Upgrades to housing will be scheduled, as there is increased confidence in the enrollment growth.
- The Committee had a lengthy discussion on Career Services and the significant value this provides for students. Seventy-three employers participated. Several methods are being used to encourage student participation.
- The admit rate is good with the projection of 1,100 freshmen.
- The Committee discussed its goals and objectives (none provided in the Committee package). The Committee's role will be to support the division of Student of Affairs in realizing its goals and objectives for 2017-2018. Beyond that, and more specifically, we will:
  - Continue to oversee the university's student success agenda (career services, living-learning communities, wellness and Ideal Spartan Battle plan).
  - Continue to support the university's work in increasing the APR of 940 for all of fifteen sports programs, while enhancing revenue opportunities inherent in the program themselves.
  - Continue to keep close watch on enrollment management and in the process adopt a dashboard for measuring the key metrics for progress and success.

**University Advancement Committee** – Mr. Cuffee's update included:

- Congratulated Dr. Fontaine on being named the Vice President. She is no longer interim. The Board applauded.
- The university raised approximately \$3M with \$1M of that from the alumni. The endowment is at \$27 M.

## **BOARD OF VISITORS**

Board Meeting

March 17, 2017

Page 11

- Donor Satisfaction was surveyed and Advancement received a 4.5 customer service rating out of 5. Donors were most interested in timely gift acknowledgments and donor recognition.
- A discussion was had around alumni giving among peer institutions and the Committee will receive an update at its next meeting. It was noted that the size of your Advancement Office is a factor and that would make a difference in the comparison. It really comes down to the resources and the number of people you have in that office.
- Reviewed the Advancement budget of \$3.3M and looked at some of the upcoming events like the Dr. Carl Haywood Legacy Dinner, Alumni Awards Dinner and the Taste of NSU.
- Reviewed some of the new branding that is going on. There is excitement on the new tag line “We see the future in you” that was launched on March 13 and will run through June 4.
- The new logo has not be implemented and the new design is not intended to take away from the Spartan. This will be important to communicate, if the new logo is going to be rolled out.
- The Committee will continue to use the current goals for next year as they are still relevant.

### **8. Consent Agenda**

Mr. Helpinstill motioned, seconded by Mr. Fulton and the Board unanimously voted to approve the December 9, 2016 Board Meeting minutes.

**9. Old Business** – There was no old business brought before the Board.

**10. New Business** – There was no new business brought before the Board.

### **11. Closed Session**

Mr. Cuffee motioned, seconded by Mr. Henry and with an 11-0 Roll Call vote the Board approved to move to adjourn and reconvene in Closed Session as permitted by §§2.2-3711.A.1, 4, 7 and 10 of the Code of Virginia, for the purpose of discussing (1) promotion, tenure, sabbatical, academic leave, and professor emeritus considerations; (2) current/potential litigation, university legal matters, along with any necessary consultation with legal counsel; (3) the Internal Auditor’s Report regarding the evaluation of performance of university departments and schools where such evaluation will necessarily involve discussion of the performance of specific individuals; and (4) personnel matters, as it relates to the President’s contract.

## **BOARD OF VISITORS**

Board Meeting

March 17, 2017

Page 12

### **12. Open Session**

The Norfolk State University Board of Visitors having reconvened in open session, took an 11-0 Roll Call vote on certification that (i) only public business matters lawfully exempted from open meeting requirements, and (ii) only such public business matters as were identified in the motion by which the Board of Visitors closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believed that there was a departure from the requirements as stated above was asked to so state prior to the vote, indicating the substance of the departure that in his or her judgment has taken place.

Ms. Murphy motioned, seconded by Mr. Chewning the Board unanimously voted to approve the five resolutions for Promotion and Tenure as discussed in Closed Session effective immediately. The candidates are as follows:

#### **Promotion**

Dr. Ernestine Duncan  
Dr. Aliecia McClain  
Dr. Khadijah O. Miller  
Dr. Patricia Saunders-Nixon

#### **Tenure**

Dr. Yen-Hung Hu

There were no additional authorizations from Closed Session.

President Moore announced that on March 27, 2017, there will be three admirals and thirteen other Coast Guard officials that will come to campus to officially install NSU as a Coast Guard ROTC campus.

### **13. Adjournment**

There being no further business, the meeting was adjourned at 2:22 p.m.

Respectfully submitted,

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April T. Allbritton, Board Liaison

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Bryan D. Cuffee, Secretary  
Board of Visitors

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS**  
**ROLL CALL VOTE MARCH 17, 2017**

Item	Adams	Boone	Cherry	Chewning	Crowder	Cuffee	DiCroce	Fulton	Griffith	Helpinstill	Henry	Murphy	Stiith	Totals
Quorum established morning session (approximately 8:05 a.m.)	Yes	Absent from vote	Yes	Yes	Absent from vote	Absent from vote	Yes	Yes	Absent	Yes	Absent from vote	Yes	Yes	8-0
Quorum established for full Board Mtg. (approximately 11:32 a.m.)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Absent	Yes	Absent from vote	Yes	Yes	11-0
Approval of Board's Budget for 2017-2018	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Absent	Yes	Yes	Yes	Yes	12-0
Motion to Suspend Bylaws	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Absent	Yes	Yes	Yes	Yes	12-0
Motion to Amend Bylaws	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Absent	Yes	Yes	Yes	Yes	12-0
Closed Session Certification	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Absent	Yes	Yes	Yes	Absent from vote	11-0

## **RESOLUTION APPROVED MARCH 17, 2017**

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### **Norfolk State University Board of Visitors** **Resolution to** **Implement the First Day Success Model for Academic Content Delivery**

**WHEREAS**, Norfolk State University seeks to continuously improve access to and affordability of a quality higher education for its students; and

**WHEREAS**, Norfolk State University specifically seeks to address access by removing obstacles its students might face with obtaining their required course materials at the start of the semester and affordability by ensuring that prices are the lowest in the marketplace; and

**WHEREAS**, Norfolk State University also seeks to increase retention and improve student learning outcomes; and

**WHEREAS**, Norfolk State University faculty representatives are confident and have reviewed data indicating that students having materials available on the first day of instruction stands to improve both retention and learning outcomes; and

**WHEREAS**, the First Day Success Model promises to deliver higher education learning materials in a manner that makes such material available for enrolled students immediately upon accessing the course via a Learning Management System (LMS);

**THEREFORE, BE IT RESOLVED** that after due consideration and careful review by the Interim Provost and Vice President for Academic Affairs, the University President and by University Counsel for legal sufficiency, and upon the recommendation of the Board's Academic Affairs Committee, the Board of Visitors approves this resolution to implement the First Day Success Model for Academic Content Delivery as presented this 17<sup>th</sup> day of March, 2017.

## **RESOLUTION APPROVED MARCH 17, 2017**

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### **NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE THE INTERNAL AUDIT CHARTER**

**WHEREAS**, the Norfolk State University Board of Visitors received a report from the Audit Committee on the recommendations regarding the form and structure of the Internal Audit Department; and

**WHEREAS**, an independent Internal Audit Department is necessary to ensure that a strong system of financial, operational and informational controls are in place to preserve the integrity of the institution; and

**WHEREAS**, under the leadership of the Chief Audit Executive, the Internal Audit Department desires to maintain a high level of commitment to the Board through the Audit Committee by monitoring and reporting on the effectiveness of operational risk management and to affirm that governing policies and procedures are followed and enforced university-wide;

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the Chief Audit Executive, the University President, and by the University Counsel for legal sufficiency, and upon the recommendation of the Audit Committee, the Norfolk State University Board of Visitors approves this resolution to adopt the attached Internal Audit Charter as presented this 17th day of March, 2017.

## RESOLUTION APPROVED MARCH 17, 2017

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### NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE TUITION AND FEES FOR ACADEMIC YEAR 2017 – 2018

**WHEREAS**, the Commonwealth of Virginia funding policies and the impact of the economic forecast for the foreseeable future contained in the 2016 - 2018 Biennium Appropriation Act (Act), as amended, play a central role in the setting of the tuition and fee policy for higher education institutions; and

**WHEREAS**, the Act requires each public institution to communicate its tuition and fee policy, as approved by its Board of Visitors to the Secretary of Education, the State Council of Higher Education for Virginia (SCHEV), and the Chairs of the House Appropriations and Senate Finance Committee by May 15 of each fiscal year; and

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

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

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

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

**WHEREAS**, the Board of Visitors of Norfolk State University approves the tuition, room, board, mandatory and miscellaneous fees found in the above referenced and attached Schedules A, B, C, and D for 2017 - 2018 academic year; and

**WHEREAS**, the President shall monitor any subsequent actions of the General Assembly between now and the beginning of Fiscal Year 2017 - 2018 for legislative impact on the tuition and fee policy and related funding, and shall implement timely changes required by such legislation, and shall report such action to the Board of Visitors at its next regularly scheduled meeting; and

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



## **RESOLUTION APPROVED MARCH 17, 2017**

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**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 the 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 tuition and fees for academic year 2017-2018 as presented this 17<sup>th</sup> day of March, 2017.

# RESOLUTION APPROVED MARCH 17, 2017

**Norfolk State University**  
**Proposed Full Year Tuition and Fees for Full-Time Students (Residents)**  
**For Year 2017-2018**  
**Schedule A-1**

	<b>Residents</b>		
	<b>Actual 2016-2017</b>	<b>Proposed 2017-2018</b>	<b>Inc/Dec Amount</b>
<b>Resident Undergraduates</b>			
Tuition	\$5,318	\$5,478	\$160
Mandatory Fees	\$3,420	\$3,558	\$138
Subtotal - Tuition and Mandatory Fees	\$8,738	\$9,036	\$298
Room	\$6,222	\$6,534	\$312
Board	\$3,268	\$3,332	\$64
Subtotal Room and Board	\$9,490	\$9,866	\$376
Total Cost	\$18,228	\$18,902	\$674
<b>Resident Graduates</b>			
Tuition	\$7,148	\$7,998	\$850
Mandatory Fees	\$3,420	\$3,558	\$138
Subtotal - Tuition and Mandatory Fees	\$10,568	\$11,556	\$988
Room	\$6,222	\$6,534	\$312
Board	\$3,268	\$3,332	\$64
Subtotal Room and Board	\$9,490	\$9,866	\$376
Total Cost	\$20,058	\$21,422	\$1,364

**Annual Room Charges**

<b>Dorm/Room Type</b>	<b>Double Rm</b>	<b>Triple Suite</b>	<b>Resident Assistant Room</b>
Babette Smith - Twin Towers	\$6,534	\$7,438	\$6,534
Alexander/Scott	\$6,628	\$7,550	\$6,628
Charles & Lee Smith	\$6,662	\$7,584	\$6,662

Midrise	Double Suites	Triple Suite	Resident Assistant Room
	\$7,998	\$7,656	\$7,998

# RESOLUTION APPROVED MARCH 17, 2017

## Norfolk State University Proposed Full Year Tuition and Fees for Full-Time Students (Non-residents) For Year 2017-2018 Schedule B

	Non-residents		
	Actual 2016-2017	Proposed 2017-2018	Change
<b>Non-resident Undergraduates</b>			
Tuition	\$16,920	\$16,920	\$0
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	\$17,680	\$17,680	\$0
Mandatory Fees	\$3,420	\$3,558	\$138
Subtotal Tuition and Mandatory Fees	\$21,100	\$21,238	\$138
Room	\$6,222	\$6,534	\$312
Board	\$3,268	\$3,332	\$64
Subtotal Room and Board	\$9,490	\$9,866	\$376
Total Cost	\$30,590	\$31,104	\$514
<b>Nonresident Graduates</b>			
Tuition	\$17,784	\$19,394	\$1,610
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	\$18,544	\$20,154	\$1,610
Mandatory Fees	\$3,420	\$3,558	\$138
Subtotal Tuition and Mandatory Fees	\$21,964	\$23,712	\$1,748
Room	\$6,222	\$6,534	\$312
Board	\$3,268	\$3,332	\$64
Subtotal Room and Board	\$9,490	\$9,866	\$376
Total Cost-Boarding	\$31,454	\$33,578	\$2,124

### Annual Room Charges

Dorm/Room Type	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$6,534	\$7,438	\$6,534
Alexander/Scott	\$6,628	\$7,550	\$6,628
Charles & Lee Smith	\$6,662	\$7,584	\$6,662

Midrise	Double Suites	Triple Suite	Resident Assistant Room
	\$7,998	\$7,656	\$7,998

## RESOLUTION APPROVED MARCH 17, 2017

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**Norfolk State University  
Proposed Tuition for Part-Time Students  
For Year 2017-2018  
Schedule C-1**

	<u>Actual 2016-2017</u>	<u>Proposed 2017-2018</u>	<u>Change</u>
<b><u>Resident Undergraduates</u></b>			
Tuition	\$397	\$411	\$14
Tuition (three) semester hours	\$1,191	\$1,233	\$42
<b><u>Resident Graduates</u></b>			
Tuition	\$622	\$680	\$58
Tuition (three) semester hours	\$1,866	\$2,040	\$174
<b><u>Nonresident Undergraduates</u></b>			
Tuition	\$796	\$871	\$75
Tuition (three) semester hours	\$2,388	\$2,613	\$225
<b><u>Nonresident Graduates</u></b>			
Tuition	\$1,247	\$1,350	\$103
Tuition (three) semester hours	\$3,741	\$4,050	\$309

## RESOLUTION APPROVED MARCH 17, 2017

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Norfolk State University  
Proposed Miscellaneous Fees  
For Year 2017-2018  
Schedule D

Other Miscellaneous Fees

	Proposed 2017-2018	
Undergraduate Application Fee	\$25	
Graduate School Application Fee	\$50	
Matriculation Deposit	\$100	
Room Deposit ( <b>All Students</b> )	\$300	
Required Deposits/Fees For New Students:		
Orientation Fee	\$100	
Matriculation Deposit	\$100	
Room Deposit ( <b>All Students</b> )	\$300	
Total Deposits For New Students	\$500	
Graduation Application Fee (Mandatory)	\$30	
Commencement Fee (Mandatory)	\$130	
Continuing Registration Fee	\$680	<sup>a</sup>
Duplicate ID Fee (Faculty, Staff and Students)	\$25	
Education TK20 Fee	\$100	
Fine Arts Fee	\$360	
Late Registration Fee	\$100	
Medical Technology Didactic Courses	\$40	
Music Applied Individual Fee	\$100	
Reclamation Program Administrative Fee (Grade forgiveness only)	\$96	
Replacement Key Fee	\$75	<sup>a</sup>
Lock Core Replacement Fee	\$75	<sup>w</sup>
Return Check Fee	\$50	
Science - Laboratory Fee (Lower Division)	\$21	
Science - Laboratory Fee (Upper Division)	\$31	
Special Health Services	\$10	
Special Nursing	\$170	
Special Physical Education Fee	\$10 - \$70	
University Withdrawal Fee	\$50	
Transcript	\$3	
Single Room Rate (per semester)	\$4,591	<sup>a</sup>
Meal Plan Type	Per Semester	
19 Meal Plan w/\$150	\$1,666	<sup>a</sup>
14 Meal Plan w/\$275	\$1,666	<sup>a</sup>
10 Meal Plan w/\$325	\$1,603	<sup>a</sup>
7 Meal Plan w/ \$400	\$1,412	<sup>a</sup>
160 -Block w\$275	\$1,666	<sup>n</sup>
130 -Block w\$325	\$1,603	<sup>n</sup>
Commuter Meal Plan Type		
100-Block w/\$100	\$700	<sup>a</sup>
75-Block w/\$100	\$554	<sup>a</sup>
50-Block w/\$100	\$400	<sup>n</sup>
25-Block w/\$100	\$240	<sup>n</sup>

## RESOLUTION APPROVED MARCH 17, 2017

Summer Housing Rates	Session	Room Rate		Board Rate		Total
	A (6-weeks)	\$1,352	a	\$675	a	\$2,027
	B (4-weeks)	\$901	a	\$450	a	\$1,351
	A&B (10-weeks)	\$2,253	a	\$1,125	a	\$3,378

### Residence Hall Fines <sup>n</sup>

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

### Parking Decal Type <sup>a</sup>

	Sept. 1	Jan. 1	June 1
Reserved	\$450	\$240	N/A
Faculty/Staff	Varies <sup>1</sup>	Varies <sup>1</sup>	Varies <sup>1</sup>
Commuter Student	\$125	\$65	\$50
Resident Student	\$125	\$65	\$50
Part-time (Faculty/Staff)	\$70	\$40	\$35
Part-time (Student)	\$70	\$40	N/A
Temporary/Contract Employees	15 Per month <sup>n</sup>		
Replacement	\$50	\$50	\$50

### Parking Fines <sup>a</sup>

Parking or operating an unregistered or unauthorized vehicle(s) on University Property	\$50	(\$35 if paid in 5 business days)
Improper display of decal	\$25	
Parking in Reserved lot or space (subject to wheel-lock or tow)	\$75	
Blocking another vehicle	\$50	
Parking anytime on grassy area, or specific areas	\$50	

## RESOLUTION APPROVED MARCH 17, 2017

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

Note:

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

<u>Faculty/Staff</u>	Fall	Spring	Summer
<\$25,000	\$165	\$88	\$66
\$25,001-50,000	\$200	\$105	\$70
\$50,001-75,000	\$225	\$115	\$75
\$75,001-\$100,000	\$250	\$130	\$85
>\$100,000	\$300	\$140	\$100

Footnotes:

a - Adjusted fee.

n - New or not previously presented fee.

w - Wording Change

## RESOLUTION APPROVED MARCH 17, 2017

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### NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

**WHEREAS**, the Academic Affairs Committee of the Norfolk State University Board of Visitors has considered eligible faculty members for promotion based on the recommendations of the Interim Provost and Vice President for Academic Affairs and the President; and

**WHEREAS**, after due consideration of the qualifications of these faculty members, the Academic Affairs Committee of the Norfolk State University Board of Visitors recommends that the Board of Visitors approves the promotion of **Dr. Ernestine Duncan** to the rank of Professor;

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the Interim Provost and Vice President for Academic Affairs, the 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 the award of promotion to the rank of Professor to **Dr. Ernestine Duncan** this 17<sup>th</sup> day of March, 2017. The promotion will be effective immediately.

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#### Profile

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Department of Psychology

Hire Date: January, 2006

Current Rank: Associate Professor

Teaching Area: Psychology

**Dr. Ernestine Duncan** received the Ph.D. in Clinical Psychology from Georgia State University; the M.A. in Clinical Psychology from Georgia State University; the A.B. in Psychology and Black Studies from Oberlin College. She has presented at professional conferences and her presentations have been published in conference proceedings. Dr. Ernestine Duncan has co-edited one (1) e-book, two (2) peer-reviewed book chapters, and one (1) peer-reviewed article. She teaches both undergraduate and graduate courses in the department and is certified for online teaching. Student course evaluations indicate that she maintains currency in the instructional materials for her classes and her course ratings average 3.74 on a 4.0 scale over the three-year

**Dr. Ernestine Duncan**, as chairperson of the Department of Psychology, leads one of the largest departments at the University. In 2016-2017, she developed the first Living and Learning community for the Department of Psychology. She has served as a commencement reader for the last three years, and as the reader for President Moore's Presidential Investiture. Dr. Duncan has attended numerous hours of regional and national professional development activities, to include the Virginia Network Annual State Conference, the EVMS-HIV Conference, and the American Psychological Association. Her service includes having chaired departmental, college, and university committees, to include the school Curriculum and Compliance Committees, the Student Recruitment Committee, and the Retention Committee.



## RESOLUTION APPROVED MARCH 17, 2017

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### NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

**WHEREAS**, the Academic Affairs Committee of the Norfolk State University Board of Visitors has considered eligible faculty members for promotion based on the recommendations of the Interim Provost and Vice President for Academic Affairs and the President; and

**WHEREAS**, after due consideration of the qualifications of these faculty members, the Academic Affairs Committee of the Norfolk State University Board of Visitors recommends that the Board of Visitors approves the promotion of **Dr. Aliecia McClain** to the rank of Professor;

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the Interim Provost and Vice President for Academic Affairs, the 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 the award of promotion to the rank of Professor to **Dr. Aliecia McClain** this 17<sup>th</sup> day of March, 2017. The promotion will be effective immediately.

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#### Profile

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Department of Chemistry  
Hire Date: August, 2004  
Current Rank: Associate Professor  
Teaching Area: Organic Chemistry and Applied Science

**Dr. Aliecia McClain** received the Ph.D. in Agriculture & Environmental Science from the University of California-Davis; the M.S. in Inorganic Polymer Chemistry from Clark Atlanta University; and the B.S. in Chemistry from Benedict College. She has presented at professional conferences, and her presentations have been published in conference proceedings. Dr. Aliecia McClain has authored and/or co-authored several grants where she served as either principal investigator or co-investigator and also co-authored two manuscripts that have been published in professional journals. Her service in the last five years as both Director of the DNIMAS Program (50%) and Chair of the Department of Chemistry has limited her formal time in the classroom to DNIMAS seminars; however, she still finds time to tutor several undergraduate students in Chemistry. Dr. Aliecia McClain has advised and mentored over a hundred undergraduates to complete degrees in STEM fields. Student course evaluations indicate that she maintains currency in the instructional materials for her classes and her course ratings average 3.55 on a 4.0 scale.

**Dr. Aliecia McClain** has been a co-principal investigator on fourteen (14) grant applications. She also actively serves on two (2) advisory boards, including chairing the CHROME Board. She presented at over eleven (11) regional and national conferences. She has received thirteen (13) awards and recognition certificates in the last two (2) years for her service to the University and the community. She is a member of the National Organization for the Professional Advancement of Black Chemists and Chemical Engineers, and the American Chemical Society. Her service includes being or having been a member and/or chair for over thirty-four (34) departmental, college, and university committees (including subcommittees).

## RESOLUTION APPROVED MARCH 17, 2017

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### NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

**WHEREAS**, the Academic Affairs Committee of the Norfolk State University Board of Visitors has considered eligible faculty members for promotion based on the recommendations of the Interim Provost and Vice President for Academic Affairs and the President; and

**WHEREAS**, after due consideration of the qualifications of these faculty members, the Academic Affairs Committee of the Norfolk State University Board of Visitors recommends that the Board of Visitors approves the promotion of **Dr. Khadijah O. Miller** to the rank of Professor;

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the Interim Provost and Vice President for Academic Affairs, the 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 the award of promotion to the rank of Professor to **Dr. Khadijah O. Miller** this 17<sup>th</sup> day of March, 2017. The promotion will be effective immediately.

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#### Profile

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Department of History and Interdisciplinary Studies

Hire Date: August, 2003

Current Rank: Associate Professor

Teaching Area: Interdisciplinary Studies

**Dr. Khadijah O. Miller** received the Ph.D. in African American Studies from Temple University; the M.A. in African American Studies from Temple University; a graduate certificate in Women's Studies from Temple University; and the A.B. in Print Journalism from New York University. She has presented at professional conferences and her presentations have been published in conference proceedings. Dr. Khadijah O. Miller has published two (2) book chapters, co-edited two (2) books, and published six (6) articles in peer-reviewed journals. She has also been invited to write many articles for refereed journals. She developed both the accelerated online degree program and honors courses for Interdisciplinary Studies. Student course evaluations indicate that she maintains currency in the instructional materials for her classes and her course ratings average 3.71 on a 4.0 scale.

**Dr. Khadijah O. Miller** currently serves as the chairperson for the Department of History and Interdisciplinary Studies, where she was instrumental in the successful 2013 merger of the two departments. She serves on both local and regional boards and is also an Executive Board member of the Association of Interdisciplinary Studies (AIS). She was elected the first Vice President for the League of Women Voters and serves on the Women's Health Task Force. She was appointed by Governor Terry McAuliffe to the Peninsula Local Human Rights Committee for the Commonwealth of Virginia (2016-2019). Her service to the university, school, and department includes having served on numerous committees, to include chairing both the University's Black History Month Committee and the 80<sup>th</sup> Anniversary Steering Committee. She is currently working on five (5) encyclopedia entries in Daily Life of Women in World History to be completed in March 2017.

## RESOLUTION APPROVED MARCH 17, 2017

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### NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - PROMOTION

**WHEREAS**, the Academic Affairs Committee of the Norfolk State University Board of Visitors has considered eligible faculty members for promotion based on the recommendations of the Interim Provost and Vice President for Academic Affairs and the President; and

**WHEREAS**, after due consideration of the qualifications of these faculty members, the Academic Affairs Committee of the Norfolk State University Board of Visitors recommends that the Board of Visitors approves the promotion of **Dr. Patricia Saunders-Nixon** to the rank of Associate Professor;

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the Interim Provost and Vice President for Academic Affairs, the 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 the award of promotion to the rank of Associate Professor to **Dr. Patricia Saunders-Nixon** this 17<sup>th</sup> day of March, 2017. The promotion will be effective immediately.

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#### Profile

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Department of Visual and Performing Arts

Hire Date: August, 2002

Current Rank: Assistant Professor

Teaching Area: Music/Vocal Performance

**Dr. Patricia Saunders Nixon** received the D.M.A. in Vocal Performance from Shenandoah Conservatory; the M.M. in Vocal Performance from Norfolk State University; and the B.S. in Public School Music. She has presented at professional conferences and has rendered recitals and concerts at area colleges and musical associations to include the Virginia Music Education Association and the National Association for Negro Musicians. She has also performed with the Virginia Opera and the Virginia Symphony. She teaches courses for both undergraduate and graduate students in applied voice and vocal literature.

**Dr. Patricia Saunders Nixon** is a member of the National Association of Schools of Music (NASM), the National Association for Music Educators (NAFME), the Virginia Music Education Association, the National Association of Teachers of Singing (NATS), and the National Association for Negro Musicians. Her service to the university, school, and department includes membership on the Retention Committee, Hospitality Committee, as well as frequently performing for Opening Convocations, Dr. Martin Luther King, Jr. Celebrations, and other university-wide events.

## RESOLUTION APPROVED MARCH 17, 2017

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### NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE CHANGE IN STATUS - TENURE

**WHEREAS**, the Academic Affairs Committee of the Norfolk State University Board of Visitors has considered eligible faculty members for tenure based on the recommendations of the Interim Provost and Vice President for Academic Affairs and the President; and

**WHEREAS**, after due consideration of the qualifications of these faculty members, the Academic Affairs Committee of the Norfolk State University Board of Visitors recommends that the Board of Visitors approves that **Dr. Yen-Hung Hu** be tenured;

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the Interim Provost and Vice President for Academic Affairs, the 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 the award of tenure to **Dr. Yen-Hung Hu** this 17<sup>th</sup> day of March, 2017. The tenure will be effective immediately.

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### Profile

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Department of Computer Science  
Hire Date: August, 2016  
Current Rank: Associate Professor  
Teaching Area: Computer Science/Cybersecurity

**Dr. Yen-Hung Hu** received the D.Sc. in Computer Science from George Washington University; the M.S. in Computer Science from Southeastern University; the M.S. in Computer Science from National Chiao-Tung University in Taiwan; and the B.S. in Computer Science from National Sun Yat-Sen University in Taiwan. He has presented at numerous professional conferences, and his presentations have been published in conference proceedings. Dr. Yen-Hung Hu has authored/co-authored twelve (12) publications, including three (3) journal papers and five (5) conference papers/abstracts. He has contributed to ten (10) grant proposals and submitted four (4) other grants. He has taught between two and four courses each semester since his arrival in 2014. Student course evaluations indicate that he maintains currency in the instructional materials for his classes and his course ratings average 3.63 on a 4.0 scale.

**Dr. Yen-Hung Hu** provides professional service as a reviewer to thirteen (13) scientific journals. He is a member of the Virginia Academy of Science (VAS), the Association for Computing Machinery (ACM), the Association of Computer/Information Sciences and Engineering Sciences, and Engineering Departments at Minority Institutions (ADMI). His service to the university, school and department includes being or having been a member and/or chairperson of twenty (20) committees, including the ITE ABET Accreditation Committee where he is currently chair. He is also the coordinator of the ITE program and a member of the research team on the Consortium Enabling Cybersecurity Opportunities and Research (CECOR) \$25m grant.