

**VIRGINIA STATE UNIVERSITY BOARD OF VISITORS
NEW BOARD MEMBER ORIENTATION
Thursday; August 5, 2021
9:00 a.m.**

*Gateway Dining & Event Center, Second floor salons
2804 S. Martin L. King, Jr. Blvd. (On the campus of Virginia State University)*

DRAFT AGENDA

- 9:00 a.m.– 9:15 a.m.* Call to Order..... Dr. Valerie Brown, Rector
Invocation (*Pastor Jasmyn Graham, Director of Campus Ministries*)
Welcome and Introductions Rector Brown
- New Board Members
 - Mr. Jon Moore
 - Mr. Edward Owens
- 9:15 am – 10:15 am* Freedom of Information Act (FOIA) Ms. Deborah Love
Senior Asst. Attorney General/Chief, Education Section
Office of the Attorney General
- 10:15 am – 10:30 am* Review of Board Documents/Materials..... Rector Brown
- *Board By-Laws*
 - *Board Statement of Governance*
 - *Board Code of Ethics*
 - *Board Freedom of Information Act Rights & Responsibilities*
- Board Committee Structure/Functions, Membership
- 10:30 am – 11:00 am* Welcome.....Dr. Makola M. Abdullah, President
- Welcome to Virginia State University
 - Introduction of VSU Executive Leadership Team
- 11:00 a.m.- 11:10 a.m.* Adjournment
- 11:15 a.m. – 12:15 p.m.* **Campus Tour – New BOV Member(s)**
Conducted by Ms. Jane Harris, Asst. Vice President,
Facilities and Capital Outlay
- 12:30 p.m. – 1:15 p.m.* **Meet and Greet new Board Members and new Board Officers**
Gateway Dining & Event Center, President’s Dining Room

Freedom of Information Act Overview

Deb Love

Senior Assistant Attorney General & Chief

Education Section

Office of the Attorney General

August 5, 2021

Purpose of FOIA

Business of the Commonwealth =
Business of the people

Translation: Citizens and press have the right to:

Inspect and copy public records

Attend public meetings

Importance of FOIA Compliance

Failure to comply can mean

- Litigation
- Civil penalties up to \$5000
- Invalidation of decisions
- Loss of confidence in Board, University

What's a Meeting?

A function of “how many” AND “why”

How many:

Quorum (8); OR
Three or more

Why:

Discussing or transacting public business

Requirements to Hold a Meeting

- Notice – generally 3 working days
 - Date, time, location
- Right of public/press to attend
- To be conducted in open, with limited exceptions
- Minutes

Meetings

1. All physically present in one location

Public and press may attend in primary location

Meetings (cont'd)

2. Quorum in one location

- a. Remote locations planned; OR
- b. Member(s) absent for personal or medical reasons

(eff. 7/1 family medical reason)*

- (i) Per BOV Bylaws*
- (ii) If for medical reasons – unlimited
- (iii) If for personal or family medical –
2 mtgs/calendar year

Meetings During Pandemic

3. During State of Emergency

May meet electronically, IF

Governor has declared state of emergency;

Emergency makes it impracticable
or unsafe to meet in person; AND

Meeting is to conduct required business

Special public access obligations

“Meetings” via Email

Email exchanges may constitute a “meeting”

If 3 or more members involved, AND

Manner of communication meeting-like

Watch out for “reply all”

Avoid problems: go through staff!

Closed Sessions

Are the exception, not the rule

Must be for purpose set out in FOIA

May have non-members attend; must permit BOV members, attorney to attend

Require members to certify compliance with FOIA

Closed Session Purposes

- **Personnel** – specific individuals
- **Students** – identifiable
- **Real estate** – if would hurt bargaining position
- **Contracts** – would hurt negotiation position
- **Legal advice** – consultation with counsel
- **Gifts and fundraising**
- **Honorary degrees**

NOT for Closed Session

- Budget
- Tuition
- General Updates
- Strategic planning
- Enrollment
- Board performance
- General compliance matters
- Policies
- Unpleasant or unseemly matters
- Things we want to keep private

Closed Session - Process

- Starts in open session
- Motion stating
 - subject matter
 - Purpose
 - Code §
- Stay on subject!

Returning to Open Session

- Return to open session by motion
- Certification by roll call of each member:
 - Only matters lawfully exempted AND identified in the motion were heard or discussed
- A member who believes this is NOT true must so state prior to the vote

Records

All records in possession of public Board members) are “public records” that are available for public or press to read, inspect, make copies

What's a Record?

Anything used to transact public business and record data – *wherever found* (e.g., personal email)

Examples:

letters

contracts

memo

audio and video recordings

computer records

text and voicemail messages

FOIA Requests for Records

Citizens of Virginia and most press entitled

+

Need not be in writing

+

Tight timetable to respond

Notify staff of request, right away

Response to FOIA Requests

FOIA provides access to records, not information

Need not create a record (e.g., statement from member)

Records can be withheld or redacted (personnel records, legal advice, etc.)

Penalties

Non-legal: embarrassment, lost of trust

Legal: Litigation

Civil penalties

1st offense: \$2K;

\$5K for additional)

Destruction/alteration of records:

\$100/record

Questions?

Bylaws of the Board of Visitors

Virginia State University

Adopted by the Board November 9, 2007, *Revised* 9/19/08, 1/20/12, 4/20/12, 6/14/2013, 9/20/13, 4/11/2014, 2/12/2016, 9/16/2016, 09/21/2018, 02/07/2020, and 5.21.20.

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PREAMBLE



Virginia State University was founded on March 6, 1882, when the legislature passed a bill to charter the Virginia Normal and Collegiate Institute. The bill was sponsored by Delegate Alfred W. Harris, a Black attorney with offices in Petersburg, who lived in and represented Dinwiddie County in the General Assembly. A hostile lawsuit delayed opening day for nineteen months, until October 1, 1883. In 1902, the legislature revised the charter act to curtail the collegiate program and to change the name to Virginia Normal and Industrial Institute. In 1920, the land grant program for Blacks was moved from a private school, Hampton Institute, where it had been since 1872, to Virginia Normal and Industrial Institute. In 1923, the college program was restored, and the name was changed to Virginia State College for Negroes in 1930. The two-year branch in Norfolk was added to the college in 1944; the Norfolk division became a four-year branch in 1956 and gained independence as Norfolk State College in 1969. Meanwhile, the parent school was renamed Virginia State College in 1946. Finally, the legislature enacted a law in 1979 to provide the present name, Virginia State University.

In the first academic year, 1883-84, the University had 126 students and seven faculty (all of them Black), one building, 33 acres, a 200-book library, and a \$20,000 budget.

The University is situated in Chesterfield County at Ettrick, on a bluff across the Appomattox River from the City of Petersburg. It is accessible via Interstate Highways 95 and 85, which meet in Petersburg. The University is only two and a half hours away from Washington, D.C., to the north, and the Raleigh-Durham-Chapel Hill area to the southwest; about one and a half hours away from Charlottesville to the northwest, and Virginia Beach to the southeast.

Virginia State University has a long history of outstanding faculty and administration.

ARTICLE I **MEETINGS**

1.1 Annual Meeting. The Annual Meeting of the Board shall be in April of each fiscal year unless otherwise determined by the Board of Visitors. The Board shall establish its schedule of regular meetings, elect officers, establish committee chairs, elect foundation liaisons, and complete the Board's self-evaluation at the Annual Meeting. The Board shall also approve the annual executive summary of interim activities for submission to the General Assembly and the Governor.

1.2 Regular Meetings. Regular meetings of the Board of Visitors shall be held at least four times each year and in accordance with the schedule of meetings approved at the Annual meeting. The Board of Visitors may vote to change the date of any regular meeting. Written notice of regular meetings shall be communicated to board members at least three calendar days prior to the meeting.

The Order of Business at regular meetings of the Board of Visitors shall, unless modified by the Rector of the Board, be as follows:

1. Roll call and quorum count
2. Approval of minutes of the preceding meeting
3. Rector's report
4. President's report
5. Report of the Executive Committee
6. Report of Standing Committees
7. Report of other Committees
8. Report of Faculty and Student Representatives
9. Report of Affiliated Foundations
10. Old Business
11. New Business
12. Adjourn

1.3 Special Meetings. Special meetings of the Board may be called by the Governor, Rector, or, in his/her absence or disability, by the Vice Rector, or by any three Visitors at such dates, times, and places, with agenda, as may be specified in the call for such meeting. The Rector, under normal, non-emergency circumstances, shall ensure that at least three days' notice of the date, time, location, and agenda is provided for all special meetings. The Rector may in special circumstances waive the requirement of written notice provided that other appropriate public notice is given.

1.4 Emergency Meetings. Emergency meetings are special meetings and may be called by giving reasonable notice to all members and the public whenever in the judgment of the Rector, in consultation with the President, there is an emergency. A majority of the voting members shall be sufficient to transact any

business with respect to said emergency, except declarations of fiscal exigency. Declarations of fiscal exigency must be made by an affirmative vote of two-thirds of the voting members.

- 1.5 Conduct of Business. All meetings shall be conducted in accordance with the *Code of Virginia*, these Bylaws, Board Policies and Procedures, and *Robert's Rules of Order Newly Revised*, in order of descending precedence. The Board shall request the presence of the University's legal representative at all open and closed meetings and committee meetings except those where the President is being evaluated or presenting portions of his/her Annual Report dealing with the evaluation of university officers, unless otherwise directed by the Attorney General. At the Board's discretion, it may request the presence of the University's legal representative during evaluations if it is considering: (1) whether the party or parties involved are in breach of his/her contract; or (2) the Board is seeking legal advice about the amounts and methods of compensating the President or other officers involved.

The Board will require transparency, to the extent required by law, in all board discussions and actions. In furtherance of this requirement, the Board and its associated committees will record its meetings. Minutes from these meetings will be prepared and posted on the University's website in accordance with § 2.2-3707(H) and § 2.2-3707.1 of the *Code of Virginia*.

Board meetings will be held open to the general public, except where such discussions or actions are exempted under § 2.2-3711 of the *Code of Virginia*. Meetings from which the general public, except Board members and those interested parties invited by the Board attend, is properly excluded, will be considered a "closed meeting" or "closed session." Any official action taken in a closed meeting or session shall be approved in an open meeting or session before it can have any force or effect, in accordance with § 2.2-3711(B) of the *Code of Virginia*.

- 1.6 Quorum. A quorum for the conduct of business by the Full Board shall consist of a simple majority of the voting members of the Board. A quorum for the Executive Committee and all standing and special committees of the Board shall consist of a majority of the appointed members of the committee, except that in no case shall the number be fewer than three members.
- 1.7 Voting. Votes on substantive matters shall be taken by roll-call vote, conducted by the Secretary, of all voting members supporting, opposing, or abstaining from the matter. Incidental or procedural motions (e.g., adjournment) may be carried or defeated by voice vote; however, all votes taken during electronic communication meetings shall be by roll-call and so recorded in the meeting minutes. No proxies, secret, or written ballots are authorized in any board meeting.
- 1.8 Telephonic or Video Participation. Telephonic or video meetings of the Board or its committees, including those held in Closed Session, may be held as long as public notification and meeting requirements are met in accordance with § 2.2-3708.2 of the *Code of Virginia*. Individual participation due to an emergency or personal matter is limited by law to two meetings and two committee meetings of the public body per member each calendar year. Meetings held in Open Session must be open to the public. Arrangements for telephonic or video meetings must be coordinated with the Board Secretary, or the Secretary's designee and the Office of University Legal Counsel.

- 1.9 Communications to the Board. All communications of an official nature directed to the Board of Visitors shall be channeled through the Office of the President or the Office of University Legal Counsel.
- 1.10 Self-Evaluation. The Board shall conduct a self-evaluation during its annual meeting. The Rector shall determine the forum and procedure for such evaluation subject to approval by the Board.

ARTICLE II. OFFICERS OF THE BOARD OF VISITORS

The Board of Visitors is composed of fifteen members, appointed by the Governor and subject to confirmation by the General Assembly. Term appointments are four-year terms and shall be served in accordance with § 23.1-1300(B) of the *Code of Virginia*. The Officers of the Board of Visitors shall consist of the Rector, Vice Rector and Secretary. The Rector, Vice Rector and Secretary shall be elected from members of the Board of Visitors.

- 2.1 Term of Office. The Officers of the Board shall be elected at the Annual Meeting held in odd-numbered years. The Officers shall serve for a two-year term which shall commence on July 1st following the Annual Meeting or shall serve until their successors are elected.
- 2.2 Removal. The Board shall have the power to remove any elected officer, either with or without cause, by a simple majority vote of the Board. In addition, pursuant to Va. Code § 23.1-1300(F), if any member of the Board fails to attend the meetings of the board for one year without sufficient cause, as determined by a majority vote of the Board, or the educational programs required by Va. Code § 23.1-1304 in his first two years of membership without sufficient cause, as determined by a majority vote of the Board, the remaining members of the Board shall record such failure in the minutes at its next meeting and notify the Governor, and the office of such member shall be vacated. No member of the Board of Visitors who fails to attend the educational programs required by Va. Code § 23.1-1304 during his first four-year term is eligible for reappointment to the Board pursuant to § 23.1-1300(E). Notwithstanding any provision of law to the contrary, the Governor may remove any Board member from office for malfeasance, misfeasance, incompetence, or gross neglect of duty and fill the vacancy resulting from the removal in accordance with Va. Code § 23.1-1300(C).
- 2.3 Resignation. Any elected officer may resign at any time by giving written notice to the Board, the Rector, or the Secretary. Any such resignation shall take effect at the time specified in such notice and the acceptance of such resignation shall not be necessary to make it effective.
- 2.4 Vacancies. A vacancy in the office of Rector, Vice Rector, or Secretary shall be filled by the Board for the unexpired term. If the cause of the vacancy is the expiration of the officer's term as a member of the Board, the vacancy shall be filled at the first regular meeting following such expiration. If the vacancy occurs from any other cause, the vacancy shall be filled at the first regular meeting after such vacancy occurs or at a special meeting called for that purpose.
- 2.5 Visitors Emeriti. In recognition of the invaluable service rendered to the University during their appointment to the Board of Visitors, and the informed counsel they are capable of providing, former members of the Board may be designated Visitors Emeriti by favorable recorded majority vote by current members of the Board.

2.6 Duties and Responsibilities.

2.6.1 Rector. The Rector shall serve as the presiding officer, spokesperson, and designated representative of the Board and shall perform such additional duties as may be required by law or the Board. The Rector shall be a member, ex officio, with vote, of all committees of the Board and shall be counted as a member in determining a quorum. The Rector shall preside at all meetings of the Board and its Executive Committee, and shall work closely with the President in developing the agenda for Board and Executive Committee meetings. As presiding officer, the Rector has an obligation to ensure that all sides of a pending question are heard and, though not required, he/she may voluntarily step aside and have the next senior officer present preside or appoint a temporary chair, if the Rector wishes to enter into the debate. The Rector is the liaison between the Board and the President who works for the entire board. The Rector shall facilitate communications between the Board, the Administration, and external agencies and constituencies. The Rector shall maintain the integrity of board procedures and facilitate a high level of interest, involvement, and activity among the Board members.

2.6.2 Vice Rector. The Vice Rector shall perform the duties of the Rector in the Rector's absence and such other special duties as are assigned by the Rector.

2.6.3 Secretary. The Secretary shall be responsible for over-sight of the preparation of minutes of all meetings of the Board and the Executive Committee, and supervise the issuance of notices of meetings of the Board and Executive Committee in advance of the meeting. The Secretary shall represent the Board and preside at the meetings of the Board and its Executive Committee in the absence of the Rector and Vice Rector, and perform such other duties as are incident to the office or as may from time to time be assigned by the Rector. Any of the enumerated duties of the Secretary may be delegated to an appropriate staff person within the University at the discretion of the Secretary and the Board, but oversight for such duties shall remain with the Secretary.

2.7 Residency.

As required by Va. Code § 23.1-1300(J), the Rector or Vice Rector of the Board of Visitors shall be a resident of the Commonwealth.

ARTICLE III. COMMITTEES

The committee system of the Board shall be composed of the Executive Committee, the Personnel and Compensation Committee, the Facilities, Finance, and Audit Committee, the Institutional Advancement Committee, the Academic and Student Affairs Committee, and special committees. Committee Chairs have the authority to request appropriate Vice Presidents, faculty, staff, and the President to serve in an advisory capacity to the committee. The Chairs of the Committees shall be selected by the Board at the Annual Meeting held in odd-numbered years. The Chairs shall serve for a two-year term which shall commence on July 1st following the Annual Meeting or shall serve until their successors are selected. Additionally, Vice Chairs shall be selected by their respective Committee for a two-year term which shall commence on July 1st following the Annual Meeting held in odd-numbered years or shall serve until their successors are selected.

Standing committees shall meet prior to the regular meeting of the Board. A special meeting of a standing committee to consider specific items of business may be called by the Rector or its Committee Chair, and shall be called at the request of the majority of the members thereof at such time and place and in such form and with reasonable notice, as the Rector may deem appropriate.

The Rector, with consent of the Board, shall have the authority to appoint Board members and other persons to serve the Board in advisory or *ad hoc* capacities to the Board and its committees.

Each year at the Board's discretion, a representative may be appointed by the Board, to the Board from the student body, and the Faculty, as a non-voting, advisory representative, pursuant to statutory authority. The President of the Student Government Association will serve as the student representative, and the Faculty Senate Chair will serve as the faculty representative.

3.1 Executive Committee.

3.1.1 Executive Committee Structure. At each Annual Meeting, the Board shall approve an Executive Committee. The Executive Committee shall consist of the Rector, who shall be the Chair; the Vice Rector; the Secretary; and the chairs of the Board's standing committees elected by the Board at the Annual Meeting. Any vacancy on the Executive Committee shall be filled for the unexpired term at the next regular meeting of the Board.

3.1.2 Executive Committee Meetings. The Executive Committee convenes between Board meetings, on the call of the Rector, on the call of any two members of the Executive Committee, or on the call of the President. It shall consider all governance matters and all matters referred to it by the Rector, the Vice Rector, or the President and shall, in the interim between meetings of the Board, be vested with the powers and authority of the Full Board and shall take such action on all matters that may be referred to it as in its judgment is required. All board members shall be notified of meetings and provided the agenda and any documents distributed for such meeting. Board members may attend meetings of the Executive Committee or send comments in writing prior to the meeting. The Executive Committee members will be the voting members during Executive Committee meetings. All such actions taken by the Executive Committee in the interim between meetings of the Board shall be reported to the Board at the next regular or special meeting and shall, if approval is required, be approved by the Board at that time.

3.1.3 Executive Committee Governance. The Executive Committee shall recommend and the Board shall approve Board members to all standing and special committees. The Committee, in consultation with the Rector and the President, shall recommend the Committee Chairs for each standing committee, liaisons for each of the foundations, and a slate of officers of the Board. These positions will be approved by the Board during the Annual Meeting. Vacancies arising from any cause whatsoever shall be filled in the same manner.

The Executive Committee shall be responsible for the call for nominations for officers from the Board and shall call for nominations by sending written notice to each member of the Board. Nominations shall be submitted in writing to the Vice Rector and shall be due no later than 14 days following the date of the call for nominations. Members of the Board may nominate themselves for an office. Nominees for officers must have more than one year remaining on their terms of appointment or be eligible for reappointment to a second

term. The Executive Committee should give priority to nominating members for office whose terms of appointment on the Board do not expire simultaneously so the Board shall not be without a presiding officer.

The Executive Committee shall meet at least 30 days prior to the election to determine the nominations to be presented to the Board. The recommendations shall be distributed with the announcement of the meeting of the Board of Visitors in which the election of officers is to be held. At the meeting, the Vice Rector shall present one candidate for each office for election. The Rector will call for nominations from the floor prior to a vote on the candidates.

3.1.4. Executive Committee Charter. The Executive Committee may approve, upon the recommendation of the Personnel and Compensation Committee, individuals for appointment to the Board by the Governor. The responsibilities of the Executive Committee shall also include, but not be limited to, the oversight of the following areas:

Strategic Planning

Board Performance

- Board Governance and Bylaws
- Board Code of Ethics
- Board Officers
- Board Committee Structure
- Board Committee Appointments
- Board Committee Chairs
- Board Foundation Liaison Appointments
- Board Meetings and Schedules
- Board Orientation and Training
- Board Qualifications and Competencies
- Board Evaluation
- Board Member Recommendations to the Governor
- Board Annual Executive Summary

3.2 Personnel and Compensation Committee. The Executive Committee shall recommend and the Board shall approve a Personnel and Compensation Committee (formerly known as the Resources Committee) of a minimum of three members of the Board at the Annual Meeting. The Executive Committee, in consultation with the Rector and the President, shall recommend the Personnel and Compensation Committee Chair. The Board shall approve the Committee Chair.

The Personnel and Compensation Committee shall have oversight over all personnel and employment policies of the University. Personnel and employment policies of the University include oversight over all faculty and administrative personnel and employment policies except the Executive Employment Agreement of the President which shall be negotiated with the President by the Rector and the Chair of the Personnel and Compensation Committee. Acceptance or denial of the Executive Employment Agreement of the President requires a majority vote of all board members then in office. This committee shall recommend a successor should the President become unable to serve for any reason, and shall work with the President to develop appropriate delegations of Presidential signature authority.

The Committee shall periodically conduct an evaluation of the Board and its committee structure, including an evaluation of committee procedures and overall performance. All best practice recommendations shall be made to the Executive Committee. In the execution of these reviews, the Personnel and Compensation Committee shall seek feedback from all Board members, the President, and others as it deems appropriate. The Committee shall develop and recommend to the full Board the assessment process to be employed, including whether an external consultant will be retained to assist with or conduct Board and committee evaluations.

The Committee shall assist the Executive Committee and the Governor in the selection of individuals to serve on the Board through the development of a set of qualifications, competencies, professional skills and expertise needed by Board members in order to maintain an effective, productive and exemplary board.

The responsibilities of the Personnel and Compensation Committee shall include, but not be limited to, the oversight of the following areas:

Board Evaluations

Review and Approve University Climate Surveys of Students, Faculty and Staff

Presidential Performance and Compensation Processes

- President's Goals
- President's Evaluation
- President's 360 Feedback
- President's Compensation
- President's Development Plan

Presidential Performance and Compensation Benchmarks

- Presidential Evaluations
- Presidential Compensation

Administration & Faculty Matters

- VP & Dean Evaluation Processes – President to review w/committee
- VP & Dean Appointment Processes – President to review w/committee
- VP & Dean Development Plan Processes – President to review w/committee

Succession Planning

- Presidential Search
- Presidential Onboarding

University Policies

- Human Resources Policies
- Presidential Policies
- Governance Policies

3.3 Facilities, Finance, and Audit Committee. The Executive Committee shall recommend and the Board shall approve a Facilities, Finance, and Audit Committee of a minimum of three members of the Board at the Annual Meeting. The Executive Committee, in consultation with the Rector and the President, shall recommend the Committee Chair. The Board shall approve the Committee Chair. This Committee will also select a Vice Chair from its members and this Vice Chair will serve in the absence of the Committee Chair and under the Committee Chair's delegated authority.

The Facilities, Finance, and Audit Committee shall have control and oversight over all facilities of the University and financial affairs. Financial affairs of the University include budgets, investments, appropriations, grants and contracts, procurement, accounting and internal systems and controls. The Facilities, Finance, and Audit Committee shall employ an internal audit staff and such financial and management consultants as it may deem necessary or desirable. The internal audit staff and consultants so employed shall report directly to the Committee. No material change or amendment, deviation or exception from the University's accounting and internal control procedures shall be made without the approval of the Facilities, Finance, and Audit Committee or the Board, except for those required by GASB, state comptroller, state, or federal regulations.

This committee shall have control and oversight over all financial policies of the University including procurement, contracts, delegation of authority, the facilities of the University including the campus master plan, investment strategies, capital improvements, facilities utilization, computing and information technology services, campus support services, and other related matters as shall be so recognized by the Board.¹

The responsibilities of the Facilities, Finance, and Audit Committee shall include, but not be limited to, the oversight of the following areas:

Financial Management

- Financial Planning
- Financial Statements
- Financial Management
- Budgets
- Capital Planning & Budgeting
- Technology Planning & Budgeting
- Auxiliary Funds Management
- Debt Management
- Debt Ratios
- Fee Structures (Athletic, student, parking, etc.)

Facilities Management

- Campus Master Plan
- Campus Maintenance Plan
- Capital Project Plan
- Computing and Information Technology Services
- Facility Projects
- Property Acquisition
- Property Disposition
- Property Leases
- Energy/Green Policies

¹ The President or the Vice President for Finance shall have the authority to execute all legal documents, after review by legal counsel, relating to the granting of easements and rights of ways for water, sewer, utility, telecommunications and electrical lines as the need arises.

Audit

- Audit Plan
- Audit Results
- Hotline Management
- Public Auditor
- Risk Management
- Compliance Management
- Internal Controls
- Monitoring Reporting

Investments

- Investment Policies
- Investment Strategies

Benchmarks

- Peer Institution Comparisons

Policies

- Financial Policies
- Audit Policies
- Capital Policies
- Debt Policies
- Facilities Policies

3.4 Institutional Advancement Committee. The Executive Committee shall recommend and the Board shall approve an Institutional Advancement Committee of a minimum of three members of the Board at the Annual Meeting. The Executive Committee, in consultation with the Rector and the President, shall recommend the Institutional Advancement Committee Chair. The Board shall approve the Committee Chair. This Committee will also select a Vice Chair from its members and this Vice Chair will serve in the absence of the Committee Chair and under the Committee Chair's delegated authority.

The Institutional Advancement Committee shall have oversight and control over all fund-raising activities undertaken by the University. This includes any foundation, alumni, athletic or other association, campaign committee or other organization seeking to raise funds in the name of or for the benefit of the University and its programs. Monies raised from fund-raising activities undertaken by the University, or on behalf of the University shall be considered "University Funds." The committee shall have oversight over the budgeting and expenditure, the management, the reporting and accounting for, and the internal control of such University Funds.

The Rector, with the consent of the Board, may authorize the Institutional Advancement Committee Chair to appoint non-board members to serve one year terms as ex-officio non-voting members of the Institutional Advancement Committee. Such appointments are limited to key members of the affiliated foundations of the University and require the approval of the full Board.

The responsibilities of the Institutional Advancement Committee shall include, but not be limited to, the oversight of the following areas:

Strategic Planning Processes

- Oversight of University Strategic Plan
- SCHEV Plan
- Strategic Investment Opportunities
- Strategy Offsite for the Board (Board Strategy and Board Goals)

Endowment

- Campaigns
- Naming
- Events

Economic Development & Partnerships

- Partnerships
- Joint Agreements
- Economic Development Relationships

External Relations & Strategies

- Community Relations
- Government Relations
- Public Relations

Brand & Marketing

- Campaigns & Advertising
- National Rankings
- Peer Comparisons

Policies

- Endowment Policy
- Foundation Policy
- Partnership Policy
- Reputation Policy

3.5 Academic and Student Affairs Committee. The Executive Committee shall recommend and the Board shall approve an Academic and Student Affairs Committee of a minimum of three members of the Board at the Annual Meeting. The Executive Committee, in consultation with the Rector and the President, shall recommend the Academic and Student Affairs Committee Chair. The Board shall approve the Committee Chair. This Committee will also select a Vice Chair from its members and this Vice Chair will serve in the absence of the Committee Chair and under the Committee Chair's delegated authority.

The Academic and Student Affairs Committee shall have control and oversight over all academic and student programs and activities. Academic and student programs and activities of the University include curriculum, land-grant, faculty appointments, promotion, tenure and compensation, recruitment, admissions and registration, residence life, health services, cultural affairs, student organizations, athletics, and such other related matters as shall be so recognized by the Board.

The responsibilities of the Academic and Student Affairs Committee shall include, but not be limited to, the oversight of the following areas:

Academic Matters

- Under Graduate and Graduate Programs & Degrees
- Summer & Affiliate Programs
- Accreditations

- Admission Standards & Results
- Enrollment Standards & Results
- Online & Distance Learning

Academic Development & Partnerships

- Affiliations
- Partnerships
- Dual Enrollment w/High Schools
- Community College Agreements

Student Matters

- Student Governance Structure
- Student Handbook
- Student Living
- Student Housing
- Student Food Service
- Student Resources (Textbook, Library, etc.)
- Student Orientation
- Judicial & Honor Systems

Faculty Matters

- Faculty Governance Structure
- Faculty Handbook
- Faculty Credentials (Tenure/Promotion/Research & Publication)
- Faculty Resignation/Retirement
- Faculty Development
- Faculty Salaries & Ratios

Security & Safety

- Security Protocols
- Safety Issues & Statistics
- Crime Issues & Statistics

Athletics

- Programs & Performance
- Intercollegiate Athletics
- NCAA

Policies

- Admission Policies
- Student Policies
- Faculty Policies
- Grade Policies
- Security Policies
- Athletic Policies

ARTICLE IV. **POWERS AND DUTIES OF THE BOARD**

As public trustees, the members of the Board have the overall responsibility and authority, subject to constitutional and statutory limitations, for the continuing operation and development of the institution. In addition to the powers granted under Va. Code §§ 23.1-1000 through 23.1-1028 and § 23.1-1301.

Examples of the powers and responsibilities of the Board, as set forth in state statutes or as developed through tradition and practice, include, but are not limited to:

1. Election of the President of the University, who shall serve at the pleasure of the Board.
2. Establishment of fees, tuition, and other charges imposed by the University on students.
3. Approval of the University's admission standards.
4. Review and approval of the University's budgets and overview of its financial management.
5. Review and approval of proposed academic degree programs and the general overview of the academic programs of the University.
6. Review and approval of the establishment of new colleges or departments.
7. Approval of the establishment of positions reporting to the President.
8. Confirmation of appointments by the President, including all Vice Presidents, Assistant Vice Presidents, Associate Vice Presidents, Deans and the approval of all contracts of renewal for such administrators.
9. Representation of the University to citizens and officers of the Commonwealth of Virginia, especially in clarifying the purpose and mission of the University.
10. Approval and confirmation of promotions, grants of tenure, and employment of faculty and administrators.²
11. The determination of the salary ranges for all faculty ranks and the establishment of other compensation and benefits.
12. Review and approval of physical plant development of the campus.
13. Review and approval of all naming opportunities, including buildings and other University property, endowments, scholarships, professorships, and endowed chairs.
14. Review, approval, or delegation to the Administration of the power to grant rights-of-way and easements on University property.
15. Review, approval, or delegation to the Administration of the power to approve real property transactions.
16. Review and approval of personnel policies for the faculty and administrators, including the Faculty Handbook.
17. The exercise of other powers conferred on corporations by the provisions of Chapter 10 of Title 13.1 of the *Code of Virginia*.
18. The establishment of policies mandated under the provisions of Title 23.1 of the *Code of Virginia*.
19. The exercise of all powers conferred on the Board in Chapter 27 of Title 23.1 of the *Code of Virginia*.
20. Each Board member is subject to the provisions of the State and Local Government Conflict of Interests Act and must file reports as necessary and required by law.

² In practice, the President and officers of the University make interim appointments that are confirmed by the Board.

ARTICLE V. **FINANCIAL EXIGENCY**

The Board, by vote of two-thirds majority of the Board, at any regular, special, or emergency called meeting may declare a state of financial exigency. Upon declaration of a state of financial exigency, the Board shall direct the President to prepare a revised budget. Such revised budget shall be based on general guidelines as may be provided to the President at the discretion of the Board, including program reduction, program elimination, termination of employment, leave without pay, and other actions as may be necessary to reduce anticipated expenditures. The revised budget shall be subject to approval of the Board.

ARTICLE VI. **THE PRESIDENT**

The President of the University shall be the chief executive and academic officer of the University.

- 6.1 Election. The President shall be elected by the Board of Visitors and may be removed only by assent of two-thirds of the whole number of Visitors. The President shall attend all meetings of the Board and shall have notice of and the privilege of attending all meetings of its committees.
- 6.2 Powers and Duties. As the chief executive and academic officer of the University, the President shall have the following powers and duties:
 1. The President shall have responsibility for the operation of the University in conformity with the purposes and policies determined by the Board.
 2. The President shall act as adviser to the Board and shall have responsibility for recommending those policies and programs that in the opinion of the President will best promote the interests of the University.
 3. The President shall recommend to the Board long-range educational goals and programs and the new degrees that may be best suited to attain those goals and programs.
 4. The President shall have the power to establish and modify the internal administrative structure of the University. The administrative structure of the University shall be designed to ensure proper management of the University, adequate planning and evaluation of academic programs, and continued improvements of academic programs. The President shall have the authority to appoint all advisory officers except vice presidents, assistant vice presidents, associate vice presidents and deans. The President shall recommend vice presidential, assistant vice presidential, associate vice presidential and dean appointments to the Board for the Board's confirmation.
 5. The President shall recommend to the Board of Visitors the election and initial compensation of salaried members of the faculty holding professorial rank or named chairs, promotions of faculty members to the ranks of associate professor, full professor, and professor emeritus, and the removal of faculty members for cause.
 6. The President shall be authorized, after consultation with the Provost, Dean, department head, and other affected administrative officers, to suspend any faculty member at anytime for proper cause.
 7. The President shall have primary responsibility for the establishment and maintenance of proper relationships with the alumni.

8. The President shall at all times maintain cordial relationships with the students, guarding and protecting their best interests and ensuring that they have an opportunity for a rewarding educational experience.
9. The President shall be responsible for the discipline of students with the power to impose appropriate penalties including expulsion.
10. The President shall recommend to the Board each year an annual budget and financial, operating and staffing plans for the operation of the University for the following fiscal year. The timing of this submission shall be coordinated with the state budgetary planning process and shall be based on priorities that have been previously discussed with and approved by the Board. Upon ratification and approval of the Board, the President shall submit to the Governor a biennial budget request as required by law or regulation.
11. The President shall promote the development of the endowment funds of the University and shall be authorized to accept any gift or grant subject to the approval of the Governor as required, making a report to the Board of such gifts or grants.
12. The President shall perform such other duties as may be required by the Board.

6.3 Evaluation of the President. The Board is responsible for oversight of the President's performance. The President, in open or closed session, as appropriate, at the Annual Meeting of the Board, shall submit his/her annual report on objectives, specific and general, developed by the President and the Rector and agreed to by the Board for the past year. The Board shall subsequently evaluate the President's performance for the past year. Objectives for each ensuing year shall also be presented at the Annual Meeting of the Board for approval.

ARTICLE VII. **FACULTY**

The faculty and administrators of the University receive recommendations for appointments and renewals by appropriate University officials, and their names, titles and salaries are submitted for approval to the Board of Visitors.

Pursuant to the powers vested in the Board by Va. Code §§ 23.1-1301 through 23.1-1310, § 23.1-2700 and § 23.1-2702, or succeeding provisions, all faculty appointments and contracts are subject to board policy, rule, resolutions, orders, instruction and these bylaws.

Only the Board confers tenure and all rights associated with tenure expire with termination of employment. Tenure cannot be earned *de facto*, regardless of the number of years of service.

ARTICLE VIII. **CONSTRUCTION**

These bylaws shall be construed to be consistent with enactments of the General Assembly, including but not limited to Title 23.1 of the *Code of Virginia*, the Virginia Freedom of Information Act, the Virginia Public Procurement Act, and the State and Local Government Conflict of Interests Act. Nothing contained in the Bylaws should be interpreted to diminish or alter the common law or statutory powers of the Board.

ARTICLE IX. **AMENDMENTS**

These amended bylaws are hereby adopted and shall be effective this 7th day of February 2020. All former bylaws of the Board are hereby repealed. These bylaws may be changed by majority vote of the Board at any regular or special meeting of the Board.

ARTICLE X. **APPENDIX**

Virginia State University Board of Visitors' Statement of Governance

Virginia State University Board of Visitors' Code of Ethics

Virginia State University Board of Visitors' Freedom of Information Rights and Responsibilities

Statement of Governance

Virginia State University

The Board of Visitors (“BOV”) is the governing body for Virginia State University and is composed of fifteen members appointed by the Governor of the Commonwealth of Virginia and confirmed by the General Assembly. Members of the Board of Visitors serve for terms of four years each, and no member shall serve for more than two consecutive terms.

In executing its duties, the Board will be guided by the laws and policies of the Commonwealth of Virginia. It will strive to preserve the ideals and traditions of the institutions under its jurisdiction. The qualifications, terms, powers and duties of members of the Board are established by law (Va. Code §§ 23.1-1300 through 23.1-1310, and §§ 23.1-2700 through 23.1-2705). Members of the Board may be removed from office by the Governor as provided by law (Va. Code § 23.1-1300C).

From its membership the Board elects the following officers: a Rector of the Board, a Vice Rector of the Board and a Secretary of the Board. The Board appoints the President of Virginia State University and it appoints academic officers, faculties, and other employees essential to the effective operation of all the institutions under its control.

Annually, the Board shall appoint the President of the SGA to the position of a non-voting, advisory representative on the Board of Visitors. Annually, the Board, in consultation with the President, shall appoint a full-time faculty member to the position of a non-voting, advisory representative on the Board of Visitors. Each non-voting, advisory representative will sit with the Board of Visitors during the open sessions of those committee meetings and full meetings of the Board which deal with matters pertaining to Virginia State University.

There are three types of board meetings: the annual meeting, regular meetings and special meetings. The annual meeting is usually held in the spring. At this meeting, the Board elects its officers for the year beginning July 1 of that year. Ordinarily, there are three regular meetings in addition to the annual meeting. Dates of the meetings are established by the Board. Special meetings may be called by the Governor, Rector, or in his/her absence or disability, by the Vice Rector, or by any three visitors. Both standing committees and special committees must have at least three members. Committee members are appointed by the Rector.

Board meetings are usually on the campus of Virginia State University. Dates, times and locations of board meetings are announced publicly at least three days prior to each meeting. All meetings of the Board are open to the public as stipulated in the Virginia Freedom of Information Act (“FOIA”). The Board may go into closed session and exclude the public under certain conditions described in the FOIA.

There are five standing committees of the Board of Visitors: Executive Committee; Academic and Student Affairs Committee; Finance, Facilities and Audit Committee; Institutional Advancement Committee; and Personnel and Compensation Committee. The Chairs of the four standing committees, along with the Rector, the Vice Rector and the Secretary form the Board's Executive Committee. The Rector chairs the Board and the Executive Committee. The Executive Committee may exercise most of the powers of the full Board when the Board is in recess.

*Adopted 6/14/13; revised 4/11/14; 4/29/16; 11/18/16;
Reaffirmed 4/21/17; 4/27/18; 4/26/19; 5/21/20*

Board of Visitors Code of Ethics Virginia State University

Adopted, 6/14/2013

Integrity is one of the core values of Virginia State University. Thus, we are committed to lawful and ethical behavior in all of the university's activities. At Virginia State University, we insist that all members of the University community – our board members, employees, students, and volunteers – comply with all laws, regulations, policies and ethical norms applicable to them. More generally, we are to be honest, fair, and trustworthy ourselves and to take care that other members of the university community are also.

We, as members of the Virginia State University community, will:

1. Obey the laws, regulations, and policies applicable to our university activities.
2. Protect and preserve university resources and ensure their proper use.
3. Avoid both conflicts of interest and the appearance of such conflicts.
4. Safeguard confidential information.
5. Make procurement decisions impartially and objectively.
6. Maintain effective internal controls to safeguard the regularity and integrity of our activities.
7. Treat other people with dignity and respect, ensuring there is no discrimination or harassment at Virginia State University.
8. Report any illegal or unethical action that comes to our attention, so the university can investigate and take corrective steps.

This Code of Ethics was adopted by the Board of Visitors of Virginia State University on June 14, 2013.

Reaffirmed 4/21/17; 4/27/18; 4/26/19; 5/21/20

Virginia State University Board of Visitors The Virginia Freedom of Information Act Rights & Responsibilities

Adopted June 14, 2013

The Rights of Requesters and the Responsibilities of Virginia State University under the Virginia Freedom of Information Act:

The Virginia Freedom of Information Act (FOIA), § 2.2-3700 et seq. of the *Code of Virginia*, guarantees citizens of the Commonwealth and representatives of the media access to public records held by public bodies, public officials, and public employees.

A public record is any writing or recording - regardless of whether it is a paper record, an electronic file, an audio or video recording, or any other format - that is prepared or owned by, or in the possession of a public body or its officers, employees or agents in the transaction of public business. All public records are presumed to be open, and may only be withheld if a specific, statutory exemption applies.

The policy of FOIA states that the purpose of FOIA is to promote an increased awareness by all persons of governmental activities. In furthering this policy, FOIA requires that the law be interpreted liberally, in favor of access, and that any exemption allowing public records to be withheld must be interpreted narrowly.

Your FOIA Rights

- You have the right to request to inspect or receive copies of public records, or both.
- You have the right to request that any charges for the requested records be estimated in advance.
- If you believe that your FOIA rights have been violated, you may file a petition in district or circuit court to compel compliance with FOIA.

Making a Request for records from Virginia State University

- You may request records by mail, fax, or in person.
- From a practical perspective, it may be helpful to both you and the person receiving your request to put your request in writing. This allows you to create a record of your request. It also gives a clear statement of what records you are requesting, so that there is no misunderstanding over a verbal request.
- Your request must identify the records you are seeking with "reasonable specificity." This is a common-sense standard and it requires that you be specific enough so that we can identify and locate the records that you are seeking.

Reaffirmed by the Board 4.29.2016; 4.21.17; 4.27.18; 4.26.19; 5.21.20

- Your request must ask for existing records or documents. FOIA gives you a right to inspect or copy records; it does not apply to a situation where you are asking general questions about the work of Virginia State University nor does it require Virginia State University to create a record that does not exist.
- If we have questions about your request, please cooperate with staff's efforts to clarify the type of records that you are seeking, or to attempt to reach a reasonable agreement about a response to a large request. Making a FOIA request is not an adversarial process, but we may need to discuss your request with you to ensure that we understand what records you are seeking.

To request records from Virginia State University, you may direct your request to the VSU University Relations office, (804) 524-3085, or e-mail FOIA@vsu.edu.

Virginia State University's Responsibilities in Responding to Your Request

- Virginia State University must respond to your request within five working days of receiving it. "Day One" is considered the day after your request is received. The five-day period does not include weekends or holidays.
- The reason behind your request for public records from Virginia State University is irrelevant, and we cannot ask you why you want the records before we respond to your request. FOIA does, however, allow Virginia State University to ask you to provide your name and legal address.
- FOIA requires that Virginia State University make one of the following responses to your request within the five-day time period:
 1. We provide you with the records that you have requested in their entirety.
 2. We withhold all of the records that you have requested, because all of the records are subject to a specific statutory exemption. If all of the records are being withheld, we must send you a response in writing. That writing must identify the volume and subject matter of the records being withheld, and state the specific section of the Code of Virginia that allows us to withhold the records.
 3. We provide some of the records that you have requested, but withhold other records. We cannot withhold an entire record if only a portion of it is subject to an exemption. In that instance, we may redact the portion of the record that may be withheld, and must provide you with the remainder of the record. We must provide you with a written response stating the specific section of the Code of Virginia that allows portions of the requested records to be withheld.
 4. If it is practically impossible for Virginia State University to respond to your request within the five-day period, we must state this in writing, explaining the conditions that make the response impossible. This will allow us seven additional working days

Reaffirmed by the Board 4.29.2016; 4.21.17; 4.27.18; 4.26.19; 5.21.20

to respond to your request, giving us a total of 12 working days to respond to your request.

If you make a request for a very large number of records, and we feel that we cannot provide the records to you within 12 days without disrupting our other organizational responsibilities, we may petition the court for additional time to respond to your request. However, FOIA requires that we make a reasonable effort to reach an agreement with you concerning the production or the records before we go to court to ask for more time.

Costs

- You may have to pay for the records that you request from Virginia State University. FOIA allows us to charge for the actual costs of responding to FOIA requests. This would include items like staff time spent searching for the requested records, copying costs, or any other costs directly related to supplying the requested records. It cannot include general overhead costs.
- If we estimate that it will cost more than \$200 to respond to your request, we may require you to pay a deposit, not to exceed the amount of the estimate, before proceeding with your request. The five days that we have to respond to your request does not include the time between when we ask for a deposit and when you respond.
- You may request that we estimate in advance the charges for supplying the records that you have requested. This will allow you to know about any costs upfront, or give you the opportunity to modify your request in an attempt to lower the estimated costs.
- If you owe us money from a previous FOIA request that has remained unpaid for more than 30 days, Virginia State University may require payment of the past-due bill before it will respond to your new FOIA request.

Commonly Used Exemptions

The Code of Virginia allows any public body to withhold certain records from public disclosure. Virginia State University commonly withholds records subject to the following exemptions:

- Personnel records (§ 2.2-3705.1 (1) of the *Code of Virginia*)
- Records subject to attorney-client privilege (§ 2.2-3705 .1(2) of the *Code of Virginia*) or attorney work product (§ 2.2-3705.1(3) of the *Code of Virginia*)
- Tests or examinations used, administered or prepared for the purpose of evaluation of any student or any student's performance (§ 2.2-3705.1(4) of the *Code of Virginia*)
- Records recorded in or compiled for use in closed meetings of the Board of Visitors (§ 2.2-3705.1(5) of the *Code of Virginia*)
- Vendor proprietary information (§ 2.2-3705.1(6) of the *Code of Virginia*)
- Computer software developed for the University (§ 2.2-3705.1(7) of the *Code of Virginia*)

Reaffirmed by the Board 4.29.2016; 4.21.17; 4.27.18; 4.26.19; 5.21.20

- Records relating to the negotiation and award of a contract, prior to a contract being awarded (§ 2.2-3705.1(12) of the *Code of Virginia*)
- Information that described the design, function, operation or access control features of University security systems (§ 2.2-3705.2(3) of the *Code of Virginia*)
- Scholastic records containing information concerning identifiable individuals, except that such access shall not be denied to the person who is the subject of that information (§ 2.2-3705.4(1) of the *Code of Virginia*)
- Data, records or information of a proprietary nature produced or collected by or for faculty or staff of the University in the conduct of or as a result of study or research on scientific, technical or scholarly issues, where such data, records or information has not been publicly released, published, copyrighted or patented (§ 2.2-3705.4(4) of the *Code of Virginia*)
- Individual health records (§ 2.2-3705.5(1) of the *Code of Virginia*)
- Working papers of the President of the University (§ 2.2-3705.7(2) of the *Code of Virginia*)

Reaffirmed by the Board 4.29.2016; 4.21.17; 4.27.18; 4.26.19; 5.21.20

Reaffirmed by the Board 4.29.2016; 4.21.17; 4.27.18; 4.26.19; 5.21.20



Welcome to Virginia State University

*"where all...may go and drink from the fountain of knowledge
until their ambition is satiated."*

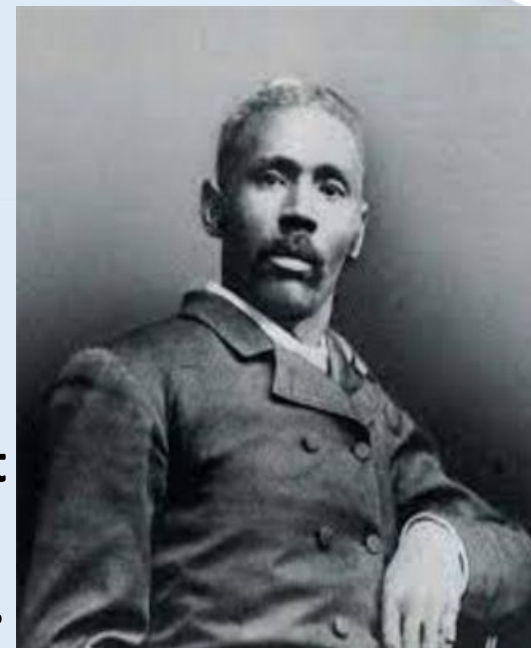
Alfred William Harris

**Board of Visitors
New Member Orientation
August 5, 2021**



OUR HISTORY

1882 - The General Assembly chartered Virginia Normal & Collegiate Institute as the result of the efforts and vision of Delegate Alfred W. Harris, representative of Dinwiddie County. Our Founder envisioned a school with strong black leadership that would give newly-freed slaves and their children the knowledge to become full participants in democracy.





OUR HISTORY

1883 – Virginia Normal & Collegiate Institute opened its doors after a 19-month delay

1902 – Name changed to Virginia Normal & Industrial Institute

1920 –Awarded the land-grant program, which was moved from Hampton Institute

1923 - College program restored and name changed to Virginia State College for Negroes

1979 –Name changed to Virginia State University



OUR MISSION

Virginia State University, a public, comprehensive 1890 Land Grant institution and historically black college/university, is committed to the preparation of a diverse population of men and women through the advancement of academic programs and services that integrate instruction, research, extension, and outreach. University endeavors to meet the educational needs of students, graduating lifelong learners who are well equipped to serve their communities as informed citizens, globally competitive leaders, and highly effective, ethical professionals.



VSU VALUES

STUDENT CENTERED

INTEGRITY

ENGAGEMENT

CUSTOMER SERVICE

EXCELLENCE

SCHOLARLY RESEARCH

GLOBAL

TEACHING

DIVERSITY



OUR CAMPUS

DIVISIONS

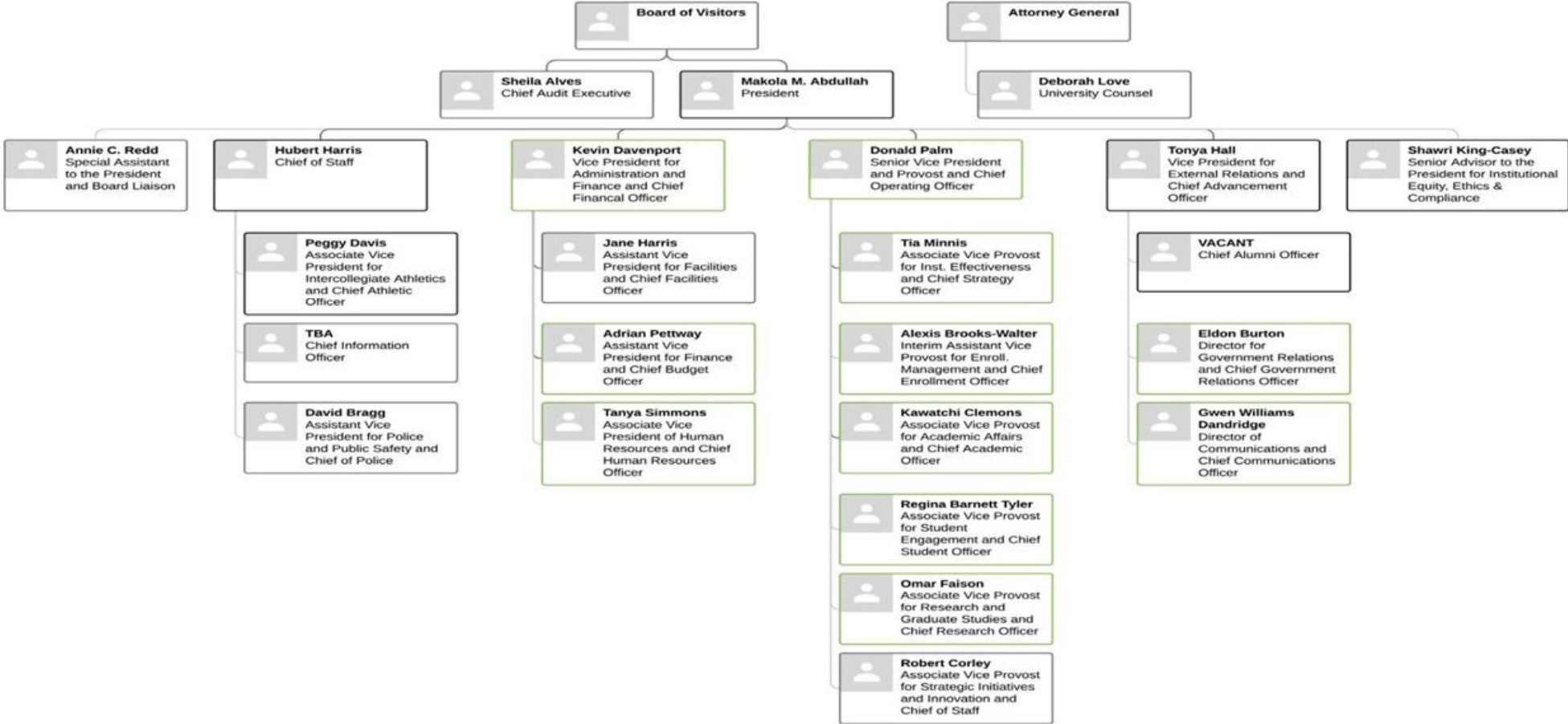
- **OFFICE OF THE PRESIDENT**
- **ACADEMIC & STUDENT AFFAIRS**
- **FINANCE & ADMINISTRATION**
- **INSTITUTIONAL ADVANCEMENT**

FACILITIES

- **8 ACADEMIC BUILDINGS**
- **11 RESIDENCE HALLS**
- **231 TOTAL CAMPUS ACREAGE**
- **412 ACRE AGRICULTURE RESEARCH FACILITY**

Vertical Org Chart (Name, Role, Email, Photo)

Makola Abdullah | August 2, 2021





Dr. Makola Abdullah,
President



Dr. Donald Palm,
Senior VP and Provost



Kevin Davenport,
VP, Finance



Hubert Harris,
VP of Administration



Regina Barnett-Tyler,
Associate Vice Provost
for Student Success



Tonya S. Hall,
Vice President for External Relations



Sheila Alves,
Chief Audit Executive



Tanya L. Simmons,
Associate Vice President for Human
Resources



Dr. Tia Minnis,
Associate Vice Provost/Executive Director,
Institutional Effectiveness



Dr. Alexis Walter Brooks,
Assistant Vice Provost for
Enrollment & Academic Success



Eldon Burton,
Director, Government Relations



Gwen Williams Dandridge,
Director of Communications



Dr. Annie C. Redd,
Special Assistant to the President
Board Liaison



Shawri King-Casey,
Senior Advisor to the President for
Institutional Equity, Ethics & Compliance



OFFICE OF THE PRESIDENT

- **BOARD OPERATIONS**
- **INSTITUTIONAL EQUITY, ETHICS, & COMPLIANCE**
- **INTERNAL AUDIT**
- **LEGAL COUNSEL**
- **STUDENT OMBUDSMAN**





ACADEMIC DEGREES & CERTIFICATION PROGRAMS

VSU OFFERS:

- **36** UNDERGRADUATE DEGREE PROGRAMS
- **17** GRADUATE DEGREE PROGRAMS
- **2** DOCTORAL DEGREE PROGRAMS
- **8** CERTIFICATE PROGRAMS





ACADEMIC COLLEGES

- **AGRICULTURE**
- **BUSINESS (REGINALD F. LEWIS COLLEGE)**
- **EDUCATION**
- **ENGINEERING AND TECHNOLOGY**
- **HUMANITIES & SOCIAL SCIENCES**
- **NATURAL AND HEALTH SCIENCES**

- **OTHER COLLEGE:**
 - **COLLEGE OF GRADUATE STUDIES**



ACCREDITATIONS

INSTITUTIONAL

SACSCOC - *Southern Association of Colleges and Schools Commission on Colleges*

COLLEGE & PROGRAM

- **AACSB** – *Collegiate Schools of Business*
- **ABET** – *Engineering & Technology*
- **ACEND** – *Nutrition and Dietetics*
- **ACPHA** – *Programs in Hospitality Administration*
- **ATMAE** - *Technology Management and Applied Engineering*
- **CAEP** - *Educator Preparation*
- **CSWE** - *Social Work Education*
- **NASAD** - *Schools of Art & Design*
- **NASM** - *Schools of Music*





-VSU SNAPSHOT-

2020-2021 TUITION & FEES

	Undergraduates		Graduates	
	Virginia	Non-Virginia	Virginia	Non-Virginia
Tuition & Fees	\$9,154	\$20,909	\$11,989	\$22,994
Room & Board	\$11,544	\$11,544	\$11,544	\$11,544
Total	\$20,698	\$32,453	\$23,533	\$34,538



-VSU SNAPSHOT-

FALL 2020 ENROLLMENT

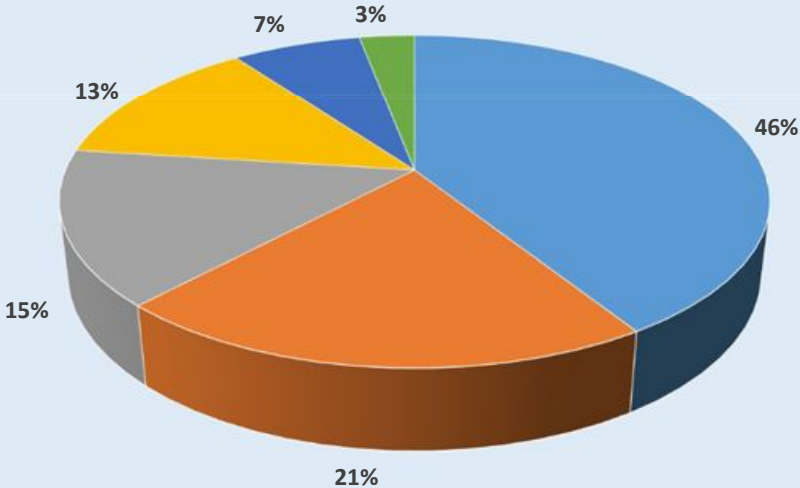
	Numbers	Percentage
Total Students	4,020	100%
Undergraduates	3,659	91%
Graduates	361	9%
Females	2,463	61%
Males	1,557	39%
Full-time	3,729	93%
Part-time	291	7%



BUDGET REVENUE OVERVIEW

FISCAL YEAR 2021-2022

REVENUE SOURCES



- Educational & General (E&G)
- Auxiliary Enterprises
- Sponsored Programs
- State Student Financial Assistance
- Cooperative Extension & Agr Research
- Local Funds



BUDGET OVERVIEW – REVENUE SOURCES FISCAL YEAR 2021-2022

Description	FY 2022*	%Change over FY21*
Educational & General (E&G)	\$ 86,310,639	22.0%
Auxiliary Enterprises (AE)	38,570,940	68.0%
Sponsored Programs	28,447,617	0.0%
State Student Financial Assistance	14,942,721	57.0%
Local Funds	4,969,635	97.0%
Cooperative Extension & Ag Research (CEARS)	14,025,378	27.0%
	\$187,266,930	20.0%

*Based on proposed budget approved by the Board, April 22, 2021. Details available in April 2021 Facilities, Finance & Audit Committee Diligent Board Book.



-VSU SNAPSHOT-

PHILANTHROPY

(Source: Office of Institutional Advancement)

- Fiscal Year 2021:
- Total Dollars \$3.7M (35% increase over FY 20)
- Total Donors 3,078 (20% increase over FY 20)
- Alumni/Alumni Assoc.: \$1.3M (13% +); 2,238 Donors (17% +)
- Faculty & Staff: \$160.9K (41% +); Donors 15% +
- Corp./Found./Organizations: \$1.7M (30% +); Donors 28% -
- Friends: \$569K (126% +); Donors 56% +
- Parents: \$37.5 (93% +); Donors 68% -





SWOT ANALYSIS 2020-2021

STRENGTHS

- Quality Programs
- Accreditation
- Low Faculty/Student Ratio
- Leadership
- Community
- Campus Grounds
- Fiscal Stability
- Strategic Plan
- Strong Alumni Base
- Technology

WEAKNESSES

- Succession Planning
- Enrollment & Student Retention
- Research Infrastructure
- Efficiency in Administrative Business Units
- Salary Equity
- Grant Stewardship
- Compliance & Information Silos
- Bureaucracy & Business Processes
- Staff & Faculty Development
- Technology



SWOT ANALYSIS 2020-2021

OPPORTUNITIES

- Increase in Community & Economic Development
- Diversity & Inclusion
- Human Capital Management
- Investment in Initiatives and Programs
- Fundraising
- Compliance
- Funding Formula Allocation
- Technology

THREATS

- COVID-19
- Mental Health
- Public Safety
- Enrollment
- Funding Formula Allocation
- Campus Climate
- Staffing Levels
- Cybersecurity
- Technology Governance



STRATEGIC PLAN 2020-2025

--Preeminence with a Purpose--

- **PRIORITY 1:** Increase Student Opportunity & Access to Higher Education
- **PRIORITY 2:** Sustain Academic Excellence
- **PRIORITY 3:** Provide a Transformative VSU Experience that Supports the Holistic Development of Students



STRATEGIC PLAN 2020-2025

--Preeminence with a Purpose--

- **PRIORITY 4:** Define the VSU Brand and Tell our Story
- **PRIORITY 5:** Increase and Diversify Financial Resources and Enhance Operational Effectiveness
- **PRIORITY 6:** Enhance the Land Grant Mission of the University



UNIVERSITY HIGHLIGHTS

- **2020 –**

VSU launched the John Mercer Langston Institute (JMLI) for African American Political Leadership...to develop, empower, and cultivate African American leadership in the Commonwealth of Virginia.

- **2020 –**

VSU received the largest single donor gift in the 138-year history of the University. Author and Philanthropist MacKenzie Scott gifted VSU \$30 Million.



UNIVERSITY HIGHLIGHTS

- **2021**

VSU established the Public Health Institute (VSUPHI) which will serve as a resource for marginalized communities and seeks to improve public health outcomes.

- **2021**

VSU implemented the Virginia College Affordability Network (VCAN)-- an initiative to provides access for an estimated 300 first-time college students who live near the VSU campus to attend the University tuition-free.



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2021-2022

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