

BOARD OF VISITORS
Board of Visitors Retreat
March 7, 2024

MINUTES

Present– Board Members

Mr. Devon M. Henry, Rector
Bishop Kim W. Brown, Vice Rector
Mr. Dwayne B. Blake, Secretary
Mrs. Heidi Abbott
Dr. Katrina Chase
Mr. Conrad Hall
Mr. James Jamison
Dr. Harold Watkins, II
Mr. Gilbert Bland
Mr. T. Michael Andrews
The Honorable James W. Dyke, Jr.

Members Absent

Mr. Delbert Parks
Mr. BK Fulton

Participant – Program Speaker

Mr. Peter Blake, Former Director, State Council of Higher Education of Virginia

Virtual Participants – Program Speakers

Mr. Victor Hoskins, President and CEO, Fairfax County Economic Development Authority
Mr. David Hallock, President, Two Capitols Consulting
Mr. Peter Brailsford, Chief Executive Officer
Mr. Jeff Turner, Executive Vice President, Brailsford & Dunlavey

Participants/Panelists

Kentrell Kearney - Associate Athletics Director for Student Services
Paula Jackson - Associate Athletics Director for External Relations
Adlene Jideofor- Student, Business Major
Keshawn Lynch- Student, Information Technology Major
Rayquan Smith- Student, Sociology Major (Graduated)
Brooklyn Jacobs- Student, Drama & Theatre
Winston Williams- Student, Mass Communications
Nina Collymore- Student, Business Entrepreneurship
Te'Asia Steele- Student, Music Education

Participant – Counsel

Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President

Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness

Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs

Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration

Dr. Leonard E. Brown, Vice President, Student Affairs

Mr. Eric W. Claville, J.D., M.L.I.S., Executive Advisor to the President, Governmental Relations

Mr. Clifford Porter, Vice President, University Advancement

Dr. Tanya S. White, Chief of Staff

Dr. Dawn Hess, Chief Compliance Officer

Mrs. Drika Burgess, Chief Audit Executive

Ms. Melody Webb, Athletics Director

Mr. Christopher Gregory, OIT

Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist

Ms. Sher're Dozier, Clerk to the President for the Board of Visitors

Call to Order/Establish Quorum Mr. Devon Henry, Rector, called the Norfolk State University Board of Visitors Retreat to order at approximately 9:00 a.m.

Welcome – Rector Henry welcomed the Board of Visitors members, faculty and staff, and guest speaker, along with a review of the agenda. Rector Henry also highlighted the attendance of the evening's basketball game and acknowledged the men and women teams' success. The reason for the absence of two Board members, Mr. Delbert Parks, and Mr. BK Fulton was provided. Vice Rector Bishop Brown was also celebrated for his newly retirement.

Dr. Adams-Gaston referenced the agenda topics planned for discussion for the day, and the importance of those issues. The university being a mission focus institution was also highlighted. Dr. Adams-Gaston informed of the importance of students having a transformational educational experience. Integrating, processing and challenging knowledge was also discussed and how it is provided in a higher education environment. Artificial Intelligence was addressed, and the importance of not just Cybersecurity but Cyber Psychology. Norfolk State University is the first online Cyber Psychology Master's

Program in the nation. The team and administrative staff were recognized for preparing for the retreat. Dr. Adams-Gaston provided the introduction of the Program Speaker Mr. Peter Blake.

Part I-Boards in the 21st Century- Mr. Peter Blake discussed the ways to overcome challenges that HBCU's have faced 10 years ago. There were three topics of discussion which focused on the importance of having a prominent place in the future of Higher Education in Virginia.

Topics include:

- Being Aware of the Current and Future Trends
- Organize around your Priorities
- Incorporating Professional Board Attributes

Issues Present:

- Demographic change
- Value proposition of Higher Education
- Competition for students and faculty
- Resource Constraints

Mr. Blake discussed the importance of investing more in Higher Education. Enrollment and the need for new buildings was also highlighted. There is a challenge of having fewer students and the need for newer buildings. The need for new buildings provides responsiveness to the market of tomorrow. Challenges around resources and the system were also discussed. An example Mr. Blake provided as shocks to the system was Covid-19

Mr. Blake provided a question-and-answer session among the board members and himself.

Rector Henry commended the dialogue among board members and Mr. Blake, and the importance of advocacy.

Part II-University Growth and Development- Panel Discussion: Guided Facilitation- Dr. Gerald E. Hunter, Vice President of Finance and Administration/CFO, Mr. Victor Hoskins, President and CEO, Fairfax Country Economic Development Authority and Mr. David Hallock, President, Two Capitols Consulting.

Dr. Hunter expressed his gratitude for being a part of this segment of the retreat. Dr. Hunter informed that there will be a two-part session on the topic of University Growth and Development.

Dr. Adams-Gaston welcomed Mr. Hoskins and Mr. Hallock to Norfolk State University and expressed her gratitude for their feedback. Dr. Adams-Gaston also thanked Dr. Hunter for facilitating the conversations.

The following questions were presented:

- How do HBCU's play in the region in which they are located?
- How do we have a voice as a metropolitan HBCU?
- What is the impact of policy on Higher Education?

Dr. Adams-Gaston expressed her interest in this segment of discussion.

Both guests were introduced, and biographies were provided. Mr. Victor Hoskins, focused on the topic of business and partnerships with higher education. Mr. David Hallock, focused on the topic of intersection of higher education and public policy.

A panel discussion was held through a question-and-answer segment. Mr. Hoskins shared his experience as Deputy Mayor of Economic Development in 2011. Mr. Hoskins visited different Universities and constructed a team that consisted of students and professors. The initiative was a 5-year Economic Development strategy for the District of Columbia. Mr. Hoskins also highlighted that developing a strategy is important for an organization when trying to get to a new destination. Mr. Hoskins also provided ways a 21st century metropolitan, historically, black college and university can impact a region, in which they are located by:

- Develop Connections
- Provide experiences for students
- Employing students in completion of programs

Mr. Hallock shared his experience at the University of Virginia and discussed the importance of engagement. Mr. Hallock also informed of the connection between engagement and job opportunities for students when they graduate and building an opportunity for the workforce environment. The importance of summer internships was also discussed and building relationships for students and companies to hire graduates.

Part III- University Growth and Development- Panel: Guided Facilitation- Dr. Gerald E. Hunter, Vice President of Finance and Administration/CFO, Mr. Peter Brailsford, Chief Executive Officer and Mr. Jeff Turner, Executive Vice President of Brailsford & Dunlavey

Dr. Hunter provided an introduction and reviewed the biography of Mr. Peter Brailsford, and Mr. Jeff Turner.

Dr. Adams-Gaston welcomed and expressed gratitude to both panelists. Dr. Adams-Gaston also informed that Norfolk State University wants the students to have every opportunity to have the best learning experience, and to be competitive with other universities.

Mr. Peter Brailsford provided an oversight of recent trends in university development along with some of the challenges and opportunities across the country. Mr. Brailsford referenced the book, *Designing the New American University*.

Mr. Brailsford highlighted the importance of being focused on stakeholder responsibility as the guide towards decision making. The impact of student decision making regarding the school of choice was also discussed and campus success.

Mr. Jeff Turner provided his prior experience. Mr. Turner also highlighted the importance of partnership, regarding the impact it has on the outcome of an institution.

Dr. Hunter addressed three important items to remain competitive for students in priority:

- Dinning
- Housing
- Recreation

Competitiveness is essential when students are selecting their school of choice. Mr. Brailsford provided additional insight into private partnership. Mr. Turner informed that the world of dining changes every three years, which is a high priority. Mr. Turner also addressed that housing is important for student success, and recreation for fitness, wellness, and support for mental health.

Part IV- A Conversation on Name, Image, and Likeness- Ms. Melody Webb, Athletics Director, Facilitated the conversation. Mr. Ross Gordon provided an introduction for each panelist along with a brief biography. Each student shared their personal experience as members of NIL, through discussion and reflection. There was a question-and-answer session amongst the presenters and the Board of Visitors.

Part V- Student Roundtable-HBCU Challenge- Dr. Leonard E. Brown, Vice President, Student Affairs, facilitated the Student Roundtable. Dr. Brown informed of four ambassadors that would share of their engagement and ways they represent Norfolk State University.

Each student informed of the competition that they participated in, along with their personal experience. Dr. Brown highlighted the importance of student engagement and reflected on the roundtable participants' experience with their strength academically. There was a question-and-answer session amongst the presenters and the Board of Visitors.

Respectfully submitted,

Devon M. Henry, Rector
Board of Visitors

Sher're S. Dozier, Clerk to the
President for the Board of Visitors
for the Board of Visitors

