President

The Board of Visitors (BOV) invites applications and nominations for the position of President of Norfolk State University (NSU). The Board seeks a dynamic, entrepreneurial, innovative and creative leader with strong academic, administrative, development and business acumen.

The Opportunity

Norfolk State University, a comprehensive university, is committed to transforming students’ lives through a high impact education and ensuring that students graduate with 21st century experience, knowledge, and skills. NSU seeks to galvanize the University and the community around its compelling vision for the future.

The opportunities for the University and its President abound. The University has begun implementing the next phase of its Strategic Plan with considerable opportunity to “move the needle” to greater success for faculty, staff, and students. The faculty and staff are unified in their commitment to student success and elevating the University’s profile within the region and the nation.

There is tremendous potential for garnering philanthropic support from the community and development of government and corporate partnerships. There are significant opportunities to increase public and private revenue streams. Doing so will provide additional student scholarships and resources to attract and retain top administrators, faculty, and students, as well as funding for programmatic initiatives.

The successful candidate will demonstrate considerable experience and skill as a strong leader and manager of people and programs. A track record of effective engagement with external constituencies—especially in terms of corporate partnerships, foundation support, individual philanthropy, and legislative/governmental relations—is highly desirable. The new President will work collaboratively with multiple internal and external constituencies in the leadership, management, and strategic progression of the University.

The Position

As chief executive officer, the President is responsible for all operations of the University, including overall leadership and management of the institution, the academic enterprise, and the acquisition and allocation of resources with a focus on private fundraising.

The next President must be a visionary leader and creative problem-solver when leveraging assets and strengths to take advantage of opportunities for improvement and growth, both international and domestic. The President will assess, evaluate, and transform University operations and practices to increase efficiencies, sustain shared resources, and excel in the increasingly competitive and evolving higher education landscape.
About Norfolk State University

Named the Norfolk Unit of Virginia Union University at its founding in 1935, NSU was the last historically black institution established in Virginia. By 1969, NSU began transforming into a vibrant, independent college, and in 1979 obtained university status. True to its mission, NSU remains a source of inspiration for those aspiring to fulfill their dreams of attaining a college education and earning a degree.

All NSU degree programs have been approved by the State Council of Higher Education for Virginia (SCHEV) and are published on SCHEV’s degree inventory website. The University has five academic colleges/schools and 49 degree programs that operate on one campus.

The University also offers online programs through NSU Online, an honors degree through the Robert C. Nusbaum Honors College, and certificate programs through the Virginia Beach Higher Education Center. The organizational structure for the University depicts the overarching leadership hierarchy illustrated in the institution’s organizational chart. The University offers undergraduate majors, minors and graduate programs that prepare students for success in careers or graduate school. NSU offers 31 undergraduate programs, 15 master’s degree programs and three doctoral degree programs.

NSU employs more than 360 full and part-time faculty members and more than 1050 full and part-time staff. The University’s total budget for the 2017-2018 academic year is $172.1 million.

**JUST THE FACTS**

- **Graduate Enrollment (2017):** 5,305 students, 12% graduate, 88% undergraduate
- **Graduation Rate:** 39%
- **Freshman Retention Rate:** 71%
- **Student-to-Faculty Ratio:** 20:1
- **Total Investment Portfolio:** $31,012,346
- **Contracts & Grants (2017-18):** $19.5 million

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**65.5%** Female

**34.5%** Male
Mission Statement

Norfolk State University, a comprehensive urban public institution, is committed to transforming students’ lives through exemplary teaching, research, and service. Offering a supportive academic and culturally diverse environment for all, the University empowers its students to turn their aspirations into reality and achieve their full potential as well rounded, resourceful citizens and leaders for the 21st century.

Vision Statement

Norfolk State University will be recognized nationally as a premier public institution with outstanding signature academic programs, innovative research, and community engagement opportunities.

Core Values

Norfolk State University’s strength lies in its core value system of academic excellence, student centered focus, diversity and inclusiveness, integrity and civility, engagement, pride and financial empowerment. They form the foundation for the University’s actions and reflect what is important to the members of the Norfolk State University community and the Hampton Roads region.

Strategic Plan

The 2019-2025 Norfolk State University Strategic Plan sets the stage for bold and focused action that will distinguish Norfolk State University as a leader and an institution renowned for its outstanding academic programs, innovative research, scholarship, and global outreach. The strategic plan is an essential element for enabling the University to adapt and take advantage of the opportunities presented by an expanding global marketplace for education, research, training, and economic development.

Guided by NSU’s mission, vision, and core values, the plan provides windows of opportunity and a commitment to positioning NSU as a leading institution with faculty and students who are fully engaged in the intellectual, cultural and community environment of NSU. When viewed in its totality, the 2019-2025 Strategic Plan is the road map for guiding NSU’s future and for utilizing its many strengths and assets to respond to and anticipate opportunities that are unfolding nationally and globally.
The Academic Division ... We See the Achiever in You!

The academic division is made up of two colleges, three professional schools, an off-campus center, and academic support programs. The colleges are the College of Liberal Arts and the College of Science, Engineering, and Technology. The schools are the School of Business, the School of Education, and the Ethelyn R. Strong School of Social Work. Thirty-one undergraduate degree programs, 15 master’s degree programs, and three doctoral degree programs are offered through these colleges and schools.

School of Graduate Studies and Research

The University’s graduate programs attract students and faculty from diverse national, racial and ethnic backgrounds. The School of Graduate Studies and Research administers the University’s graduate programs in the School of Education, College of Liberal Arts, School of Social Work, and College of Science, Engineering and Technology.

Norfolk State University has 18 degree programs leading to a Master of Arts, Master of Science or Doctor of Philosophy degree. The master’s programs can help students advance their careers in the fields of education through materials science. Through NSU’s Ph.D. programs, students become well-equipped in the areas of social work, clinical psychology, and materials science and engineering.

Virginia Beach Higher Education Center

The Norfolk State University Virginia Beach Higher Education Center and Continuing Education Department provide multi-educational services and opportunities for traditional and non-traditional students, as well as lifelong learners throughout the Greater Hampton Roads community and beyond.

Numerous credit and non-credit programs, classes, and services are provided for persons seeking a higher level of competence, leadership skills, personal enrichment, professional development, and career enhancement support.

Office of Extended Learning

The Office of Extended Learning (OEL) https://www.nsu.edu/oel works with all academic and administrative units leveraging existing expertise and resources of the University to offer coursework through distance education, continuing education and certificate programs. The OEL team works with faculty on the development of online and certificate programs, master course templates, and course content. They are members of the Unites States Distance Learning Association (USDLA) and provide robust faculty online certification, ensuring compliance and quality assurance are incorporated based on Quality Matters (QM) parameters. Additional support is provided with a suite of e-learning tools used by faculty and students. The Office of Extended Learning is also responsible for faculty training on e-learning tools and faculty development.
Accreditations and Affiliations

Norfolk State University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate, baccalaureate, master’s and doctoral degrees.

Norfolk State University is approved as an institutional participant in the National Council State Authorization Reciprocity Agreement (NC-SARA). SARA is an agreement among member states, districts and territories that establishes comparable national standards for interstate offering of postsecondary distance education courses and programs. SARA is overseen by a National Council and administered by four regional education compacts. For more information, visit NC-SARA.ORG.

NSU has received the Quality Standards Certification from the United States Distance Learning Association (USDLA). For more information, visit USDLA.ORG.

The University is committed to implementing the Quality Matters standards for the design of online and/or hybrid courses. For more information, visit WWW.QMPROGRAM.ORG.

The Student Success Center

The Dr. Patricia Lynch Stith Student Success Center is a dynamic resource that supports Norfolk State University’s mission of transforming lives and communities by empowering a culturally diverse student population. Primarily for freshmen and sophomores, the Center assists NSU students with building a foundation of knowledge and skills that enables them to plan for and pursue academic success.

The Center’s team of professional advisors and tutors partner with faculty and staff across campus to ensure student success through comprehensive advising, tutoring and mentoring programs that promote academic and social engagement, educational commitment, and self-efficacy.

Athletics

The University’s 15 sports teams compete in the NCAA Division I as members of the Mid-Eastern Athletic Conference. The teams include men’s and women’s basketball, cross country, tennis and track and field; women’s sports include bowling, softball, and volleyball; men’s-only sports include baseball and football. NSU student-athletes have a 63 percent graduation rate for the 2017-18 academic year.

The Spartan “Legion” Band

In the world of collegiate marching bands, the award-winning Norfolk State University Spartan “Legion” located in Norfolk, VA, has made a name for itself as one of the premier Marching Bands in the country. The "Legion" consists of 250 staff and student musicians, dancers, and flags from States nationwide, including, the Virgin Islands and the Bahamas. They have been consistently critically acclaimed and have drawn rave reviews nationwide in all media.
Campus Life

With more than 150 student organizations, NSU students can engage with others who share their same interests. The campus is home to honors societies, special interest clubs, fraternities and sororities, musical and performing groups, a student government association, ROTC and much more.

The campus has eight residence halls—Babette Smith North, Babette Smith South, Charles Smith, Lee Smith, Midrise, Rosa Alexander, Samuel Scott and Spartan Suites. On-campus housing is mandatory for all first-year students who attend NSU and live outside a 35-mile radius of the University. Each residence hall is staffed with a resident director, support of a graduate assistant, front desk assistants and a student resident assistant (RA) assigned to each floor.

Faculty

Norfolk State has more than 360 faculty members working to ensure that students receive quality teaching and support. Norfolk State faculty members are conducting cutting-edge research and leading classes in the emerging field of cyberpsychology and cybersociology as well as cybersecurity, lasers, nanotechnology and materials science.

Members of the academy have distinguished themselves among their peers and in their professions and have received regional, national and international recognition for their expertise as Virginia’s Outstanding Scientist, Outstanding Faculty (3 times in 4 years), Fulbright Scholars and SPIE Fellows.

University Facilities

The University works to provide top-notch academic facilities, recently completing an academic and student-centered quadrangle that includes the 154,000-square-foot G.W.C. Brown Memorial Hall Complex ● 140,000-square-foot Nursing and General Education Classroom Building ● 132,000-square-foot Lyman Beecher Brooks Library ● 84,500-square-foot Student Center and ● 56,000-square-foot Student Services Center. A 194,000-square-foot residence hall complex is under construction and will provide 740 beds when it’s fully complete in December 2019. Additionally, the University is seeking to build a new arts building and a new science building.

The Alumni Association

The Norfolk State University Alumni Association (NSUAA) is governed by a board of directors which consists of the president, first vice-president, second vice-president, recording secretary, corresponding secretary, financial secretary, treasurer, chaplain, immediate past president, and a designee from each chapter. In the past 46 years, the NSUAA has evolved into an accomplished and vibrant organization. Today, it has twenty-two chapters across the country and members around the world.
Points of Pride

• Selected lead institution in a $25 million cybersecurity education and workforce pipeline initiative by then-President Barack Obama via a visit by then-Vice President Joe Biden.
• Awarded $4.98 million for Center of Excellence in Cyber Security by Department of Defense.
• Online M.S. Cybersecurity named Top 50 of 2018’s Best Online Master’s in Cybersecurity by Cybersecuritymastersdegree.org.
• Highest number of students, 13, to hold cybersecurity internships at the Department of Defense and Department of Energy laboratories.
• Three Norfolk State University students were among the recipients of the Virginia’s first Cybersecurity Public Service Scholarship.
• Recognized Leader of K-12 Outreach through cybersecurity Summer camps since 2014.
• Designated a Center of Academic Excellence in Information Assurance Education (CAE/IAE) by the National Security Agency (NSA) and Department of Homeland Security (DHS) since 2009.
• Designated as a Military Friendly School.
• NSU Theatre Co. received two national awards from The Kennedy Center American College Theatre Festival.
• NSU Theatre Co. made back-to-back appearances at The National Black Theatre Festival and selected as the Best Fine Arts Program at the 2017 HBCU Awards in Washington D.C.
• The Creative Gaming and Simulation Lab brought home a silver award for Kwizopia, its Virginia Standards of Learning quiz game from the 2016 International Serious Play Awards.
• The Peace Corps has recognized Norfolk State University as a top producer of Peace Corps volunteers in its 2014 and 2015 rankings. NSU is listed as third among Historically Black Colleges and Universities for both years.
• The Howard Hughes Medical Institute awarded Norfolk State University a $1 million grant as part of its Inclusive Excellence initiative. NSU is one of 33 colleges and universities selected nationwide for the 2018 grant and the only HBCU.

About Norfolk

Norfolk is an independent city in the Commonwealth of Virginia. At the 2010 census, the population was 242,803; in 2015, the population was estimated to be 247,189, making it the second-most populous city in Virginia. Norfolk’s economy is driven by the military, commercial ports, tourism and the headquarters of major corporations.

As the city is bordered by multiple bodies of water, Norfolk has many miles of riverfront and bayfront property, including beaches on the Chesapeake Bay. It is linked to its neighbors by an extensive network of Interstate highways, bridges, tunnels, and three bridge-tunnel complexes, which are the only bridge-tunnels in the United States.

Norfolk is the cultural heart of the Hampton Roads region. In addition to its museums, Norfolk is the principal home for several major performing arts companies. Norfolk also plays host to numerous yearly festivals and parades, mostly at Town Point Park in downtown.
The Position

The President of the University is the chief executive officer and is appointed by and accountable to the Board of Visitors. The President is responsible for the leadership of the institution in compliance with University policies and consistent with all applicable federal, state and local laws. The President oversees the day-to-day administration of the institution while respecting the time-honored shared governance model of the University.

The University is poised to elevate its profile nationally and internationally. The President will work with the faculty, staff, students, alumni, and community members to identify, foster, and enhance the University. The President will work to promote the university’s brand making NSU a university of choice to students.

Among a wide range of delegated responsibilities from the Board of Visitors, the President’s duties encompass the following:

Leadership & Vision

- Articulate and execute visionary leadership to increase the stature and visibility of the University during the next five years regionally, nationally and internationally;
- Promote the implementation of the University’s strategic plan;
- Build a communications team capable of telling the true story of NSU and with strong relationships with local TV and print media outlets and expertise in leveraging social media;
- Collaborate with the Provost and faculty to foster excellence and innovation in teaching, scholarship and service, keeping the University at the forefront of higher education;
- Support the expansion of degree and certificate offerings at both the undergraduate and graduate level;
- Enhance the brand of the University, generating more local, regional and national publicity and marketing to create or raise awareness of NSU and its programs;
- Increase the endowment;
- Enhance student success through collaboration with other educational institutions;
- Build a team who will lead effective programs and processes to improve student success;
- Demonstrate the ability and interest in substantively connecting and engaging with the student body on a personal level;
- Create an environment that facilitates open dialogue with faculty, staff and students, fostering responsiveness to their needs and concerns;
- Actively increase the diversity of faculty and staff to reflect the student demographics;
- Act as the principal spokesperson for the University, promoting the unique cultural, educational and professional context of NSU to enhance its standing within the city, state and the nation;
- Develop and maintain collaborative relationships with local businesses and industry;
- Cultivate productive relationships with state, regional, and local public officials.
Management

- Strategically explore opportunities to advance the mission of the University;
- Build an effective leadership team that adheres to the mission of the University and fosters leadership development throughout the University;
- Plan and administer an effective institutional budget ensuring financial controls for proper fiscal management and accountability to the institution’s goals and targeted outcomes;
- Strengthen a commitment to the practice of transparency throughout the University;
- Practice shared governance through the development and implementation of policy and procedures;
- Stabilize enrollment and increase retention and graduation rates;
- Maintain communication with members of all the University’s constituencies including students, faculty, staff, alumni, donors, and other stakeholders and friends of the University.
- Demonstrate the ability to understand the diverse assets of the University to include its athletic, performing arts, academic and other programs

Resource Development

- Develop a fundraising engine capable of executing a national fundraising campaign;
- Lead efforts to strategically enhance and diversify funding sources that include innovative entrepreneurial ventures;
- Play a prominent role in fundraising and lead targeted campaigns to build relationships with and secure funding from alumni and friends, as well as public and private entities;
- Formulate a strategy to elicit support from business communities throughout the Hampton Roads area;
- Increase federal and state grant funding.

Qualifications and Preferred Characteristics/Traits

Norfolk State University’s next president should possess a distinguished record of leadership while also demonstrating a commitment to teaching/learning, scholarship and service. The successful candidate must embrace excellence and integrity and exhibit the leadership abilities required to achieve the University’s vision. Candidates should understand and be committed to the priority of student success, traditional academic values of shared governance, and the inextricable link between teaching and scholarship.

The President will ideally possess an earned terminal degree and have knowledge/experience in teaching and research, as well as current trends in education. It is preferred that the President have credentials to be appointed as a professor with tenure.

The next President of Norfolk State University will be a proven collaborative and entrepreneurial leader and a successful manager of people and programs. A track record of progressively responsible administrative leadership combined with a collegial and transparent leadership style is expected. Successful candidates will have experience leading diverse groups and programs in a comprehensive, urban public university or similar type institutions.
Additional Qualifications & Traits

• Versatile leadership style, capable of listening and knowing when to direct, delegate, coach or support;
• Must be politically savvy with the ability to build networks within the Commonwealth of Virginia and beyond;
• A proven track record of reform and success;
• Capable of attracting and developing talent and empowering those within the institution;
• Must possess sound judgment, a global perspective and sincere love and appreciation for the HBCU experience; know and understand NSU’s unique history;
• Personal commitment and passion for the traditional values of NSU and a passion for serving first generation, economically disadvantaged, minority students;
• Ability to inspire the University community;
• Skill, acumen, and courage to manage the complexity a comprehensive, urban public university and make decisions that move the institution forward;
• Successful relationship builder and fundraiser who can establish and develop professional relationships and networks that will benefit the university;
• Capacity to manage and foster change;
• Understanding and appreciation of the evolution of higher education regionally and globally, and the agility to respond to this dynamic environment;
• Bold leadership balanced by personal humility;
• A leader who is visible and approachable;
• Trustworthy and capable of setting the standard for excellence throughout the organization;
• A role model with integrity, honesty, resilience, and a strong work ethic to take NSU to the next level of excellence;
• Polished, professional demeanor that earns the respect of a wide range of constituents.

Salary

The salary is competitive and commensurate with qualifications and experience.

How to Apply

Applications and nominations are now being accepted. For best consideration, please submit application materials prior to November 10, 2018. Greenwood/Asher & Associates, Inc. is assisting Norfolk State University in this search. Initial screening of the applications and nominations will continue until an appointment is made. Individuals who wish to nominate a candidate should submit a letter of nomination including contact information for the nominee. Application materials should include a letter of interest that clearly states the applicant’s qualifications for the position, a current curriculum vita, and the name, address, telephone number and email address of three professional references. Submission of materials as PDF attachments is strongly encouraged.
Inquiries, nominations, and application materials should be directed to:

Jan Greenwood, Partner  
Email: jangreenwood@greenwoodsearch.com

Marion Frenche, Team Leader and Managing Consultant  
Diversity, Equity and Inclusion Practice Leader  
Email: marionfrenche@greenwoodsearch.com

Patricia Gibbs, Senior Executive Search Consultant  
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42 Business Centre Drive, Suite 206  
Miramar Beach, Florida 32550  
Phone: 850-650-2277 / Fax: 850-650-2272

For more information on Norfolk State University, please visit http://www.nsu.edu/

It is the policy of Norfolk State University to provide equal employment and educational opportunities for all persons regardless of race, color, religion, national origin, age, veteran status, gender, disability, political affiliation or sexual orientation. The University is cognizant of all statutes and regulations mandating requirements of equal opportunity and affirmative action and the University, its employees and agents adhere to practices and procedures to insure equal opportunity for all.