

December 19, 2014

TRANSMITTAL LETTER

TO: The Honorable Members of the General Assembly

The Honorable Terry McAuliffe
Governor of the Commonwealth of Virginia

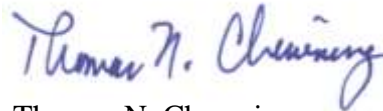
FROM: Thomas N. Chewning
Rector, Board of Visitors

SUBJECT: Annual Executive Summary – Report for Norfolk State University

Section 23-2.05 of the *Code of Virginia* instructs the Norfolk State University Board of Visitors to submit an annual executive summary of its interim activity and work to the General Assembly and Governor prior to the first day of the regular session of the General Assembly.

Please accept this report as fulfillment of this responsibility. If you have any questions about this report, do not hesitate to contact me or Ms. April Allbritton, our Board Liaison, at (757) 823-8670 or via email at atallbritton@nsu.edu.

Sincerely,



Thomas N. Chewning
Rector

C: The Honorable Anne Holton, Secretary of Education
Laura Wilborn, Division of Legislative Automated Systems
Eddie N. Moore, Jr., Interim President and CEO, Norfolk State University

December 19, 2014

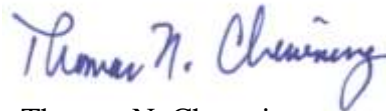
The Honorable Members of the General Assembly
General Assembly Capitol Building
201 North 9th Street
Richmond, VA 23219

The Honorable Terry McAuliffe
Office of the Governor
1111 East Broad Street
Richmond, VA 23219

Dear Governor McAuliffe and Members of the Virginia General Assembly:

Pursuant to § 23-2.05 of the *Code of Virginia*, the Norfolk State University Board of Visitors hereby submits its annual executive summary of its interim activity and work. Please do not hesitate to contact me, on behalf of the Board of Visitors, if there are further questions or if I can be of any assistance as you review this report.

Sincerely,



Thomas N. Chewning
Rector

Section 23-2.05 of the *Code of Virginia* (2013) requires that each board of visitors of public institutions of higher education submit to the General Assembly and the Governor an annual executive summary of its interim activity and work prior to the first day of the regular session of the General Assembly. The summary must be submitted in accordance with the procedures of the Division of Legislative Automated Systems for the processing of legislative documents and reports and will be posted on the General Assembly's website.

The Norfolk State University Board of Visitors, in compliance with guidance from the State Council of Higher Education for Virginia, prepared this executive summary of the Board's interim activities as it relates to the following statutory requirements:

<u>Code Section</u>	<u>Description</u>
23-2.01	Public Access to Information
23-2.02	Board of Visitors; Bylaws
23-2.03	Board of Visitors; Annual Meeting with the President of the Institution
23-2.04	Board of Visitors; Executive Committee
23-2.05	Board of Visitors; Annual Executive Summaries
23-9.14:1	Educational Programs for Governing Boards

The Board of Visitors for Norfolk State University is comprised of 13 members, seven of whom are alumni (*). The Board members are:

Hon. Lamont Bagby*	Larry A. Griffith
Hon. Lloyd Banks, Jr. * (Vice Rector)	Lula B. Holland, COL (Ret.) (Secretary) *
Elwood B. Boone, III	Peter J. Kao
Dr. Byron Cherry, Sr., COL (Ret.) *	Beth Murphy
Thomas N. Chewning (Rector)	Michael D. Rochelle, LTG (Ret.)*
Bryan D. Cuffee *	Dr. Melvin T. Stith *
Dr. Deborah M. DiCroce	

The annual executive summary demonstrates that the Norfolk State University Board of Visitors is compliant with the statutory requirements. The Board acknowledges and appreciates the efforts of Interim President and Chief Executive Officer of Norfolk State University, Eddie N. Moore, Jr. and the members of his staff assigned to assist with the preparation of this annual executive summary.

Table of Contents
Page iii

	<u>Page #</u>
Executive Summary	iv
Annual Executive Summary	1
Public Access to Information	1
Board of Visitors; Bylaws	2
Board of Visitors; Annual Meeting with the President of the Institution	6
Board of Visitors; Executive Committee	7
Board of Visitors; Annual Executive Summaries	10
Educational Programs for Governing Boards	11
Conclusion	12
Attachment A: Board Activities	13

Section 23-2.05 of the *Code of Virginia* (2013) requires that each board of visitors of public institutions of higher education submit to the General Assembly and the Governor an annual executive summary of its interim activity and work prior to the first day of the regular session of the General Assembly. The executive summary describes the board's compliance with requirements in the *Code of Virginia* (effective July 1, 2013) as listed below:

§ 23-2.01, Public Access to Information

§ 23-2.02, Board of Visitors; Bylaws

§ 23-2.03, Board of Visitors; Annual Meeting with the President of the Institution

§ 23-2.04, Board of Visitors; Executive Committee

§ 23-2.05, Board of Visitors; Annual Executive Summaries

§ 23-9.14:1, Educational Programs for Governing Boards

The Norfolk State University Board of Visitors has taken the actions necessary to comply with each of the statutory requirements and hereby submits this executive summary to demonstrate its compliance.

The Norfolk State University (NSU) Board of Visitors was established by §§ 23-174.1 through 23-174.7 of the *Code of Virginia* (1950). The Board consists of 13 members appointed by the Governor of the Commonwealth of Virginia for four-year terms. Of the members appointed, four shall be alumni of the University of which three may be non-residents of the Commonwealth. All appointments are subject to confirmation by the General Assembly.

Section 23-2.05 of the *Code of Virginia* (2013) requires that the board of visitors of each public institution of higher education submit to the General Assembly and the Governor an annual executive summary of its interim activity and work prior to the first day of the regular session of the General Assembly. The summary must be submitted in accordance with the procedures of the Division of Legislative Automated Systems for the processing of legislative documents and reports and will be posted on the General Assembly's website.

The summary must reflect the Board's interim activities as they relate to the statutory requirements listed below. Each *Code* requirement is highlighted in the summary and the Board's actions relative to each requirement are described. The NSU Board has also provided a listing of its activities throughout the calendar year demonstrating the Board's active participation in matters related to governance. See Attachment A: Board Activities.

The statutory requirements are:

- *Code of Virginia* § 23-2.01, Public Access to Information
- *Code of Virginia* § 23-2.02, Board of Visitors; Bylaws
- *Code of Virginia* § 23-2.03, Board of Visitors; Annual Meeting with the President of the Institution
- *Code of Virginia* § 23-2.04, Board of Visitors; Executive Committee
- *Code of Virginia* § 23-2.05, Board of Visitors; Annual Executive Summaries
- *Code of Virginia* § 23-9.14:1, Educational Programs for Governing Boards

I. Public Access to Information

Requirement

Section 23-2.01 of the *Code of Virginia* (2013) requires the board of visitors of each institution to conduct closed meetings in accordance with the Virginia Freedom of Information Act (§ 2.2-3700 et seq.) and provisions governing the public inspection of certain public records (§ 2.2-4342). The Section states:

Notwithstanding § 2.2-4342 and the Virginia Freedom of Information Act (§ 2.2-3700 et seq.), the board of visitors of each public institution of higher education and the State Board for Community Colleges may conduct closed meetings pursuant to §§ 2.2-3711 and 2.2-3712 and may conduct business as a "state public body" for purposes of subsection B of § 2.2-3708. (2013, c. 577.)

NSU Board Actions

The Norfolk State University Board of Visitors ensures that the people of the Commonwealth of Virginia have immediate access to its public records and free entry to its public meetings in compliance with this section of the *Code*. All public meetings of the Board are noticed in advanced and clearly marked as "open" or "closed" in accordance with the Virginia Freedom of Information Act, § 2.2-3700 et seq. of the *Code of Virginia*. Board meeting notices are announced in a variety of publications and posted in compliance with the three-day notice requirement.

All Board meetings are conducted in accordance with the *Code of Virginia*, the Board Bylaws, and *Robert's Rules of Order Newly Revised for Deliberative Assemblies*. Meeting agendas and minutes are also posted on the [NSU Board of Visitors Website](#).

II. Board of Visitors; Bylaws

Requirement

Section 23-2.02 of the *Code of Virginia* (2013) requires the board of visitors to adopt bylaws and make it conspicuously available on the board's website. This Section also includes certain requirements and obligations pertaining to transparency and the Virginia Freedom of Information Act. The Section states:

The board of visitors of each public institution of higher education and the State Board for Community Colleges shall adopt bylaws for its own governance. This document shall be posted conspicuously on the board's website and shall include provisions that:

1. Establish the requirement of transparency, to the extent required by law, in all board actions;
2. Describe the board's obligations under the Virginia Freedom of Information Act (§ 2.2-3700 et seq.), as set forth in § 23-2:1, including the requirements that:

- a. The board shall record minutes of each open meeting and post the minutes on the board's website, in accordance with subsection I of § 2.2-3707 and § 2.2-3707.1;
 - b. Discussions and actions on any topic not specifically exempted by § 2.2-3711 shall be held in an open meeting;
 - c. The board shall give public notice of all meetings, in accordance with subsection C of § 2.2-3707; and
 - d. Any official action taken in a closed meeting shall be approved in an open meeting before it can have any force or effect, in accordance with subsection B of § 2.2-3711; and
3. Require that the board notify and invite the Attorney General's appointee or representative to all meetings of the board, executive committee, and board committees (2013, c. 577).

NSU Board Actions

The [Bylaws of the Board of Visitors](#) for Norfolk State University were amended and approved by the Board on March 21, 2014 and May 9, 2014 (respectively) in compliance with § 23-2.02 of the *Code of Virginia*. As required, § 1.03 of the Board Bylaws communicates the Board's desire to be transparent in its general operations to the extent required by law and in compliance with the Virginia Freedom of Information Act, *Code of Virginia* § 2.2-3700 et seq. The Board's Statement of Governance, adopted on December 13, 2013, further states: "The Board is transparent in its operations and operates openly in compliance with the Virginia Freedom of Information Act (Code of Virginia § 2.2-3700 et seq.)."

Amendments to the Bylaws approved March 21, 2014:

- 1) To satisfy concerns by the regional accreditor, Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), regarding Comprehensive Standard 3.2.5 (Board Dismissal), the Bylaws of the Board of Visitors were expanded to provide additional clarification that members of the Board can only be dismissed for cause and by due process, with appropriate references to the *Code of Virginia*.

The provision was added to Article II Section 2.02 "Role and Responsibilities."
New language as follows:

(j) Member Dismissal. The members of the Board of Visitors are protected by Virginia law from being removed without appropriate reasons and by an unfair process. Dismissal of a Board member for cause may be pursued in accordance with the *Code of Virginia* § 2.2-108, which provides the process for removal of a Board member from office for malfeasance, misfeasance, incompetence, gross neglect of duty, and § 24.2.231 as amended, for conviction of a felony.

- 2) To satisfy SACSCOC's concern regarding Comprehensive Standard 3.2.6 (Board/Administration Distinction), the Bylaws of the Board of Visitors were expanded to state that the Board can hire staff as necessary to help the Board fulfill its statutory duties.

The provision was added to Article VII Staff Personnel Supporting the Board.
New language as follows:

§ 7.03. Additional Staff. Additional staff may be hired by the Board to fulfill its duties and responsibilities as may be statutorily required or needed from time to time.

- 3) Additionally, an amendment to the Bylaws was made which eliminated the establishment of a contract employing the University counsel as proscribed by the Office of the Attorney General. The amendment also supports the Board's ability to hire additional staff to assist with fulfilling its duties. Under the existing Bylaws, University Counsel is required to regularly review Board policies and procedures; this amendment includes Board staff to assist with this task.

The provisions added to § 7.02 of the Bylaws stated below:

§ 7.02. University Counsel. The University Counsel is appointed by the Attorney General. The University Counsel is the University's primary legal counsel and provides legal representation to the University in all matters subject to the direction and authority of the Attorney General, who, as provided by law, is the chief legal counsel for the University. The University Counsel, in conjunction with designated Board staff, shall regularly review the Board's policies and procedures to ensure that they are in compliance with applicable laws and regulations and shall recommend necessary changes to the appropriate standing committee of the Board. The University Counsel shall have such other duties and responsibilities incident to the office as may be assigned by the Board, the Attorney General, or the President.

Amendments to the Bylaws approved May 9, 2014:

- 1) The purpose of this amendment is to describe the process by which Board of Visitors members may be removed from office in accordance with § 2.2-108 and § 24.2.231 of the *Code of Virginia*. The amendment satisfied an additional concern raised by SACSCOC regarding a fair process for board member removal; the amendment advances the institution's compliance with Comprehensive Standard 3.2.5 (Board Dismissal) of the SACSCOC Principles of Accreditation (2012).

The amendment applied to Article II Section 2.02 (j) Role and Responsibilities.
Revised language as follows:

(j) Member Dismissal. The members of the Board of Visitors are protected by Virginia law from being removed without appropriate reasons and by an unfair process. Dismissal of a Board member for cause may be pursued in accordance with the *Code of Virginia* § 2.2-108, which provides for the removal of a Board member from office by the Governor for malfeasance, misfeasance, incompetence, gross neglect of duty, and § 24.2.231 as amended, for conviction of a felony.

- 2) New language, paragraphs added under (j) Role and Responsibilities as follows:

If a Board member fails to perform the duties of office for one year, without sufficient cause shown to the board, the Board of Visitors shall, at their next meeting after the end of such year, cause the fact of such failure to be recorded in the board meeting minutes, and certify the same to the Governor. The office of such member shall become vacant upon certification. If so many of the Board of Visitors fail to perform their duties such that a quorum thereof do not attend for a year, a certificate shall be made to the Governor by the rector or any member of the board, or by the president of the University recording such failure to perform. The offices of all visitors so failing to attend shall become vacant.

Any member who is convicted of a felony or any offense for which registration is required under § 9.1-902 Offenses Requiring Registration of the *Code of Virginia*, forfeits his or her office and thereafter, may not act therein under the previous appointment.

Meeting minutes for all open meetings are recorded and posted on the Board's website at the [NSU Board of Visitors Website](#). All business of the Board not exempted by § 2.2-3711 of the *Code of Virginia* are held in open meetings and all official actions taken in closed meetings are approved openly. Section 3.05 of the Board Bylaws also provides that the Board shall request the presence of the University's legal representative at all open and closed meetings and in committee meetings. University Counsel (and/or alternate legal representative) is present at all Board meetings.

III. Board of Visitors; Annual Meeting with the President of the Institution

Requirement

Section 23-2.03 of the *Code of Virginia* (2013) requires the board of visitors to meet annually with the president of the institution and conduct a performance evaluation. The Section states:

- A. In addition to all meetings prescribed in Chapters 5 (§ [23-39](#) et seq.) through 16 (§ [23-214](#) et seq.), the board of visitors of each public institution of higher education and the State Board for Community Colleges shall meet with the president of that institution at least once annually, in a closed meeting pursuant to subdivision A 1 of § [2.2-3711](#), and deliver an evaluation of the president's performance.
- B. Any change to the president's employment contract during any such meeting or any other meeting of the board shall be made only by a vote of the majority of the board's members (2013, c. [577](#)).

NSU Board Actions

The Board of Visitors' [Presidential Evaluation Policy](#) (March 23, 2012), was revised and subsequently approved December 12, 2014 to reflect this new statutory requirement in the *Code of Virginia* § 23-2.03 (2013). The new policy details a timeline for conducting the annual meeting with the president and the performance evaluation process.

The [Board Bylaws §§ 6.01 \(e\) and \(f\)](#) were also amended on August 23, 2013. Sub section (e) requires that an annual performance evaluation of the president's performance occur in accordance with the board's Presidential Evaluation Policy. Sub section (f) requires that the board meet with the president at least once annually in a closed meeting, and deliver the board's evaluation. It further states that any changes to the president's contract can only be made by vote of the majority of the board. The presidential evaluation covers the past year and establish goals, objectives, and/or performance measures for the following 12 months. The process is initiated at the Board's Annual Meeting in May of each year and is concluded by the Board's September meeting.

IV. Board of Visitors; Executive Committee

Requirement

Section 23-2.04 of the *Code of Virginia* (2013) requires the executive committee of the board of visitors to develop and review certain documents, processes, and prepare the qualifications and competencies for membership on its board. The Section states:

The executive committee of the board of visitors of each public institution of higher education and the State Board for Community Colleges shall (i) organize the working processes of the board and (ii) recommend best practices for board governance.

The committee shall:

1. Develop and recommend to the board a statement of governance setting out the board's role;
2. Periodically review the board's bylaws and recommend amendments;
3. Provide advice to the board on committee structure, appointments, and meetings;
4. Develop an orientation and continuing education process for visitors that includes training on the Virginia Freedom of Information Act (§ 2.2-3700 et seq.);
5. Create, monitor, oversee, and review compliance with a code of ethics for visitors; and
6. Develop a set of qualifications and competencies for membership on the board for approval by the board and recommendation to the Governor (2013, c. 577.).

NSU Board Actions

The Executive Committee consists of five members of the Board: the Rector, who is the chairperson, the Vice Rector, the Secretary, and two members appointed by the Rector. The members serve the same term as the Rector. The Executive Committee has the power of the Board to take such actions as necessary to direct the affairs of the University between meetings of the Board, except that it cannot take final action on any question radically affecting the policies of the University.

As required by this section of the *Code*, the Executive Committee was authorized to develop and recommend to the full Board the following documents for approval at its December 13, 2013 Board meeting: [Board Statement of Governance](#), Board of Visitors [Code of Ethics](#), and a set of [Qualifications and Competencies for Governing Board Membership](#) for the NSU Board. The Board's Bylaws were amended and approved on March 21, 2014 and subsequently on May 9, 2014 to reflect the requirements of this section of the *Code*.

The [Informational Guide](#) for Norfolk State University Board Members was reviewed for annual updates in July 2014. Copies were provided to the new Board members on August 21, 2014 during NSU's Board Orientation and distributed to the remainder of the Board at its meeting on August 22, 2014.

Board Orientation for new board members are generally held within 30 days of a board member's appointment or at the soonest time available. Board Orientation training is conducted by the Rector and University Counsel. The Board Orientation includes training on, *inter alia*, the Virginia Freedom of Information Act, Conflict of Interest Act, Board statutory responsibilities and duties, overview of the committee structure, information on current members, and a brief description outlining the contents of the Informational Guide. Board members are additionally required to complete online training on Conflict of Interest offered by the Office of the Attorney General.

Ongoing training and opportunities for Board members' professional development are offered throughout the year. Board members are provided with additional training during Board Retreats (held annually in March), webinars or workshops provided through the Association of Governing Boards for Universities and Colleges or other national associations related to institutional boards. Dates of training or professional development sessions are included in Attachment A: Board Activities.

In addition to periodically reviewing and recommending revisions to the Board Bylaws, the standing committees of the Board (i.e., Academic Affairs, Finance and Administration, University Advancement, and Student Affairs) are required to develop and present goals and objectives consistent with the mission of their committee for the coming year. Faculty representation on standing committees was a topic of discussion at the December 13, 2013 meeting, as well as redefining the Board's committee structure and the respective mission statements for each committee. The goals and objectives for each committee were approved at the March 21, 2014 Board meeting and are subject to revision at any time by the committees.

On March 21, 2014, the Board also approved the following policy in support of the role of faculty in University governance. [BOV Policy # 03 \(2014\) - Role of Faculty in University Governance](#) includes the following statement regarding the appointment of a faculty representative to the Board:

A member of the University faculty will be selected by the Board from a list of three faculty to serve as an advisory, non-voting member to the Board in all open session meetings. The list of faculty and their supporting biographical information must be submitted by the Faculty Representative Body to the Provost and Vice President for Academic Affairs and the President no later than 14 calendar days prior to the first meeting of the Board of Visitors. The selected faculty member shall serve for a term of one year. University faculty may serve on committees upon request by the Board of Visitors, President, Vice Presidents, or other administrative officer of the University.

The Norfolk State University Board of Visitors at its annual meeting of the Board on May 9, 2014, unanimously voted to appoint the Chair of the Faculty Senate as the faculty representative to the Board for the 2014-2015 fiscal year.

The Board has also been engaged as an active policy-making body for the institution. In compliance with Core Requirement 2.2 of the SACSCOC Principles of Accreditation (2012), the Board is ultimately responsible for ensuring that the financial resources of the institution are adequate to provide a sound educational program and has established a financial oversight and reporting framework for the institution (e.g., BOV Policy # 10 (2014)). The Board also approved the following policies in 2014:

- [BOV Policy # 01 \(2014\) - Creating and Maintaining Policies](#)
- [BOV Policy # 02 \(2014\) - Classification and Numbering System](#)
- [BOV Policy # 03 \(2014\) - Role of Faculty in University Governance](#)
- [BOV Policy # 04 \(2014\) - Equal Opportunity and Non-Discrimination](#)
- [BOV Policy # 05 \(2014\) - Sexual Misconduct](#)
- [BOV Policy # 06 \(2014\) - Statement On Code Of Student Conduct](#)
- [BOV Policy # 07 \(2014\) - Military Deployment](#)
- [BOV Policy # 08 \(2014\) - Award Of Academic Credit For Military Education, Training and Experience](#)
- [BOV Policy # 09 \(2014\) - Priority Course Registration for Military Related Students](#)
- [BOV Policy # 10 \(2014\) - Financial Oversight and Reporting](#)
- [BOV Policy # 11 \(2014\) - Debt Management](#)
- [BOV Policy # 12 \(2014\) – Investment Management](#)
- [BOV Policy # 15 \(2014\) – Presidential Evaluation](#)

The Board's University Advancement Committee has spent considerable time reviewing the drafts of two policies and anticipates that the policies will be approved at the next meeting of the Board in March 2015:

- BOV Policy # 13 (2014) – University-Related Foundations
- BOV Policy # 14 (2014) – Naming Policy for Facilities

As required by § 23-2.04 of the *Code*, the Executive Committee of the Board of Visitors presented for approval to the full Board a Code of Ethics, which was approved on December 13, 2013. The Code of Ethics is made available to all new members of the Board and on its website located at [NSU BOV Code of Ethics](#). The monitoring, oversight and compliance thereof are the responsibility of the Executive Committee. The Executive Committee also presented for approval a set of qualifications and competencies for membership on the board and for recommendation to the Governor. The qualifications and competencies are located on the website at [NSU Qualifications and Competencies for Board Membership](#).

V. Board of Visitors; Annual Executive Summaries

Requirement

Section 23-2.05 of the *Code of Virginia* (2013) requires the boards of visitors to submit an annual executive summary of its activity and work to the General Assembly and the Governor by the first day of the regular session of the General Assembly. The Section states:

The board of visitors of each public institution of higher education and the State Board for Community Colleges shall submit to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. The executive summary shall be submitted as provided in the procedures of the Division of Legislative Automated Systems for the processing of legislative documents and reports and shall be posted on the General Assembly's website. (2013, c. 577.)

NSU Board Actions

The Board, in compliance with this section of the *Code*, submitted its annual executive summary to the General Assembly and the Governor on December 19, 2014. The executive summary is in compliance with the guidance from the State Council of Higher Education for Virginia and the procedures of the Division of Legislative Automated Systems. The executive summary will be posted on the General Assembly's website.

Educational Programs for Governing Boards

Requirement

Section 23-9.14:1 of the *Code of Virginia* (2013) requires in part that the State Council of Higher Education for Virginia (SCHEV) work in consultation with the governing boards of public institutions of higher education to develop and deliver educational programs for board members. The Section also requires that new board members participate in educational programs at least once during their first two years of service and provides a listing of suggested educational presentations. The Section states in part:

- A. From such funds as are appropriated for such purpose, the Council shall develop, in consultation with public institutions of higher education and members of their governing boards, and annually deliver educational programs for the governing boards of such institutions. New members of such governing boards shall participate, at least once during their first two years of membership, in the programs, which shall be designed to address the role, duties, and responsibilities of the governing boards and may include in-service programs on current issues in higher education. In developing such programs, the Council may consider similar educational programs for institutional governing boards in other states.

NSU Board Actions

The Board offers ongoing training and opportunities for board members' professional development throughout the year. Orientations are provided for new board members at the State level through SCHEV and at the University. Orientation offered by the institution are generally scheduled within 30 days of a board member's appointment or at the soonest available time. Mandatory orientation and training conducted by SCHEV for new members was held on October 21-22, 2014 in Richmond, Virginia and attended by five members of the Board (including the three new appointees effective July 2014 and two existing members that were appointed in November 2013).

In addition to the periodic webinars and workshops offered through the Association of Governing Boards for Universities and Colleges, Board members also receive specialized training on governance matters at Board retreats and in advance of regular Board meetings. At the March 20, 2014 annual board retreat, Dr. Belle S. Wheelan, President of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), presented an overview of the regional accrediting agency and focused on understanding the:

- Basics of accreditation;
- Structure of the Southern Association of Colleges and Schools Commission on Colleges;

- Role of the institution's board in the accreditation process; and
- Requirements for each of the Principles of Accreditation.

Upon recommendation by the SACSCOC President, the Board agreed during its Retreat to include presentations and discussions on one or more SACSCOC Principles of Accreditation at all Board meetings or as requested by the Board. The follow presentations were made as of this Report:

May 9, 2014 - SACSCOC Principles of Accreditation Overview

- Core Requirement 2.2 (Governance) Policy-making body not controlled by a minority of Board members

September 29, 2014 - SACSCOC Principles of Accreditation Overview

- Comprehensive Standard 3.2.5 (Board Dismissal)
- Comprehensive Standard 3.2.11 (Control of Intercollegiate Athletics)
- Comprehensive Standard 3.2.12 (Fund-raising Activities)

On August 22, 2014, Dr. Alvin J. Schexnider, consultant with the Association of Governing Boards of Universities and Colleges, led a two and one-half session with the Board on the following subjects:

- Top Strategic Issues Facing HBCUs Now and Into the Future;
- SACSCOC Issues viz. Core Requirements; and
- Effective Governing Boards.

VI. Conclusion

The Norfolk State University Board of Visitors has demonstrated its compliance with the requirements of *Code of Virginia* §§ 23-2.01, Public Access to Information; 23-2.02, Board of Visitors; Bylaws; 23-2.03, Board of Visitors; Annual Meeting with the President of the Institution; 23-2.04, Board of Visitors; Executive Committee; 23-2.05, Board of Visitors; Annual Executive Summaries; and 23-9.14:1, Educational Programs for Governing Boards. The Board will continue to periodically assess its performance and actively enhance its activities through ongoing education and training.

Norfolk State University
Board of Visitors Activities
January 2014 to December 2014

Wednesday, January 8, 2014 – Commonwealth Prayer Breakfast
7:00 a.m. (Richmond, VA)
Thomas N. Chewning, Rector

Monday, January 20, 2014 – MLK Community Leaders' Breakfast
7:30 a.m. (Norfolk, VA)
Lula B. Holland, Board Secretary
Dr. Deborah M. DiCrocce

Friday, February 14, 2014 – AGB Training Session and Special Board of Visitors Meeting
10:00 a.m. (campus) – *AGB Training Session was canceled due to severe weather; however, the Special Board Meeting took place.*

Wednesday, February 19, 2014 – Eddie N. Moore, Jr., Interim President and CEO (Conf. Call)
11:30 a.m.
Thomas N. Chewning, Rector
James Dyke, Senior Board Advisor

Friday, February 21, 2014 – Hampton Roads Chamber of Commerce State of the City Address
Noon (Norfolk, VA)
Lula B. Holland, Board Secretary
Dr. Deborah M. DiCrocce

Thursday, March 13, 2014 – NSU Foundation Board Meeting
9:00 a.m. (campus)
Dr. Byron L. Cherry, Sr.

Monday, March 17, 2014 – SCHEV Presentation, Role of Higher Education in Hampton Roads
12:30 – 2:00 p.m. (Norfolk, VA)
Dr. Deborah M. DiCrocce

Appendix A: Board Activities
Page 14

Wednesday, March 19, 2014 – Special Executive Committee Meeting
3:00 p.m. (campus)

Thursday, March 20, 2014 – Board Retreat
8:00 a.m. to 5:00 p.m. (campus)
Dinner immediately following at President’s House (campus)

Friday, March 21, 2014 – Board and Committee Meetings (campus) 8:00 a.m. to 5:00 p.m.

Friday, March 28, 2014 – Voices Six Concert: Let a New Earth Arise
7:30 p.m. (campus)
Reception at President’s House immediately following (campus)
Lula B. Holland, Board Secretary

Friday through Sunday, April 11-13, 2014 – Thurgood Marshall College Fund 15th Annual
Member-Universities Professional Institute with focus on HBCU Governance (Atlanta, GA)
Lloyd Banks, Jr., Vice Rector

Friday through Monday, April 11-14, 2014 – Association of Governing Boards National
Conference on Trusteeship (Orlando, FL)
Lula B. Holland, Board Secretary

Wednesday, April 16, 2014 – Eddie N. Moore, Jr., Interim President and CEO (Conf. Call)
1:00 p.m.
Dr. Deborah M. DiCroce

Thursday, May 8, 2014 – NSU’s Brand Promise Listening Session
2:30 - 4:00 p.m. (campus)
Lula B. Holland, Board Secretary
Dr. Byron L. Cherry, Sr.

Thursday, May 8, 2014 – Board Orientation
3:00 p.m. to 5:30 p.m. (campus)
Thomas N. Chewning, Rector
Mr. Bryan D. Cuffee
Dr. Deborah M. DiCroce
Mr. Michael D. Rochelle

Friday, May 9, 2014 – Board and Committee Meetings
8:00 a.m. to 5:00 p.m. (campus)

Saturday, May 10, 2014 – Pre-Commencement Breakfast
7:15 a.m. (campus)

Saturday, May 10, 2014 – Commencement
10:00 a.m. (Norfolk Scope)

Thursday, May 22, 2014 – Strategic Planning Presidents Focus Group provided by SCHEV
1:00 p.m. – 3:00 p.m. (campus)
Dr. Deborah M. DiCroce

Tuesday, June 3, 2014 – NSU Preliminary Brand Promise Assessment Meeting
9:00 a.m. to 11:00 a.m. (campus)
Lloyd Banks, Jr., Vice Rector
Dr. Byron L. Cherry, Sr.

Thursday June 12, 2014 – Fundraising Workshop for Academic Deans
9:00 a.m. to 2:00 p.m. (campus)
Facilitator: Dr. Melvin T. Stith, Chair, Academic Affairs Committee

Thursday, June 12, 2014 – NSU Foundation Board Meeting
9:00 a.m. (campus)
Bryan D. Cuffee

Monday, June 23, 2014 – Special Executive Committee Meeting
3:30 p.m. (campus)

Appendix A: Board Activities
Page 16

Tuesday, June 24, 2014 – President Welcome Session for New Board Members
9:00 a.m. (Virginia Beach, VA)
Elwood B. Boone, III

Thursday, June 26, 2014 – President Welcome Session for New Board Members
Noon (Richmond, VA)
Lamont Bagby

Thursday, July 3, 2014 – Eddie N. Moore, Jr., Interim President and CEO (Conference Call)
9:00 a.m.
Lloyd Banks, Vice Rector

Monday, July 7, 2014 – President Welcome Session for New Board Members
10:00 a.m. (Washington, DC)
Larry A. Griffith

Saturday, July 26, 2014 – 2014 NSU Alumni Association Leadership Conference
Noon to 2:00 p.m. (Hanover, MD)
Michael D. Rochelle, Presenter

Wednesday, July 30, 2014 – Dr. Deborah Fontaine, Interim VP of University Advancement
Noon (campus)
Bryan D. Cuffee

Monday, August 1, 2014 – NSU Research and Innovations Foundation Board Meeting
12:00 Noon – 3:00 p.m. (campus)
Michael D. Rochelle

Monday, August 11, 2014 – State of the University Address
9:00 a.m. to Noon (campus)
Thomas N. Chewning, Rector
Lloyd Banks, Vice Rector
Lula B. Holland, Board Secretary
Lamont Bagby
Dr. Byron L. Cherry, Sr.

Appendix A: Board Activities
Page 17

Monday, August 11, 2014 – Gerald Hunter, Vice President, Finance and Administration
2:30 p.m. (campus)
Dr. Byron L. Cherry, Sr.

Tuesday, August 12, 2014 – Freshman Convocation
6:00 p.m. (campus)
Lamont Bagby

Thursday, August 21, 2014 – Dr. Deborah Fontaine, Interim VP of University Advancement
9:00 a.m. (campus)
Elwood B. Boone, III

Thursday, August 21, 2014 – Dr. Deborah Fontaine, Interim VP of University Advancement
10:00 a.m. (campus)
Lamont Bagby

Thursday, August 21, 2014 – Board Orientation
Noon to 5:15 p.m. (campus)
Thomas N. Chewning, Rector
Lamont Bagby
Elwood B. Boone, III
Larry A. Griffith
Dr. Byron L. Cherry, Sr.

Friday, August 22, 2014 – AGB Training Session and Board Meeting
9:00 a.m. to 4:00 p.m. (campus)

Saturday, September 6, 2014 – NSU vs. Liberty Football Game
Lula B. Holland, Board Secretary

September 9, 2014 – Secretary of Education Anne Holton, Deputy Secretary of Education Dietra Trent and SCHEV Executive Director Peter Blake
12:30 p.m. (Richmond, VA)
Thomas N. Chewning, Rector
Eddie N. Moore, Jr., Interim President and CEO

Thursday, September 11, 2014 – NSU Foundation Board Meeting
9:00 a.m. (campus)
Bryan D. Cuffee

Wednesday, September 17, 2014 – 2014 Summit on Economic Competitiveness and Higher Education
9:00 a.m. – 3:00 p.m. (Richmond, VA)
Dr. Deborah M. DiCroce
Beth Murphy

Tuesday, September 23, 2014 – Gerald Hunter, Vice President, Finance and Administration
4:30 p.m. (campus)
Dr. Byron L. Cherry, Sr.

Wednesday, September 24, 2014 – Gerald Hunter, Vice President, Finance and Administration
11:00 a.m. (campus)
Dr. Byron L. Cherry, Sr.

Thursday, September 25, 2014 – Dr. Sandra DeLoatch, Provost/Vice President, Academic Affairs
Approximately 11:00 a.m. (campus)
Dr. Melvin T. Stith

Saturday, September 27, 2014 – NSU vs. Morgan State Football Game
Lula B. Holland, Board Secretary
Elwood B. Boone, III
Dr. Byron L. Cherry, Sr.
Bryan D. Cuffee

Monday, September 29, 2014 - Board and Committee Meetings
8:00 a.m. to 5:00 p.m. (campus)

Saturday, October 11, 2014 – Homecoming Parade
8:30 a.m. (Norfolk, VA)
Dr. Byron L. Cherry, Sr.

Saturday, October 11, 2014 – Presidential Brunch

11:00 a.m. (campus)

Elwood B. Boone, III

Dr. Byron L. Cherry, Sr.

Saturday, October 11, 2014 – NSU vs. Delaware State Football Game (Homecoming)

1:00 p.m. (campus)

Lula B. Holland, Board Secretary

Elwood B. Boone, III

Dr. Byron L. Cherry, Sr.

Bryan D. Cuffee

Friday, October 17, 2014 – Pamela F. Boston, University Counsel and Paula Gentius, Assistant to the President

3:30 p.m. (campus)

Bryan D. Cuffee

Monday, October 20, 2014 – NSU Research and Innovations Foundation Board Meeting

1:00 p.m. – 3:30 p.m. (campus)

Michael D. Rochelle

Monday, October 20, 2014 – BOV/NSUF Liaison Committee Meeting

2:00 p.m. – 3:30 p.m. (campus)

Bryan D. Cuffee, Chair

Elwood B. Boone, III

Dr. Melvin T. Stith

Tuesday and Wednesday, October 21-22, 2014 – SCHEV Boards of Visitors Orientation

3:30 p.m. – 7:30 p.m., October 21

7:45 a.m. – 4:30 p.m., October 22

Lamont Bagby

Elwood B. Boone, III

Bryan D. Cuffee

Larry A. Griffith

Michael D. Rochelle

Wednesday, November 5, 2014 – Eddie N. Moore, Jr., Interim President and CEO
Dinner Meeting (Richmond, VA)
Thomas N. Chewning, Rector

Thursday, November 6, 2014 – Auditors of Public Accounts (APA) and Gerald Hunter, Vice
President, Finance and Administration
11:00 a.m. (campus)
Dr. Byron L. Cherry, Sr.

Friday, November 7-8, 2014, American Council of Trustees Annual Conference
9:00 a.m. to 4:00 p.m. (New York, NY)
Lloyd Banks, Jr., Vice Rector

Thursday, November 13, 2014 – Scholarship Appreciation Luncheon
Noon (campus)
Elwood B. Boone, III

Saturday, November 15, 2014 – NSU vs. North Carolina Central Football Game
Lula B. Holland, Board Secretary
Elwood B. Boone, III

Tuesday, November 25, 2014 – Special University Advancement Committee Meeting
9:00 a.m. (campus)
Lula B. Holland, Board Secretary
Lamont Bagby
Elwood B. Boone, III
Dr. Byron L. Cherry, Sr.
Bryan D. Cuffee
Dr. Melvin T. Stith (via conference call)

Thursday, December 11, 2014 – NSU Foundation Board Meeting
9:00 a.m. (campus)
Bryan D. Cuffee

Friday, December 12, 2014 - Board and Committee Meetings
8:00 a.m. to 5:00 p.m. (campus)

Appendix A: Board Activities
Page 21

Friday, December 12, 2014 – Army ROTC Commissioning Ceremony
1:00 p.m. (campus)

Friday, December 12, 2014 – Board/Society Reception
5:30 p.m. (campus)

Saturday, December 13, 2014 – Pre-Commencement Breakfast
7:45 a.m. (campus)

Saturday, December 13, 2014 – Commencement
10:00 a.m. (campus)

Monday, December 15, 2014 – Eddie N. Moore, Jr., Interim President and CEO
Approximately 11:00 a.m. (campus) Impromptu Meeting
Michael D. Rochelle

Monday, December 15, 2014 – NSU Research and Innovations Foundation Board Meeting
Approximately 11:00 a.m. – 3:30 p.m. (campus)
Michael D. Rochelle