

**VIRGINIA STATE UNIVERSITY BOARD OF VISITORS
BOARD MEETING MINUTES
THURSDAY, APRIL 25, 2019**

*The Full Board Meeting will be held on the 2nd floor of the Gateway Dining & Event Center
Salon A, on the campus of Virginia State University*

CALL TO ORDER

Mr. Huron Winstead, Rector, called the meeting of the Virginia State University (VSU) Board of Visitors (Board) to order in Salon A of the Gateway Dining and Event Center at approximately 9:00 a.m.

ROLL CALL

A quorum was present.

Board Members Present:

Mr. Huron F. Winstead, Rector
Mr. Charlie W. Hill, Vice Rector
Ms. Thursa Crittenden, Secretary
Dr. Valerie Brown
Ms. Pamela A. Currey
Dr. Daryl C. Dance
Mr. Michael Flemming
Ms. Jennifer Hunter
Mr. Paul Koonce
Mr. Xavier Richardson
Mr. Glenn Sessoms
Mr. James J.L. Stegmaier
Mr. Wayne Turnage
Mr. Gregory Whirley
Dr. Zoe Spencer, Faculty Representative to the Board
Ms. Gabrielle Wilks, Student Representative to the Board

Administration Present:

Dr. Makola Abdullah, President
Dr. Donald Palm, Provost/Vice President for Academic Affairs
Mr. Kevin Davenport, Vice President for Finance/Chief Financial Officer
Dr. Letizia Gambrell-Boone, Vice President for Student Success and Engagement
Mr. Hubert Harris, Vice President for Administration
Ms. Reshunda Mahone, Vice President for Institutional Advancement
Dr. G. Dale Wesson, Vice President for Research and Economic Development
Mr. Rodney Hall, Assistant Vice President, Enrollment Management
Ms. Pamela Turner, Director of Communications
Ms. Sheila Alves, Chief Audit Executive, Internal Audit
Mr. Osubi Craig, Special Assistant to the President for Special Projects and Initiatives
Dr. Annie C. Redd, Special Assistant to the President/Board Liaison

Legal Counsel Present:

Ramona Taylor, University Legal Counsel
Bonnie N. Holmes, Legal Assistant, University Legal Counsel

Others Present:

Dr. Maxine Sample, Int'l Education
Travis Edmonds, Information Technology
Danette Johnson, President's Office
Dr. Kimetta R. Hairston, ACE Fellow
Malika Blume, Internal Audit
Marlo Green, Internal Audit
Peggy Davis, Athletic Director
Dr. Sabin Duncan
Dr. Heng Li, Technology
Dr. Xinchuan Liu, Technology
Dr. Benedict Uzochukown, Technology
Dr. Tracy Jackson, HPERD
Adrian Petway, Budget
Dr. Cheryl Adeyemi, Mathematics Dept.
Pauline Whirley
Joyce Henderson, VSU Real Estate Foundation
Ben Houck, Finance
Dr. Omar Faison, Div. RED
Paula McCapes, Staff Senate
Dr. Tia A. Minnis, Provost Office
Dr. Jame'l Hodges
Dr. Emmanuel Omojokun, Business
Dr. Linda Person, HPER
Ronnie Neal, Institutional Advancement
Dr. Andrew Kanu, CHSS
Franklin H. Johnson, Jr. VSUAA President
Dr. Dawit Haile, CET
Dr. Sandra Evans, FJUS
Dr. Kawachi Clemons, Provost Office
Dr. Willis Walter, Education
Beverly Everson-Jones, VSU Foundation

OPENING REMARKS

Rector Winstead invited Mr. Rodney Hall, Assistant Vice President of Enrollment Management, to give the invocation.

RECTOR'S REMARKS

Rector Winstead asked for approval of the agenda for the Board Meeting. The agenda was unanimously approved by a voice vote.

PRESIDENT'S REMARKS

President Makola M. Abdullah presented Trojan Excellence by recognizing several administrators, faculty, staff, and students for their achievements. The gallery congratulated and applauded all of the recognized Trojans. President Abdullah also presented an overview on the Strategic Plan priorities indicating that all future staff presentations will include a connection to the strategic plan.

FACILITIES, FINANCE & AUDIT COMMITTEE (*Michael Flemming, Valerie Brown, Charlie Hill, Paul Koonce, James Stegmaier, Wayne Turnage, Gregory Whirley*)

Mr. Michael Flemming, Chair, convened the Facilities, Finance and Audit Committee to hear reports from the Division of Finance, Internal Audit, and the Division of Administration with a Technology update.

Division of Finance

Mr. Kevin Davenport, Vice President for Finance/CFO, presented a schedule of items impacting tuition and fee rates for fiscal year 2020. He stated that the University accepted an offer of \$1.2 million of additional support from the Commonwealth so that the University would not increase in-state tuition for fiscal year 2020. Out-of-state tuition, other fees, room and board will need to increase by 3%, primarily needed to cover mandated salary increases and unavoidable cost increases. Board Member(s) recognized that the Commonwealth is effectively our "biggest donor" and recognized the work of President Abdullah and Mr. Craig in maintaining a productive dialogue with the Commonwealth. Committee members inquired about salary increases.

Mr. Davenport explained the Commonwealth's role in these mandatory increases, and outlined their split between E&G and auxiliary. He responded to additional questions from trustees about wages of hourly workers. Committee members inquired about certain personnel costs related to programs developed during crisis and stressed that these programs should be re-evaluated.

Mr. Davenport discussed increases to the comprehensive fee and stated that all items would be budgeted as compared to the prior years. Discussion followed about the campus improvement fee. Mr. Davenport presented a schedule showing tuition and fees amounts and any increases in dollar and percentage terms for in-state students and out-of-state students. He discussed enrollment and stated that this budget is based off the assumption of 200 less students than last year's budget.

Committee member(s) asked questions about the Commonwealth-assigned Maximum Employment Level (MEL), the amount that was covered in the budget, and for follow up information why the University is short of the MEL. Committee members commented that budgets have a degree of flexibility and staff has made proper adjustments for enrollment declines.

Mr. Davenport presented the Budget Plan for FY20. The Auxiliary Enterprise Budget was also presented along with expenditures and contributions to reserves. The student representative expressed concern about the costs of education and commented that increases in tuition throughout a student's matriculation may be hard for the student to budget personally. The student representative asked about a tuition freeze. Mr. Davenport explained his concerns regarding a tuition freeze, including concern over making the double digit percentage increase that would likely be required in year one to guarantee a freeze.

Discussion followed about the competitiveness of salaries. Dr. Abdullah expressed his priority to pay enough to retain professors. He discussed a review of full professor positions that was recently completed. The issue of compression was evaluated in this review. He expressed his intent to extend this review to associate professors as well.

Committee members asked about the extent to which Multipurpose Center (MPC) losses created pressure on the budget. Mr. Davenport stated that the MPC is currently losing about \$1.6 million annually in total. He elaborated on the fees currently paid for the management of the facility. The Committee expressed their desire to have a detailed discussion of the MPC and associated contracts at a future Finance Committee meeting.

Discussion followed about hourly workers and which areas in the University have the highest concentration of hourly workers. Mr. Davenport provided additional explanation relating to hourly workers as well as responded to additional questions about budget line items and hiring for new positions. Mr. Davenport stated there would be scrutiny of hiring for new positions even if previously budgeted. Discussion continued to clarify the hiring process and provide clarification on the A21 (Personnel Action) Form. Dr. Abdullah provided clarification and talked about strategically moving positions to different departments. He and Mr. Davenport also discussed delays in the hiring process.

The Chair stated that this budget is a conservative document and is tied to the enrollment we had this year, which was a disappointing enrollment. Mr. Davenport followed up that this budget was conservative in its projection of revenue and aggressive in budgeting for potential expenditures. Mr. Davenport pointed out that the administration is optimistic regarding enrollment; however, the administration has taken a conservative view for the purposes of the budget.

Mr. Davenport presented the Six Year Plan Priorities for 2020-2022 Biennium and engaged in general discussion about the plan. In response to a question whether the University has ever utilized energy savings contracts, Mr. Davenport stated that the University did enter into one such contract several years ago which did not yield significant savings. He stated that he has had more success realizing energy savings by coordinating at the staff level and through the University's contact with ABM Industries (Facilities Management Services).

Mr. Davenport presented background information relating to a resolution for non-utilized local funds. The Chair asked if the University can determine how much funding is needed at the beginning of each semester to validate students. Mr. Davenport stated that the administration has found that it is better to award money as early as possible.

Committee member(s) revisited a prior discussion regarding how much spending authority existing language in the Budget Resolution gives to the President. Board members indicated that they would like clarification regarding this language for future budgets. Committee member(s) made a suggestion to have a summary document following Board meetings that contains a listing of all questions asked and information on how the Administration intends to address those questions.

The Chair asked for motions for the Committee to recommend approval of the resolutions to the Full Board as follows:

- Resolution to approve the FY 2019-2020 Budget. The motion was seconded and passed with Committee members Hill and Brown abstaining and Whirley voting no.
- Resolution to approve the Tuition, Fees, Room/Board Rates for 2019-20. The motion was seconded and passed.
- Resolution to approve the 2020-2026 Capital Outlay Plan. The motion was seconded and passed with Committee member Whirley voting no.
- Resolution to approve the Use of Non-Utilized Local Funds. The motion was seconded and passed.

Internal Audit

Ms. Sheila Alves, Chief Audit Executive, indicated 18 new hotline cases have come in since the last report to the Board in February 2019. She stated that it was her goal to devote most of her department's time to audits as opposed to special investigations; however, due to the increase in hotlines and special investigations she has to change her plan to focus on investigations. Ms. Alves presented the Audit Plan for FY2020. She also presented the Audit Plan in terms of expected hourly workload. Ms. Alves stated that Internal Audit is currently working on audits of Capital Outlay and University Grants. She went on to present summaries of the corrective action plan based on audits that have closed and the audit findings broken out by entity. Other closed session items would be discussed at the closed session which will be held later in the day.

The Chair asked for a motion for the committee to recommend approval of the Internal Audit Plan for FY 20. The motion was seconded and passed.

Division of Administration

Mr. Hubert Harris, Vice President for Administration, presented an update on notable security breaches that have taken place recently at other organizations nationally, including Microsoft Live, Georgia Tech, Facebook, Blue Cross of Idaho, and Wipro. He provided an overview of a recent discussion with military contacts on industry best practices and pointed out that with the increases in attacks such as phishing, hacking for sport, and state sponsored cyber terrorism, VSU plans to increase information security training for employees and contractors as well as reassess staffing needs with respect to information security.

Mr. Harris discussed the University's IT infrastructure needs in the coming months including updates to the VOIP system, outdated technology in certain classrooms, and the need to relocate data center to a "tier 3 data center." He then provided summary points on the difference between the University's current data center and the additional redundancy found in tier 3 data centers. Mr. Harris also presented a plan for deploying solutions for automated testing.

Mr. Harris stated the need to increase network bandwidth to ensure adequate service to academic buildings as well as residence halls. The goal of upgrading to 8 gigabyte speed would require an upgrade of the fiber optic cable infrastructure. Mr. Harris presented the IT budget and funding timeline and discussed additional IT matters such as moves from on premise to Desktop as a Service and the IT staffing plan.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE (*Pamela Currey, Daryl Dance, Charlie Hill, Xavier Richardson, Wayne Turnage, Gregory Whirley, Zoe Spencer, Gabrielle Wilks*)

Ms. Pamela Currey, Chair, convened the Academic Affairs Committee to hear reports from the Division of Administration (Athletics and Campus Safety), Office of Enrollment Management, Division of Student Success and Engagement, and the Division of Academic Affairs.

Division of Administration

Mr. Hubert Harris, Vice President for Administration, presented an update from the Department of Athletics which announced recent CIAA championships in Men's Basketball, Women's Tennis, and Women's Indoor Track and Field; and recognized the Bowling, Softball, Golf, and Baseball teams for playing in their respective CIAA tournaments. Mr. Harris presented the campus safety update which included the Jeanne Clery Act reportable data for 2018 and 2019 (as of March 31, 2019).

Office of Enrollment Management

Mr. Rodney Hall, Asst. Vice President for Enrollment Management, presented the fall 2019 Undergraduate Admissions Report for freshmen and transfer students with comparative data for fall 2017 and fall 2018. Mr. Hall also presented a fall 2019 breakdown of freshmen applications (applications, admits, denies, engaged, deposits, and validated) with comparative data for fall 2017 and fall 2018.

The Chair requested that Dr. Tia Minnis, Associate Vice President/Director Office of Planning and Institutional Effectiveness, present the new enrollment projection model shared at the Committee meeting on April 24, 2019. The model has been developed to address the past, present, and future enrollment based on captured historical data from the previous 10 years.

Division of Student Success and Engagement

Dr. Letizia Gambrell-Boone, Vice President for Student Success & Engagement, presented a fall 2019 registration update along with proactive registration strategies undertaken by the Academic Center for Excellence (ACE). ACE implemented a number of concurrent retention strategies to boost student registration including collaborations with Financial Aid and Academic Affairs.

Dr. Gambrell-Boone also shared information about student engagement including recent elections where voting participation was at all-time high of 1356 over the past three years, the inaugural cohort of Hill Fellows, Greek Life, and diversity and inclusion initiatives. In addition, students participated in ACE career advancement internship and conference activities during the spring 2019; for example, a record number of 380 students attended the February 2019 Internship and Career expo; 201 students attended the Education career expo in March 2019.

Division of Academic Affairs

Dr. Donald Palm, Provost/Vice President for Academic Affairs, presented supporting information for the approval of new academic programs: (a) Bachelor degrees in Special Education (K-12), Elementary Education (PreK-6th), Middle School Education (6th-8th), Innovative Tech Ed (Career & Tech Ed), and Sport Management; (b) Master's degrees in Business Administration, Counselor Education; (c) Doctorate in Educational Administration and Supervision Online, and (d) Educational Specialist – professional degree.

Dr. Palm presented information supporting the Resolution to Approve Participation in Faculty Teaching Load Assessment. The Commonwealth of Virginia has implemented a statewide strategic plan to make Virginia the best-educated state in the nation, including a goal to provide affordable access for all through the alignment of state appropriations, financial aid and tuition and fees. The General Assembly has directed the Joint Legislative Audit and Review Commission (JLARC) to study the cost efficiency of the Commonwealth's institutions of higher education and to present options and recommendations for reducing the cost of public higher education in Virginia (HJR 108). JLARC recommends the Board of Visitors at each Virginia public four-year higher education institution, to the extent practicable, shall participate in national faculty teaching load assessments by discipline and faculty type. VSU has not previously participated in this initiative; the resolution approves VSU to participate in the 2019 Cohort of the National Study of Instructional Costs and Productivity also known as "The Delaware Cost Study".

Dr. Palm called on Mr. Osubi Craig to share information about VSU's participation in the Institutional Partnership Performance Agreements and Internships Program (IPPA) and the Tech Talent Pipeline Investment also known as the Amazon job fund. He also shared recent or ongoing Program accreditations which include Art & Design Department (College of Humanities and Social Sciences), Hospitality Management (College of Agriculture), and Dietetics (College of Agriculture).

Dr. Palm revisited the Strategic Plan priorities and presented the initial metrics and targets for review and approval by the Board. The University will provide the Plan's metrics and target updates to the Board of Visitors on a quarterly basis.

Information supporting the candidates for promotion and tenure, sabbatical leave, and honorary doctoral degrees will be presented by Dr. Palm in closed session.

The Chair asked for motions for the Committee to recommend approval of the resolutions to the Full Board as follows:

- Resolution to approve new Bachelor of Science Degrees in Education (BSEd): (a) Special Education, (b) Elementary Education, (c) Middle School Education, and (d) Innovative Technology Education; and (e) the Bachelor of Science in Sport Management Major. The motion was seconded and passed.
- Resolution for approval of the Master's degree in Counselor Education M.ED. (Modification). The motion was seconded and passed.
- Resolution for approval of the Master's degree in Business Administration – MBA. The motion was seconded and passed.
- Resolution for approval of the Doctorate in Educational Leadership and Administration Online - ED.D. The motion was seconded and passed.
- Resolution for approval of VSU's Participation in Faculty Teaching Load Assessment- the 2019 Cohort of the National Study of Instructional Costs and Productivity "The Delaware Cost Study". The motion was seconded and passed.
- Initial metrics and targets presented for the 2020-2025 Strategic Plan. The motion was seconded and passed.

Reports of Faculty and Student Representatives to the Board

The Chair called for reports from the Faculty and Student Representatives. Dr. Zoe Spencer shared information with the Board about the faculty activities and concerns. Ms. Gabrielle Wilks, Student Representative, opted to wait until day 2 (Friday, April 26th) to give her report.

INSTITUTIONAL ADVANCEMENT COMMITTEE (*Jennifer Hunter, Valerie Brown, Thursa Crittenden, Pamela Currey, Daryl Dance, Michael Flemming, Paul Koonce, Xavier Richardson, Glenn Sessoms, Beverly Everson-Jones, VSU Foundation*)

Ms. Jennifer Hunter, Chair, convened the Institutional Advancement Committee to hear reports from the Division of Institutional Advance, Office of Communications, Government Relations, and the Division of Economic & Research Development.

Ms. Reshunda Mahone, Vice President for Institutional Advancement presented information which included fundraising update, Fiscal Year 2018 Voluntary Support of Education Report Review, alumni participation trends, strategic plan targets for Institutional Advancement.

Mr. Franklin Johnson, Jr., President of the National Alumni Association, shared information about the Alumni Association and Chapter activities for 2018-2019. Mr. Johnson also announced the National Alumni Association's Alumna of the Year, Ms. Deloris Gregory Jordan.

Ms. Pamela Tolson Turner, Director of Communications, discussed the communication strategies developed to support the 2020-2025 Strategic Plan and the initiatives which will align the communications plan to define the VSU Brand and Tell Our Story. Ms. Turner also share the Brand Identity/University Style Guide with the Board.

Mr. Osubi Craig, Special Asst. to the President/Director, Government Relations, gave an update on the 2019 legislative cycle including the requests and approvals. The 2020 approved state budget funding increase totaled \$3.6 million.

Dr. G. Dale Wesson, Vice President for Economic Development and Research, presented the Office of Sponsored Research and Programs FY 19 year to date totals, technology initiatives, grant award and proposal submissions, federal liaison activities, and strategic initiatives.

Report of Affiliated Foundations

Ms. Beverly L. Everson-Jones, Chair of the VSU Foundation, presented an update which included current priorities, total net assets, endowment portfolio total market value and individual endowments managed as of March 31, 2019.

LEGAL CLOSED SESSION/OTHER BUSINESS

CLOSED SESSION

Ms. Thursa Crittenden, Board Secretary, moved that the Board convene a closed meeting pursuant to Section 2.2-3711(A)(1) of the Code of Virginia at 5:02 p.m. for discussion or consideration of promotion and tenure, sabbatical leave, and/or honorary degrees and/or special awards. The motion called for President Makola Abdullah, Dr. Donald Palm, Provost, Ramona L. Taylor, University Legal Counsel, Dr. Annie C. Redd, Board Liaison, to attend the closed meeting because their presence in the closed meeting was deemed necessary, and/or their presence would aid the Board in its consideration of this matter.

The Board reconvened in open session at 5:30 p.m. in accordance with §2.2-3712(D) of the *Code of Virginia*. Ms. Crittenden conducted a roll call in which all Board members certified that the Board discussed or considered only those public business matters lawfully exempted from open meeting requirements under the Virginia Freedom of Information Act and only such public business matters as were identified in the motion by which the closed meeting was convened.

CLOSED SESSION

Ms. Thursa Crittenden, Board Secretary, moved that the Board convene a closed meeting pursuant to Section 2.2-3711(A)(1) of the Code of Virginia at 5:36 p.m. pertaining to prospective and industry business matters and for consultation with legal counsel relative to those matters. More specifically, real estate development considerations. The motion called for President Makola Abdullah, Kevin Davenport, VP for Finance/CFO, Joyce Henderson, Ex. Dir., VSU Real Estate Foundation, Dale Wesson, VP for Research and Economic Development, Ramona L. Taylor, University Legal Counsel, Dr. Annie C. Redd, Board Liaison, to attend the closed meeting because their presence in the closed meeting was deemed necessary, and/or their presence would aid the Board in its consideration of this matter.

The Board reconvened in open session at 8:23 p.m. in accordance with §2.2-3712(D) of the *Code of Virginia*. Ms. Crittenden conducted a roll call in which all Board members certified that the Board discussed or considered only those public business matters lawfully exempted from open meeting requirements under the Virginia Freedom of Information Act and only such public business matters as were identified in the motion by which the closed meeting was convened.

CLOSED SESSION

Ms. Thursa Crittenden, Board Secretary, moved that the Board convene a closed meeting pursuant to Section 2.2-3711(A)(1) of the Code of Virginia at 6:14 p.m. involving the discussion of performance of departments of the University where such discussion will necessarily involve the performance of individual employees. Additionally, this information directly pertains to the preliminary investigative notes, correspondence, and information furnished to the University's Internal Audit department, which is protected under 2.2-3705.3(7) of the Code of Virginia and may require consultation with legal counsel. The motion called for Sheila Alves, Chief Audit Executive, and Ramona L. Taylor, University Legal Counsel, to attend the closed meeting because their presence in the closed meeting was deemed necessary, and/or their presence would aid the Board in its consideration of this matter.

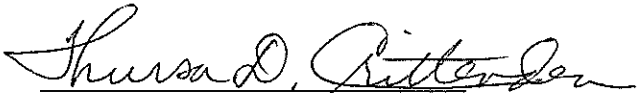
The Board reconvened in open session at 8:24 p.m. in accordance with §2.2-3712(D) of the *Code of Virginia*. Ms. Crittenden conducted a roll call in which all Board members certified that the Board discussed or considered only those public business matters lawfully exempted from open meeting requirements under the Virginia Freedom of Information Act and only such public business matters as were identified in the motion by which the closed meeting was convened.

ADJOURNMENT

There being no further business, the Rector adjourned the meeting at approximately 8:30 p.m.


Huron F. Winstead, Rector

9/13/19
Date


Thursa D. Crittenden, Secretary

9.13.19
Date