

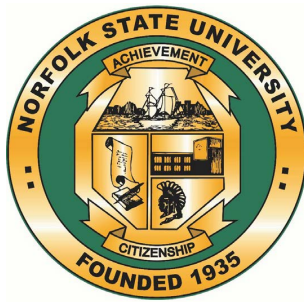
# Board of Visitors Meeting

Student Center Board Room, Suite 301

700 Park Avenue

Norfolk, VA, 23504

## October 24-25, 2024



## **Board of Visitors Meeting Book October 24-25, 2024**

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**AGENDA**

*Times are approximate*

**BOARD OF VISITORS MEETING**

**Thursday, October 24, 2024**

*Bishop Kim W. Brown, Rector*

*Staff: Sher're Dozier, Clerk to President for Board of Visitors*

Zoom Webinar Participation:

[https://nsuedu.zoom.us/webinar/register/WN\\_oBOdW6EARvezOiu8Bp78wA](https://nsuedu.zoom.us/webinar/register/WN_oBOdW6EARvezOiu8Bp78wA)

Campus Location:

Norfolk State University

700 Park Avenue, Norfolk, VA 23504

Student Center, Board Room, 3<sup>rd</sup> Fl., Suite 301

**DRAFT**

**Lunch Provided at 12:00 Noon**

1:00 p.m. **Call to Order/Establish Quorum** ..... Rector Kim W. Brown

1:05 p.m. **Approve Virtual Participation** ..... Rector Brown

1:10 p.m. **Opening Remarks** ..... Rector Brown

President Javaune Adams-Gaston

1:20 p.m. **Welcome and Introduction of New Board Member**..... Rector Brown

1:35 p.m. **Consent Agenda** – Recommend Approval of:  
–May 3, 2024, Board Meeting Minutes

1:40 p.m. **Reflection on Governance** ..... Rector Brown

1:50 p.m. **Governance Committee Update** ..... Ms. Abbott, Chair

2:10 p.m. **Audit, Risk and Compliance Committee Update**.....Dr. Watkins II, Chair

2:30 p.m. **Break**

2:40 p.m. **Strategic Finance Committee Update** ..... Mr. Jamison, Chair

3:00 p.m. **Academic and Student Affairs Committee Update** ..... Mr. Parks, Chair

3:20 p.m. **Public Comment**

3:30 p.m. **Adjournment**

4:00-6:00 p.m. **Private Event at the University House – no BOV Business Discussions**

All times are approximate and the Board reserves the right to adjust its schedule as necessary.



*Times are approximate*

**AGENDA**

**BOARD OF VISITORS MEETING**

**Friday, October 25, 2024**

*Bishop Kim W. Brown, Rector*

*Staff: Sher're Dozier, Clerk to President for Board of Visitors*

Zoom Webinar Participation

[https://nsu-edu.zoom.us/webinar/register/WN\\_oBOdW6EARvezOiu8Bp78wA](https://nsu-edu.zoom.us/webinar/register/WN_oBOdW6EARvezOiu8Bp78wA)

Campus Location:

Norfolk State University

700 Park Avenue, Norfolk, VA 23504

Student Center, Board Room, 3<sup>rd</sup> Fl., Suite 301

**DRAFT**

***Breakfast available 8:00 a.m.***

8:30 a.m. **Call to Order/Establish Quorum** .....Rector Brown

8:35 a.m. **Approve Virtual Participation** ..... Rector Brown

8:40 a.m. **Student Representative** .....Mr. Za'Chary R. Jackson

9:00 a.m. **Faculty Representative** ..... Dr. Robert K. Perkins

9:20 a.m. **President's Update/Presentation** ..... Dr. Adams-Gaston

9:50 a.m. **BREAK**

10:00 a.m. **CLOSED MEETING MOTION**

12:00 p.m. **OPEN MEETING**

– Closed Meeting Certification

– Actions/Motions

12:10 p.m. **NEW BUSINESS/OLD BUSINESS**

12:15 p.m. **PUBLIC COMMENT**

12:20 p.m. **ADJOURNMENT**

All times are approximate and the Board reserves the right to adjust its schedule as necessary.



**BOARD OF VISITORS  
FULL BOARD MEETING  
May 3, 2024  
MINUTES**

**1. Call to Order/Establish Quorum**

Mr. Devon Henry, Rector, called the Norfolk State University Board of Visitors meeting to order at approximately 8:48 a.m.

A quorum was established with a 12-0 Roll Call vote. A list of individuals who joined the meeting is provided below.

**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. Delbert Parks  
Mr. BK Fulton  
Mr. T. Michael Andrews  
The Honorable James W. Dyke, Jr.  
Mr. Gilbert Bland

**Student Representative to the Board**

Mr. Zay’Kori Jones, SGA

**Faculty Representative to the Board**

Dr. Robert K. Perkins, Faculty Representative

**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. Aurelia T. Williams, Senior Vice Provost, Office of the Provost  
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. Derika Burgess, Chief Audit Executive  
Chief Brian K. Covington, Norfolk State University Police Department  
Ms. Melody Webb, Athletics Director  
Mr. Kentrell L. Kearney, Director of Compliance  
Dr. Juan Alexander, Associate Vice President for Enrollment Management  
Dr. Charles H. Ford, Professor, History, and Director, Quality Enhancement Plan (QEP)  
Ms. Karla Amaya Gordon, Assistant VP of Finance and Administration/ University Controller  
Mr. Dennis Jones, Executive Budget Director  
Mr. Christopher Gregory, OIT  
Mr. Terry Woodhouse, Facilities, Interim Associate Vice President  
Dr. Andrew Carrington, Assistant Vice President Finance and Administration  
Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist  
Ms. Sher're Dozier, Clerk to the President for the Board of Visitors

## **2. Opening Remarks**

Rector Henry informed that he would defer his remarks until the end of the meeting and requested to proceed with the President's opening remarks.

## **3. President's Opening Remarks**

Dr. Adams-Gaston highlighted the May 4, 2024; commencement, with a graduating class of more than 400 students. Both Rector Henry and Mr. BK Fulton were acknowledged for the completion of their term as members of the Board of Visitors, with Norfolk State University. Dr. Adams-Gaston also expressed her gratitude to each member, for their commitment to the students and university.

## **4. Consent Agenda - Recommend Approval of March 8, 2024, Board Meeting Minutes**

**The Board unanimously approved with a 12-0 Roll Call Vote, the minutes for the March 8, 2024, Committee Meeting, motioned by The Honorable James W. Dyke, Jr. and seconded by Mr. BK Fulton.**

**5. Auditor of Public Accounts- Ms. LaToya D. Jordan, Deputy Auditor for Human Capital and Operations**

Dr. Hunter informed, at the recommendation of the Lead Accountant, for the Auditor of Public Accounts, to delay the exit meeting. The delay will promote time for finalizing the audit, which is expected by the end of the month. The deadline to post the audit findings, opinions, and public announcement is scheduled in June. The potential findings do not lead to material weakness. Rector Henry recommended in the conclusion of finalizing the report, to have an Executive Committee Meeting.

**6. Academic and Student Affairs Committee Update- Mr. Delbert Parks, Chair**

Mr. Parks expressed his gratitude to the members of the Academic and Student Affairs Committee for their contributions. A review of the previous meeting was provided. Mr. Parks highlighted that Dr. Brown informed the board of the work within the counseling center. About 50 percent of the sessions occurred after hours, for students. There was also an update provided regarding the SCHEV Grant. Dr. Brown informed of several grant opportunities through SCHEV, which will prepare for career readiness. There have been two grants received.

Mr. Parks provided an update on general enrollment that was received from Dr. Moses. There was a 10 percent increase in first-time freshman applicants. There has also been a 4 percent rise in the number of admitted first-time freshman applicants.

Mr. Parks provided an update regarding the transfer portal, which was received from Ms. Melody Webb. With a review of statistical numbers, Ms. Webb also provided further information on the yearly recruitment of new and current players. An overview of the Academic Progress Rate (APR) was provided by Mr. Kentrell L. Kearney, by highlighting the point system, eligibility, retention and its impact on the scores and program. Dr. Adams-Gaston provided insight on discussions that are being addressed regarding the effectiveness of the Academic Progress Rate, across the National Collegiate Athletic Association. Rector Henry extended assistants from the Board perspective to Ms. Melody Webb, with an opportunity to entertain conversation regarding policy or suggestions.

Dr. Adams-Gaston highlighted the importance of success of intrusive support. The faculty and administrators were acknowledged for providing the opportunity for students to obtain experience within the classroom and beyond. The programs offered at Norfolk State University provide a worldview through exposure, paid internships, and studying abroad. Dr. Fulton provided insight into some of the intense work that has been conducted at the university. General Education Curriculum Reform was discussed, with a proposal that is expected to be brought to the Board in the Fall. Dr. Fulton also informed that they are working directly with faculty and departments to incorporate internships and experiential learning.

## **7. Audit, Risk and Compliance Committee Update- Dr. Harold Watkins, Chair**

Ms. Burgess discussed the audit, which is being conducted on the sensitive system, and is required to be completed every three years. The audit is underway and should be finished within 30 days.

Dr. Hess informed of Artificial Intelligence, and the Governor's Executive Order 30, which deals with AI and Higher Education. The academic and operational side has been reviewed, and discussion has been held regarding the different programs and safeguards that are currently in place.

Dr. Watkins informed the committee of continuous work through gap closures, specifically environmental health, and safety, university wide.

**Dr. Watkins motioned to approve the internal audit charter of the Audit Risk and Compliance Committee for the year 2024-2025. Seconded by Mr. Blake and with a 12-0 Roll Call Vote the Board unanimously approved.**

## **8. Strategic Finance Update- Mr. Jay Jamison, Chair**

Dr. Hunter provided an update on the Revenue and Expense Budget Report and advised that we're still on course. Regarding historical underfunding, there is a need for dining, housing, and recreation. There is an improvement in the instructional facilities. The debt management compliance ratio projection for fiscal year 2024 was provided for review. The Norfolk State University Board of Visitors Resolution was provided for consideration to approve tuition and fees for fiscal year 2024-2025.

**Mr. Hall motioned to approve the recommendation for a 2.5% increase for tuition, and 3% for mandatory fees. Seconded by The Honorable James W. Dyke, Jr. and with a 12-0 Roll Call Vote the Board unanimously approved.**

**Mr. Parks motioned to approve the operating budget for next year. Seconded by Mrs. Abbott and with a 13-0 Roll Call Vote the Board unanimously approved.**

Mr. Eric Claville provided an update on the Legislative Affairs. Mr. Claville also reviewed the budget amendments.

Dr. Moses provided an update on the Division of Operation and Institutional Effectiveness. Dr. Moses informed of the process mapping exercise that is currently moving and approaching the conclusion of the process. There are two to three specific human resource systems that are expected to be implemented at some point in late fall, or early spring next year.

Mr. Porter provided the division of university advancement update and reviewed the campaign's public rollout timeline. The date for the public rollout is September 14, 2024. The campaign is in the public phase, currently reaching 86% of the goal.

**9. Student Representative Update- Mr. Zay’Kori Jones, SGA President**

Mr. Zay’Kori Jones expressed his gratitude to the Board of Visitors for the opportunity to serve as the SGA President. Mr. Jones also acknowledged Dr. Brown for being an advocate for the students. A recap of the semester was also provided, highlighting the events that took place at the university.

**10. Faculty Representative Update- Dr. Robert K. Perkins**

Dr. Robert K. Perkins informed the Board of the annual election results, which will now be held biannually. A review of the Faculty Senate’s accomplishments throughout the academic year was provided. Dr. Perkins discussed prior goals that have been obtained through the collaboration with the Vice Presidents. Dr. Perkins also reviewed additional accomplishments for the academic year. Rector Devon M. Henry and Mr. BK Fulton were both presented with a plaque from the Faculty Senate.

**11. Governance Committee Update- Mrs. Heidi Abbott, Chair**

Mrs. Heidi Abbott reviewed the vacancies for the Board of Visitors, which includes the below recommendation, for this year:

- Bishop Kim W. Brown- Rector.
- Mr. Dwayne B. Blake-Vice Rector.
- Dr. Katrina Chase- Secretary

Elections will be held next year in correspondence of due course with the bylaws.

**Mr. Parks motioned to approve the recommendations of the appointments of Bishop Kim W. Brown as Rector, Mr. Dwayne B. Blake as Vice Rector, and Dr. Katrina Chase as Secretary for this year. Seconded by Mr. Andrews and with a 13-0 Roll Call Vote the Board unanimously approved.**

Mrs. Abbott highlighted the Policies and Procedures that are required for review every three years, with a recommendation from the Governance Committee to discuss in the Fall.

**12. State of the University- Dr. Javaune Adams-Gaston, President**

Dr. Adams-Gaston acknowledged the Board of Visitors, executive cabinet, executive team, faculty, staff, and students. Dr. Adams-Gaston discussed the topic of “The Green and Gold Standard;” and ways to lead with gratitude and meet expectations. The graduating class of 2024 commencement will be held on Saturday, May 4<sup>th</sup> with Delegate Don L. Scott, Jr. as guest speaker. The topic of student success was also highlighted, with the accomplishment of meeting goals. The students have also been presented with opportunities to excel in and out of the classroom. Students have visited the White House and Capitol Hill. Through participation in world-class plays, breaking

track records and showcasing talents, the Norfolk State University brand is being spread worldwide. The Students Pathways and Academic Formation took 12 students to the 23<sup>rd</sup> Annual Thurgood Marshall College Fund Leadership Institute. The students interacted with Fortune 500 companies, government agencies, and graduate program representatives, with great outcomes. Some students had the opportunity to attend the Honda Campus All-Star Challenge.

Norfolk State University has 125 student-athletes that landed on the honor roll, with 8 student-athletes earning a 4.0 grade point average. The men's and women's basketball teams, and track and field were acknowledged for their accomplishments. The topic of faculty success was also discussed. Mr. Marty Miller was also highlighted for being inducted into the College Baseball Hall of Fame. Dr. Aurelia T. Williams was also highlighted as a recipient of the 2024 Distinguished Alumni Awards. Throughout the year, Norfolk State University hosted guest speakers which included Ndaba Mandela, David E. Talbert, and Kirk Franklin. Dr. Adams-Gaston thanked student affairs and academic affairs. The General Assembly and Legislative Success was acknowledged, and Dr. Adams-Gaston expressed her gratitude to Governor Glenn Youngkin and Secretary of Education Aimee Guidera for their support of Higher Education, and NSU Alumni who serve in the legislative and their commitment to Norfolk State University. Dr. Adams-Gaston also thanked the Executive Advisor to the President, of Governmental Relations, Mr. Eric Claville.

### 13. Action Items

There was none.

### 14. Motion-Closed Meeting-

Pursuant to §2.2-3711A. 1, 4, 7, 8, and 11 *Code of VA*

#### Closed Session:

**Secretary, Mr. Blake, read the following motion, seconded by Mr. BK Fulton, and with an 11-0 Roll Call Vote the Board unanimously approved.**

Mr. Rector, I move that we adjourn and reconvene in Closed Meeting pursuant to: Section 2.23711(A) 1, 4, 7, 8 and 11 of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

- (1) and (4): To discuss personnel matters, including more specifically, discussion of compensation of a high-level University employee as well as the contract and appointment, performance, promotion, compensation and goals for the high-level employee; and to discuss personnel matters regarding the evaluation of performance of specific university departments where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and discussion of assignment, appointment, promotion, performance evaluation, salaries, as well as the granting of tenure and/or promotion to certain university employees; and the protection of the privacy of individuals in personnel matters not related to public business; and to discuss the appointment of specific appointees to public bodies, namely NSU Higher Education Board and Officer appointments; and (11): For discussion or consideration of honorary degrees or

special awards; and (7) and (8): Consultation with legal counsel regarding specific matters requiring the provision of legal advice pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university, including more specifically for legal counsel to give a status update on pending and potential litigation of which the Board should be made aware; along with any necessary consultation with legal counsel regarding matters noted in this motion; And that any member of the NSU Board of Visitors be pennitted to attend virtually or by phone to participate in the Closed Meeting.

#### **15. Reconvene in Open Meeting- Rector Devon Henry**

Rector Henry read: Having reconvened in Open Meeting, we will now take a roll call vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed, or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place.

**Mr. Blake motioned approval of candidates for tenure and promotion. Seconded by Dr. Chase and with a 11-0 Roll Call Vote the Board unanimously approved.**

Candidates below are listed for tenure and promotion:

Dr. Kubilay Dagtoros, Tenure & Promotion to Associate Professor  
Dr. Mary Ann Hoppa, Promotion to Professor  
Dr. Krishnan Prabhakaran, Tenure and Promotion to Associate Professor  
Dr. Stephen Via, Tenure and Promotion to Associate Professor  
Dr. James Arland Curiel, Promotion to Professor  
Dr. Stephanie Richmond, Promotion to Professor  
Dr. Yuying Shen, Promotion to Professor  
Dr. Seungyeon Park, Tenure & Promotion to Associate Professor  
Dr. Insoo Chung, Tenure & Promotion to Associate Professor  
Dr. Dianne Davis-Wagner, Tenure & Promotion to Associate Professor  
Dr. Breshell Jackson-Nevels, Tenure & Promotion to Associate Professor  
Dr. Kirsten S. Ericksen, Promotion to Professor  
Dr. Val Jean Livingston, Tenure & Promotion to Associate Professor  
Dr. Liyun Wu, Promotion to Professor  
Dr. Tyson King-Meadows, Tenure  
Dr. Aixi Zhou, Tenure

**16. Old Business**

There was none.

**17. New Business**

Recommendation to Award Honorary Doctorate of Humane Letters Degree to Speaker Don L. Scott, Jr.

**Bishop Brown motioned to award an Honorary Doctorate of Humane Letters Degree to Speaker Don L. Scott, Jr., Seconded by Mr. Fulton and with an 11-0 Roll Call Vote the Board unanimously approved.**

**18. Public Comment**

There was none.

**19. Adjournment**

At 4:50 p.m.

Respectfully submitted,

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Mr. Dwayne Blake, Secretary Board  
of Visitor

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



**FY 2024 – 2025 BOARD RESOLUTION  
NORFOLK STATE UNIVERSITY BOARD OF VISITORS  
RESOLUTION TO APPROVE  
TUITION AND FEES FOR FISCAL YEAR 2024 – 2025**

**WHEREAS**, the Commonwealth of Virginia funding policies and economic forecasts for the foreseeable future as contained in the 2024 – 2025 Biennium Appropriation Act (Act), play a central role in establishing tuition and fee policy for higher education institutions; and

**WHEREAS**, each public institution must communicate its annual tuition and fee rates, as approved by its Board of Visitors to the State Council of Higher Education for Virginia (SCHEV), for further submission to the Chairs of the House Appropriations and Senate Finance Committees by August 1 of each fiscal year; and

**WHEREAS**, the Norfolk State University Board of Visitors is responsible for establishing tuition, mandatory fees, room and board, and other necessary charges imposed on students as provided in the Code of Virginia § [23.1-1012 \(B\)](#) or [23.1-307](#) and the Board of Visitors Bylaws at Section 2 (2); and

**WHEREAS**, the 2023 Virginia Acts of Assembly Chapter 697 contains that the Norfolk State University Board of Visitors and the Virginia State University Board of Visitors may charge reduced rate tuition to any non-Virginia student who has completed at least 30-credit hours of course work and who is enrolled in a program at the relevant institution that leads to employment in a high-demand field, as determined by the board of visitors of the relevant institution based on data compiled and provided by the Virginia Office of Education Economics; and

**WHEREAS**, the Board of Visitors has considered the proposed tuition, room, board, mandatory and miscellaneous fees as presented by the administration and identified in the attached Schedules:

- Schedule A: Proposed Full-year Tuition and Fees for Full-time Students (Residents).
- Schedule B: Proposed Full-year Tuition and Fees for Full-time Students (Nonresidents).
- Schedule C: Proposed Tuition for Part-time Students.
- Schedule D: Other Miscellaneous Fees.

**WHEREAS**, the rates set for tuition, room, board, mandatory and miscellaneous fees, together with administrative actions to control costs are intended to provide adequate coverage for basic instructional activities, related administrative support, other program and operating costs, and adequate debt service reserves for past and future construction projects utilizing bonded funds; and

**WHEREAS**, the Board of Visitors of Norfolk State University approves the tuition, room, board, mandatory and miscellaneous fees found in the above referenced and attached Schedules A, B, C, and D for 2024 – 2025 academic year; and

**WHEREAS**, the President shall monitor any subsequent actions of the General Assembly between now and the beginning of Fiscal Year 2024 – 2025 for legislative impact on the tuition and fee policy and related funding, and shall implement timely changes required by such legislation, and shall report such action to the Board of Visitors at its next regularly scheduled meeting; and

**WHEREAS**, in response to emerging needs and changing circumstances, the President is authorized to establish or amend miscellaneous fees appearing in Schedule D.

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and the University Counsel for legal sufficiency, and upon the recommendation of the Board's Finance and Administration Committee, the Norfolk State University Board of Visitors approves this resolution for the tuition and fees for academic year 2024 – 2025 as presented this 3rd day of May, 2024

**FY 2024 – 2025 BOARD RESOLUTION  
NORFOLK STATE UNIVERSITY BOARD OF VISITORS  
RESOLUTION TO APPROVE  
OPERATING BUDGET FOR FISCAL YEAR 2024 – 2025**

**WHEREAS**, the Norfolk State University Board of Visitors (“Board of Visitors”) at the May 3<sup>rd</sup>, 2024, meeting approved tuition and fee rates for Fiscal Year 2024 – 2025 within the limits set by the Commonwealth of Virginia as introduced by the Act; and

**WHEREAS**, the tuition and fee rates approved for Fiscal Year 2024 – 2025 as presented by the Administration are deemed reasonable and consistent with and

**WHEREAS**, the appropriations to the University, which authorize the state funding and spending authority for the University, but not including local University or NSU Foundation funding, are limited to the amounts and conditions in the Act; and

**WHEREAS**, the University has forecasted revenue collections from all sources for Fiscal Year 2024 – 2025, based upon conservatively anticipated enrollment levels; and

**WHEREAS**, the Board of Visitors approves the proposed University Operating Budget for 2024 – 2025 as presented and attached to this Resolution; and

**WHEREAS**, the Board of Visitors approves the Educational and General (E&G) Budget for 2024 – 2025 appearing on the attached E&G Schedule; and

**WHEREAS**, the Board of Visitors approves the budgeted amounts for the Auxiliary Enterprise programs for 2024 – 2025 appearing on the attached Auxiliary Enterprise Schedule; and

**WHEREAS**, the Board of Visitors approves the State Student Financial Assistance budget for 2024 – 2025, which equals the University’s appropriation and noted E&G revenue transfers as described in the University Operating Budget; and

**WHEREAS**, the Board of Visitors approves expenditures in support of Sponsored Programs that have been properly awarded to the University and up to the amounts for which cash will be made available during the course of Fiscal Year 2024 – 2025; and

**WHEREAS**, the Board of Visitors approves the projected budget for local University and NSU Foundation funding, as presented in the University Operating Budget.

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the Vice President of Finance and Administration, the University President, and by

University Counsel for legal sufficiency, and upon the recommendation of the Norfolk State University Board of Visitors' Finance and Administration Committee, the Norfolk State University Board of Visitors approves the 2024 – 2025 University Operating Budget in total as presented this May 3<sup>rd</sup>, 2024; and

**BE IT FURTHER RESOLVED**, that the Norfolk State University Board of Visitors authorizes the University President to allocate and cause to be expended tuition, room, board, mandatory and other fees collected beyond base projections, up to the amount appropriated and adjustments required and allowed by language in the Act, any additional General Fund Appropriation which may be incorporated in the Appropriation Act; and

**BE IT FURTHER RESOLVED**, that the Norfolk State University Board of Visitors authorizes the University President to reallocate and expend all unexpended Fiscal Year 2024 – 2025 Educational and General and Auxiliary Enterprise funding that may be reappropriated for use in Fiscal Year 2024 – 2025 and to expend local funds available to the University should the need arise.

**2024 Board Resolution  
Norfolk State University Board of Visitors  
Resolution to Award Honorary Doctorate of Humane Letters Degree  
Speaker Don L. Scott, Jr.**

**WHEREAS**, Norfolk State University seeks to honor exceptional individuals who have given a substantial part of their lives to serving others and who have distinguished themselves throughout their professional careers; and

**WHEREAS**, Speaker Don Scott was born and raised and well educated in the Greater Houston Texas area. He was one of six children, raised by a single mother. Even with few resources, he performed well in school and eventually enrolled in an aerodynamics magnet program at a Houston-area high school. Speaker Scott was accepted to and graduated from Texas A&M University.

**WHEREAS**, Speaker Don Scott was enrolled in the Navy's Officer Candidate School in Rhode Island. He proudly served his country as an officer in the United States Navy before earning his law degree from Louisiana State University.

**WHEREAS**, Speaker Don Scott in 2005, landed his big break in Portsmouth, Virginia with KRA Corporation, a workforce development company. Speaker Scott quickly climbed the ladder to the number three post in the company, attributing his meteoric rise to a love of helping others maximize their potential.

**WHEREAS**, In 2015, Speaker Scott started his own law practice before becoming a partner at Breit Biniazan P.C. He now serves his clients as a personal injury attorney and serves his community as an active member of several boards and commissions.

**WHEREAS**, Speaker Scott is a member of the Portsmouth Bar Association, the Old Dominion Bar Association, the Virginia State Bar Association, the Virginia Association of Criminal Defense Attorneys, and the Virginia Trial Lawyers Association, he is also the former Chair of the Portsmouth Economic Development Authority and former President of the Southeastern Employment and Training Association. His community involvement includes memberships in the Eureka Club and lifetime memberships in the NAACP, V.F.W., Post #993 and American Legion Post #190.

**WHEREAS**, Speaker Don Scott was the Democratic nominee in 2019 and won the general election for the Virginia House of Delegates District 80 on November 5, 2019, as the incumbent won re-election in the general election for the Virginia House of Delegates District 80 on November 2, 2021, and re-election in the general election for the Virginia House of Delegates District 80 on November 7, 2023.

**WHEREAS**, Speaker Don Scott, during his tenure in the Virginia General Assembly has served as the Virginia General Assembly House of Delegates Minority Leader and was assigned and has served on the

House Courts of Justice Committee, the House Finance Committee, the Labor and Commerce Committee, and the House Rules Committee.

**WHEREAS**, Speaker Don Scott, on January 10, 2024, was sworn in as the first Black Speaker of the Virginia House of Delegates in the four-hundred seventeen-year history of the Commonwealth of Virginia and having been unanimously elected to the position by House Democrats on November 11, 2023.

**WHEREAS**, Speaker Don Scott advocates for and champions the citizens of the Commonwealth of Virginia's needs, including focusing on excellence in education, a thriving economy, job growth, gun safety, and healthcare for all.

**THEREFORE, BE IT RESOLVED** that after due consideration, careful review, the University President, and the Board of Visitors hereby approves this resolution to award the Norfolk State University Honorary Doctorate of Humane Letters Degree to Speaker Don L. Scott Jr. which is to be presented on the 4<sup>th</sup> day of May, 2024 during the university's Commencement Exercises.

## NORFOLK STATE UNIVERSITY BOARD OF VISITORS ROLL CALL VOTE May 3, 2024

Item	Rector Henry	Mrs. Abbott	Mr. Blake	Mr. Bland	Mr. Andrews	Bishop Brown	Dr. Chase	Mr. Dyke	Mr. Fulton	Mr. Hall	Mr. Jamison	Mr. Parks	Dr. Watkins	Totals
Quorum established for start of Full Board Meeting	Yes	--	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	12-0
Approval of Electronic Participation	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Approval of March 8, 2024, Minutes	Yes	--	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	12-0
Approval of the internal audit charter of the Audit Risk and Compliance Committee for the year 2024-2025.	Yes	--	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	12-0
Approval recommendation of 2.5 % increase of Tuition, and 3% for mandatory fees	Yes	--	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	12-0
Approval of the Operating Budget for next year	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	13-0
Recommendation of Appointments of Bishop Kim Brown as Rector, Mr. Dwayne Blake as Vice Rector, and Dr. Katrina Chase as Secretary for this year.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	13-0

<b>Motion to go into Closed Meeting- Pursuant to §2.2-3711A. 1, 4, 7, 8, and 11 Code of VA</b>	Yes	Yes	Yes	--	Yes	Yes	Yes	Yes	Yes	Yes	Yes	--	Yes	11-0
<b>Motion for Open Meeting Approval of Candidates for Promotion and Tenure</b>	Yes	Yes	Yes	--	Yes	Yes	Yes	Yes	Yes	Yes	Yes	--	Yes	11-0
<b>Award Honorary Doctorate of Humane Letters Degree to Speaker Don L. Scott, Jr.</b>	Yes	Yes	Yes	--	Yes	Yes	Yes	Yes	Yes	Yes	Yes	--	Yes	11-0

-Mrs. Heidi Abbott (approximate arrival time 9:45 a.m.)

-Mr. Gilbert Bland (approximate departure time of 1:00 p.m.)

-Mr. Delbert Parks (approximate departure time of 1:00 p.m.)



# **Governance Committee**

**AGENDA**  
**BOARD OF VISITORS**  
**GOVERNANCE COMMITTEE MEETING**

*Tuesday, October 24, 2024 1:50 p.m.*

*Heidi Abbott, Chair*

**Campus Location:**

Norfolk State University  
Student Center, 3<sup>rd</sup> Floor  
700 Park Avenue, Norfolk, VA 23504

**Zoom Webinar Participation:**

[https://nsu.edu.zoom.us/webinar/register/WN\\_oBOdW6EARvezOiu8Bp78wA](https://nsu.edu.zoom.us/webinar/register/WN_oBOdW6EARvezOiu8Bp78wA)

- I.** Call to Order/Establish Quorum
- II.** Recommend Approval of Electronic Participation
- III.** Recommend Approval of the March 8th, 2024, Governance Committee Minutes
- IV.** Old Business
- V.** New Business
- VI.** Upcoming Board of Visitors SCHEV Training
- VII.** Board of Visitors Policies and Procedures Update
- VIII.** Other Discussion Items
- IX.** Adjournment

**Governance Committee**

Heidi Abbott, Chair

Delbert Parks

Dr. Katrina Chase

Mike Andrews

Gilbert Bland

*Staff: Eric Claville, Executive Advisor  
to the President for Governmental Relations*

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*The President participates in all Committee meetings.*

**BOARD OF VISITORS**  
**GOVERNANCE COMMITTEE MEETING**  
April 3, 2024  
**MINUTES**

**1. Call to Order**

The Governance Committee Meeting was called to order at approximately 10:54 a.m. A quorum was established with a 5-0 Roll Call Vote.

**Committee Members Present**

Ms. Heidi Abbott, Chair  
Mr. Mike Andrews  
Mr. Gilbert Bland  
Mr. Delbert Parks  
Dr. Katrina Chase

**Committee Members Virtual**

Mr. BK Fulton

**Other Board Members**

Mr. Conrad Hall

**Committee Members Absent**

Mr. Devon M. Henry, Rector

**NSU Administrators and Staff Present**

Dr. Javaune Adams-Gaston, President  
Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General  
Mr. Eric Claville, Executive Advisor to the President for Government Relations  
Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs  
Dr. Leonard Brown, Vice President for Student Affairs  
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness  
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration  
Dr. Marshall Thompson, Office of the Provost  
Mr. Clifford Porter, Vice President, University Advancement  
Ms. Melody Webb, Athletics Director  
Mr. Terry Woodhouse, Capital Planning  
Dr. Tanya White, Chief of Staff  
Mr. Rasool Shabazz, Office of Information Technology  
Mr. Ronald King, Office of Information Technology  
Ms. Sandra Monroe-Davis, Office of Information Technology  
Ms. Sher're Dozier, Clerk to the University President for the Board of Visitors

## **BOARD OF VISITORS**

Governance Committee Meeting

April 3, 2024

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### **2. Recommend Approval of Electronic Participation**

Mr. BK Fulton provided his reason for Electronic Participation. Mr. Andrews motioned, seconded by Dr. Chase, and with a 5-0 Roll Call vote, the Committee unanimously approved the virtual participation of Mr. BK Fulton.

### **3. Recommend Approval of the February 6, 2024, Governance Committee Minutes**

The Committee voted and unanimously approved with a 5-0 Roll Call Vote, the Minutes for the February 6, 2024, Committee Meeting motioned by Mr. Parks and seconded by Mr. Andrews.

### **4. Discussion Items**

#### **-Old Business:**

- Mrs. Abbott informed of the vacancy for the position of Rector, Vice Rector and Secretary positions which will be available at the end of June 30, 2024. Per the bylaws, elections are held in odd numbers.  
\*The recommendations below were presented:  
-Rector: Bishop Kim W. Brown  
-Vice Rector: Mr. Dwayne B. Blake  
-Secretary: Dr. Katrina Chase
- Mrs. Abbott advised that next year in accordance with the bylaws, a recommendation for a full slate of candidates and officers will be discussed.

The Committee voted and unanimously approved with a 5-0 Roll Call Vote, the recommendation for the Full Board to consider candidates, motioned by Mr. Andrews and seconded by Mr. Parks.

#### **-New Business:**

None

### **5. Board Policies and Procedures**

- Mrs. Abbott highlighted that policies are renewed every 3 years and are up for review.
- Mr. Eric Claville informed of the importance of policies, and the ways each address; how the Board and University govern themselves. Mr. Claville reviewed Norfolk State University BOV Policy page. Several policies were discussed and highlighted that they do not require change; but are eligible for renewal. Mr. Claville also addressed the Free Speech summit, which was held at UVA, by the Governor, amongst the Universities Presidents.

Mrs. Abbott recommended to the Board the renewal of the 2021 policies. Those policies do not have changes and are in current compliance with policy and procedures, an exclude the ones that are still

under review.

**BOARD OF VISITORS**

Governance Committee Meeting

April 3, 2024

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**6. Discussion and other Items**

Mrs. Abbott addressed the importance of an assessment of what is needed, due to two members coming off of the board, and advised the Matrix will be provided at the Full Board Meeting. Recommendations for persons to serve on the Board will need to be provided to Dr. Adams-Gaston, President.

**7. Adjournment**

There being no further business, Ms. Heidi Abbott adjourned the meeting at 11:22 a.m. With a motion to close, with a 5-0 Roll Call Vote. The Committee unanimously agreed.

Respectfully submitted,

---

Heidi Abbot, Chair Governance Committee

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

**BOARD OF VISITORS**

Governance Committee Meeting

April 3, 2024

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**NSU BOV GOVERNANCE COMMITTEE****ROLL CALL VOTE****April 3, 2024**

Item	Mrs. Heidi Abbot	Mr. BK Fulton Virtual	Mr. Delbert Parks	Dr. Katrina Chase	Mr. Mike Andrews	Mr. Gilbert Bland	Totals
Quorum	Yes	-	Yes	Yes	Yes	Yes	5-0
Recommend Approval of Electronic Participation	Yes	-	Yes	Yes	Yes	Yes	5-0
Approval of the Minutes	Yes	Yes	Yes	Yes	Yes	Yes	5-0
Recommendation for the Full Board to consider candidates, for Rector, Vice Rector, and Secretary.	Yes	Yes	Yes	Yes	Yes	Yes	5-0
Adjournment	Yes	Yes	Yes	Yes	Yes	Yes	5-0

# NSU B.O.V. GOVERNANCE COMMITTEE

October 1, 2024

# AGENDA

- ☐ Opening by Chair
- ☐ Approval of Electronic Participation
- ☐ Recommend Approval of March 8, 2024, Governance Committee Minutes
- ☐ Old Business
- ☐ New Business
- ☐ Upcoming Board of Visitors SCHEV Training
- ☐ Board Policies and Procedures
  - ☐ Update of Board of Visitors board policies and procedures
- ☐ Discussion of Other Items
- ☐ Adjournment



# QUESTIONS & DISCUSSION

# **Audit, Risk, and Compliance Committee**



**AGENDA**  
**BOARD OF VISITORS**  
**AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING**  
*Thursday, October 24, 2024*  
*Dr. Harold Watkins II, Chair*  
*2:10 p.m. to 2:30 p.m.*

Campus Location:

Norfolk State University, 700 Park Avenue, Norfolk, VA 23504  
Student Center Board Room, 3<sup>rd</sup> Floor, Suite 301

Zoom Webinar Participation:

[https://nsuedu.zoom.us/webinar/register/WN\\_oBOdW6EARvezOiu8Bp78wA](https://nsuedu.zoom.us/webinar/register/WN_oBOdW6EARvezOiu8Bp78wA)

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the April 3, 2024 Committee Minutes
- III. Discussion Items
  - a. University Compliance, Dr. Dawn M. Hess
    - i. Priority Areas 2024
    - ii. Policy Program
    - iii. Required Employee Training
    - iv. ADA Compliance Assessment
  - b. Internal Audit, Ms. Derika Burgess
    - i. Audit Plan
- IV. Public Comment
- V. Adjournment

**Audit, Risk and Compliance Committee**

*Dr. Harold Watkins, II, Chair*

The Honorable James W. Dyke, Jr.

Mr. Gilbert Bland

Mr. Dwayne B. Blake

Mr. Conrad Hall

Mr. Edward Sanders

*Staff:*

*Derika Burgess, Chief Audit Executive*

*Dr. Dawn M. Hess, Chief Compliance Officer*

-----  
*The President participates in all Committee meetings.*

\*All meetings of all committees are noticed for meeting at 8:30 a.m. on April 11, 2023. Committee Meetings will meet sequentially in the order listed. The meeting of each public body will begin 10 minutes following adjournment of the prior meeting. Thus, the specific times shown for the various meetings are approximate only, and meetings may start earlier than the listed approximate start time. In compliance with the Virginia Freedom of Information Act, please be advised that during the course of this meeting there will be no opportunity for public comment (except where indicated).

**BOARD OF VISITORS**  
**AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING MINUTES**  
April 3, 2024

**1. Call to Order/Establish Quorum**

Dr. Harold L. Watkins II, Chair, called the Audit, Risk and Compliance Committee meeting to order at approximately 11:33 a.m. A quorum was established with a 4-0 roll call.

Committee Members

Dr. Harold L. Watkins II, Chair  
Mr. Gilbert Bland  
Mr. BK Fulton  
Mr. Conrad Hall

Additional Board Members Present

Dr. Katrina L. Chase (Completed Quorum)

Committee Members Absent

Mr. Dwayne Blake  
The Honorable James W. Dyke, Jr.

Counsel Present

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

NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President  
Dr. Tanya S. White, Chief of Staff  
Mrs. Derika L. Burgess, Chief Audit Executive  
Dr. Dawn Hess, Chief Compliance Officer  
Dr. Leonard E. Brown Jr., Vice President for Student Affairs  
Dr. DoVeanna S. Fulton, Provost and Vice President for Academic Affairs  
Dr. Gerald Ellsworth Hunter, Vice President/Chief Financial Officer, Finance and Administration  
Dr. Justin L. Moses, Vice President for Operations and Institutional Effectiveness  
Mr. Clifford Porter, Vice President for University Advancement  
Ms. Melody Webb, Athletics Director  
Dr. Juan Alexander, Associate Vice President for Enrollment Management  
Karla J. Amaya Gordon, Assistant Vice President for Finance and Administration  
/University Controller  
CP Brian K. Covington, University Police and Parking Services

## **Board of Visitors**

Audit, Risk and Compliance Committee Meeting

April 3, 2024

Ms. S. Faye Monroe-Davis, Chief Information Officer

Mr. Ronald King, Chief Information Security Officer/Director, OIT Security

Dr. Marshall W. Thompson, Vice Provost for Academic Effectiveness

Mr. Terry G. Woodhouse, Interim Associate Vice President for Facilities Management

Mr. Rasool Shabazz, Office of Information Technology

Ms. She're S. Dozier, Clerk to the University President/Liaison to the Board of Visitors

Ms. Phillita Peoples, Audit and Compliance Administrative Assistant

### **2. Recommend Approval of Electronic Participation**

The Committee unanimously approved the electronic participation for Mr. BK Fulton with a 4-0 roll call vote. The motion was made by Dr. Katrina Chase and seconded by Mr. Gilbert Bland.

### **3. Approval of the Minutes**

Mr. Fulton motioned, Dr. Chase seconded, and the Committee unanimously approved the Audit, Risk, and Compliance Committee meeting minutes for February 6, 2024.

### **4. Discussion Items**

#### **Internal Audit**

The Chief Audit Executive presented a summary review of the Internal Audit Charter, updates on the audit plan, and audits in progress.

#### **Internal Audit Charter**

##### **Purpose**

- The Internal Audit Charter serves as the framework for the Internal Audit Department, its activities, and functions within the University.

##### **Role and Responsibility**

- The activities performed by Internal Audit assist the University in the assessment and improvement of internal controls and governance. This includes processes designed to evaluate the effectiveness and efficiency of operations, ability to execute on

## **Board of Visitors**

### **Audit, Risk and Compliance Committee Meeting**

April 3, 2024

strategic initiatives, reliability of financial reporting, and compliance with applicable laws and regulations.

#### **Reporting and Monitoring**

- Provide internal audit results that include recommendations for improvements, corrective actions taken or to be taken regarding specific findings.
- Follow-up on engagement findings and recommendations.

#### **Professionalism**

- Conform to Institute of Internal Auditors mandatory guidance.
- Adhere to University policies and procedures as well as Governmental Audit Standards.
- Follow Generally Accepted Accounting Principles.

#### **Authority**

- Unrestricted access and accountability for confidentiality and safeguarding records and information, to any and all of the University's records, physical properties, and personnel pertinent to carrying out any engagement, under review.

#### **Quality Assurance and Improvement**

- Develop and maintain a quality assurance and improvement program to evaluate conformance with the Standards and Code of Ethics mandated by IIA. The program is required to be conducted at least every five years by a qualified, independent assessor.

Mrs. Burgess requested the Internal Audit Charter to be approved for the year, albeit no revisions are recommended. The action item was motioned by Mr. Fulton and seconded by Dr. Chase. The recommendation for approval will be postponed to the next Board of Visitors meeting.

#### **Internal Audit Plan Status**

As Internal Audit engages with management to discuss the risks in their respective areas, the current Audit Plan was revised to address student concerns around campus safety and access by adding auditable areas such as a Residence Hall Visitor Policy Audit and Classroom/Laboratory Space Utilization audit. These areas directly impact student learning and satisfaction.

## **Board of Visitors**

### **Audit, Risk and Compliance Committee Meeting**

April 3, 2024

#### **Audits in Process**

- Information Technology compliance audits are being performed by Impact Makers. Currently there are three audits on sensitive systems that are on-going and encompass student data, financial data, and personal identifiable information.
- An initial assessment of campus visitors has revealed that there are requirements and policy for student visitation in residency halls, however, Residential Life & Housing management would like policy enforcement for all other visitor types. The goal of this assessment is to increase student satisfaction by enhancing student comfort and security.
- Another critical element of operations is centered around space utilization. Oftentimes space is at a premium especially with the increased demand for multipurpose areas. The performance goals for this assessment are to increase usage flexibility, enhance productivity of students, faculty, and staff, and create more efficient means of operations structured for comfort, safety, and efficiency.

#### **Research Administration Roadmap**

Internal Audit continues to review Administration of Research holistically. Corrective actions are identified by management and for the auditable areas:

- FY25 - Audit in Progress: Laboratory Space Utilization
- FY24 - Audit Report: Pre-Award Process Assessment
- FY23 - Audit Report: Export Control
- FY22 onward - Continuous Monitoring: Spend-down of Sponsored Funding

Internal Audit has partnered with the Office of Compliance to determine if the corrective actions identified by management are effective and enhance research operations.

#### **University Compliance**

Dr. Hess presented the Artificial Intelligence and the Governor's Executive Order 30, along with Mr. Ronald King, Chief Information Security Officer to discuss IT Security, and Dr. Marshall Thompson, Vice Provost for Academic Effectiveness overview on Education Standards. Dr. Hess also reviewed the ADA Compliance Assessment focusing on students, System Maturity: Policy and Training, and Updates on Prior Gap Closure Plans.

#### **Artificial Intelligence and the Governor's Executive Order 30**

- **AI Policy Standards**

This Governor's Executive Order 30 provides safety standards to ensure the responsible, ethical, and transparent use of AI technology by state government in order to protect the rights of Virginians, to provide best-in-class state government

## **Board of Visitors**

### **Audit, Risk and Compliance Committee Meeting**

April 3, 2024

services, and to ensure that our students are well prepared for this technology. The EO is sectioned by Policy and Security Standards (technological requirements for use) and Education Guidelines.

- **AI IT Standards**

- Security Standards for evaluating technology has remained fairly stable:
  - Cloud Oversight Process (COP)
  - Continue Vulnerability Scanning
  - Continue Penetration Testing
- Reviewing current NSU Acceptable Use policy
- Conducted Penetration Testing
- Updated password requirements and testing

- **AI Education Guidelines**

- The education guidelines established the principles for use of AI at all education institutions in Virginia. The idea is to prepare our students for the jobs of tomorrow without sacrificing learning opportunities today.
- Proposed University Syllabus Statement
  - Artificial intelligence (AI) can be an effective training tool to enhance and learning when used appropriately. AI can be used as an effective learning tool but should not replace students' original work, critical thinking, and creativity. AI platforms may be used as a learning tool with instructor awareness and is permissible within defined circumstances. AI needs to be used in moderation to enhance learning and not replace students' individual contributions. If you use AI tools, be sure to cite the contribution otherwise your actions would be considered academically dishonest and a violation of the NSU Honor Code.
- Potential concepts to be addressed in policy:
  - Identifying acceptable use of AI
  - Preventing and responding to unacceptable uses of AI
  - Structuring opportunities for exploration and collaboration

### **ADA Compliance Assessment: Student Focus**

- Data collection is complete
  - Preliminary compliance gaps have been identified:
    - Policy, procedures, and processes
      - Student Disability Services
      - Residential Life and Housing
  - Facilities and Parking
- Gap Closure Plan to be developed by May 2024



## Board of Visitors

### Audit, Risk and Compliance Committee Meeting

April 3, 2024

#### Updates on Prior Gap Closure Plans: Open and Closed

- Environmental, Health and Safety – **OPEN ISSUES**, consultant engaged
  - Spill Prevention Control and Countermeasures
  - Confined Space
  - Campus-wide inventories to be kept current for MSDS/chemical/hazardous material & equipment-**Partnering with Research**
- Researcher Laboratory Safety
  - Laser and radiation safety, documentation/training for those using hazardous materials/chemicals/equipment- **Interim Laser Safety Officer position filled**
  - Keep current inventories (with EHS) MSDS/chemical/hazardous material & researcher equipment. **OPEN - Partnering with EHS**

#### Noteworthy Projects

- Timely Awards Notification with the Office of Sponsored Programs: documenting process flow from notification of pending award through award startup meeting.
- Clery activities with University Police Department, Office of Information Technology, and Environmental, Health and Safety: continuing to update Clery report, Clery Security Authorities training, and Fire Safety report.

#### System Maturity: Policy and Training

##### Gaps in Elements

- **Priority 1: Training & Communication**
  - University Compliance will begin documenting all known employee required training to ensure the University is compliant with current regulations and faculty and staff are in the best position to support students and colleagues.
- **Priority 2: Policies**
  - DIn collaboration with the VP of Operations and Chief Strategist for Institutional Effectiveness, University Compliance will baseline our current policy management processes and provide support in researching potential policy management solutions. University Compliance will provide an updated University policy template and policy template guidance.
- **Priority 3: Compliance Assessments**

No new compliance assessments are planned for this year. Current Compliance Gap Closure Plans are being supported to completion.

## **Board of Visitors**

Audit, Risk and Compliance Committee Meeting

April 3, 2024

### **5. Closed Meeting – Pursuant to 2.2-371 LA. 1 and 4, Code of Virginia**

Mr. Conrad Hall read the following motion, seconded by Mr. BK Fulton, and with a 4-0 Roll Call Vote the Board unanimously approved.

Motion by Mr. Conrad Hall

Pursuant to Section 2.2-371 LA. 1 and 4 to discuss (1) personnel matters regarding the evaluation of performance of specific university departments where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and

(4) The protection of the privacy of individuals in personnel matters not related to public business; and

(7) and (8) Consultation with legal counsel and briefing by staff members or consultants regarding specific legal matters requiring the provision of legal advice, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university, and

**Further, that the following remain for or attend, when called, the Closed Meeting:**

the President

University Counsel

Chief Audit Executive

Provost and Vice President of Academic Affairs

Vice President for Finance and Administration

And that any member of the NSU Board of Visitors be permitted to attend virtually or by phone to listen in the Closed Meeting, but not participate or vote.

### **6. Reconvene Open Meeting**

Dr. Watkins II read the following motion, and with a 4-0 Roll Call Vote the Board unanimously approved.

Motion by Dr. Harold Watkins II

Having reconvened in open session, we will now take a roll call vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place.

**Board of Visitors**

Audit, Risk and Compliance Committee Meeting

April 3, 2024

**7. Adjournment**

There being no further business, Chairman Dr. Harold L. Watkins II adjourned the meeting at 11:00 p.m.

Respectfully submitted,

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Dr. Harold L. Watkins II, Chair  
Audit, Risk and Compliance Committee

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Ms. Phillita M. Peeples, Audit and  
Compliance Administrative Assistant

**NSU BOV AUDIT, RISK AND COMPLIANCE COMMITTEE**  
**ROLL CALL VOTE APRIL 3, 2024**

<b>Item</b>	<b>Dr. Harold Watkins, II  (Chair)</b>	<b>The Honorable James Dyke, Jr.  Absent</b>	<b>Mr. Gilbert Bland</b>	<b>Mr. BK Fulton</b>	<b>Mr. Dwayne Blake  Absent</b>	<b>Mr. Conrad Hall</b>	<b>Dr. Katrina Chase</b>	<b>Totals</b>
<b>Quorum</b>	Yes	A	Yes	Virtual	A	Yes	Yes	4-0
<b>Recommend Approval of Electronic Participation</b>	Yes	A	Yes	Virtual	A	Yes	Yes	4-0
<b>Approval of the Minutes</b>	Yes	A	Yes	Virtual	A	Yes	Yes	4-0
<b>Motion to go into Closed Meeting Pursuant to 2.2- 3711. A. 1, 4, 7 and 8 of the Code of Virginia</b>	Yes	A	Yes	Virtual	A	Yes	Yes	4-0
<b>Motion for Open Meeting</b>	Yes	A	Yes	Virtual	A	Yes	Yes	4-0
<b>Adjournment</b>	Yes	A	Yes	Virtual	A	Yes	Yes	4-0



**NORFOLK STATE**  
UNIVERSITY

# Audit, Risk and Compliance Committee Meeting

October 1, 2024

# Agenda

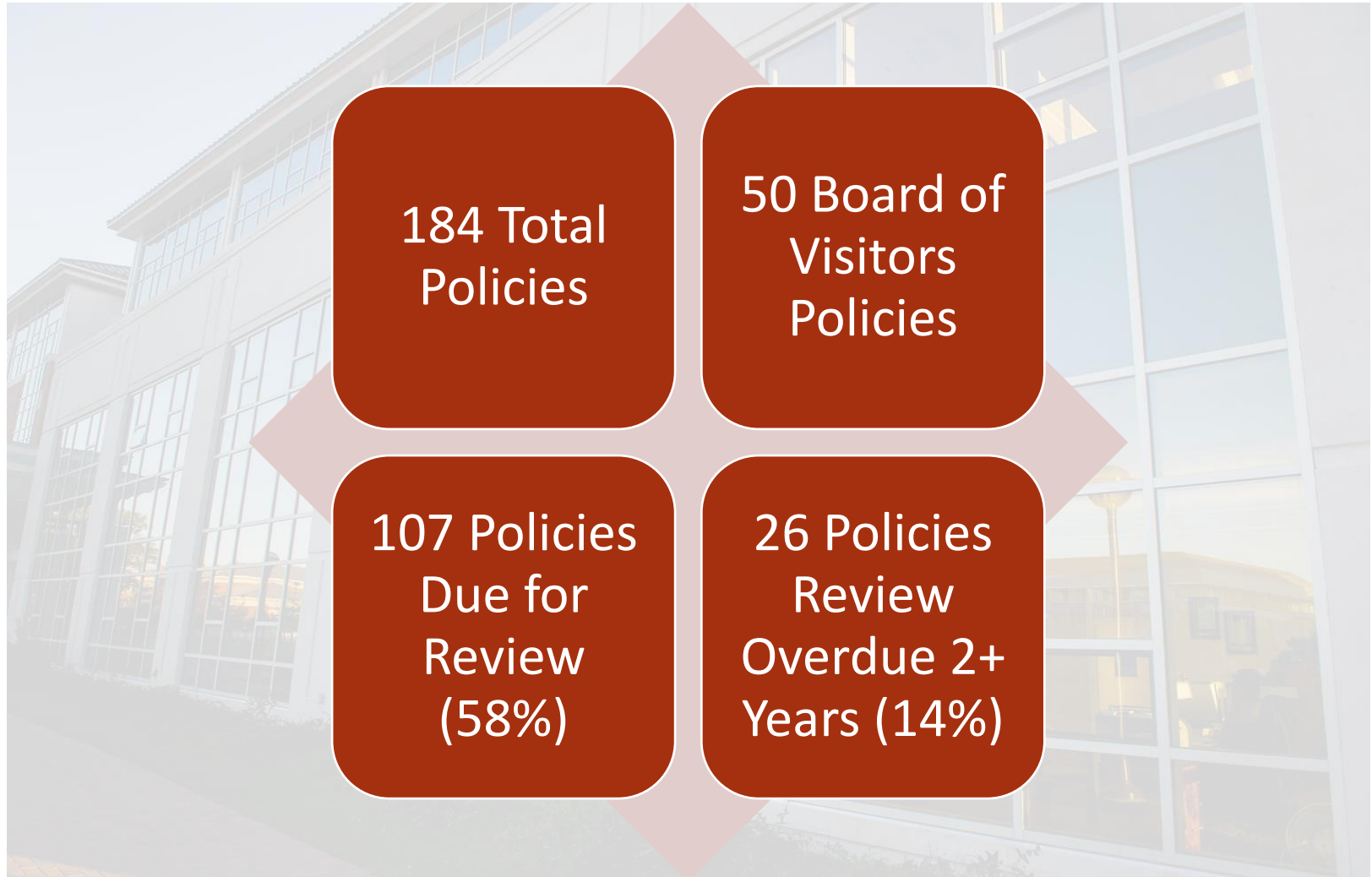
- I. University Compliance, Dr. Dawn M. Hess
  - A. Priority Areas 2024
  - B. Policy Program
  - C. Required Employee Training
  - D. ADA Compliance Assessment
- II. Internal Audit, Ms. Derika Burgess
  - A. Audit Plan
- III. Closed Session



# University Compliance Priority Areas 2024

POLICY MANAGEMENT	UNIVERSITY EMPLOYEE TRAINING	ASSESSMENTS	CONTINUING GAP CLOSURES
Policies are reviewed regularly to ensure compliance with regulatory changes.	An enterprise-wide compliance training program exists and is monitored by management and responsible officers.	All formal processes for compliance risk management have been implemented throughout the organization and are formally documented through a compliance risk register.	Mitigation plans are monitored by compliance owners and reviewed by an independent department (e.g. compliance or internal audit).
Monitoring of compliance with the policy review process is formal and documented.	The organization identifies persons needing training in key compliance areas and monitors their participation.	All compliance risks are assessed at least annually.	
Compliance with policies and the consequences of noncompliance are communicated regularly, at least annually.	Training metrics are collected and reported to executives and the Board at least annually.	The results of compliance risk assessments are reported at least annually to executive management and the Board.	
	The organization has developed a formal compliance communication plan that is documented and updated at least annually.		<b>IDEAL</b>

# Policy Program Update





# Policy Program Update



Major technological step forward by acquiring and implementing a SoftDocs, a policy management system.



Softdocs will be designed to merge our public facing library with tracking and editing occurring behind the scenes and will provide support for us to review and maintain our University policies.



Tracking data is stored securely and centrally allowing us to collaborate in real time with compliance partners.



A new policy format, new look and feel, is being developed for consistency and modernization.

# Required Employee Training

- On-going data collection
- Identified 55 compliance related trainings
- Managed by 10 different areas across the University



COMPLIANCE  
REQUIREMENT



NSU POLICY



REQUIRED  
FREQUENCY



AREA RESPONSIBLE



AUDIENCE



LENGTH AND MODE  
OF DELIVERY



RECORDS



## ADA COMPLIANCE ASSESSMENT: STUDENT FOCUSED

Gap Closure Plan being revised/updated:

- Organizational Structure
- Policies & Procedures
- Documentation and Record Retention
- Housing
- Animals in Housing

# Existing Gap Closure Plans Updates

## OPEN ISSUES

Laser and radiation safety, program development, documentation/training for those using hazardous materials/chemicals/equipment.

Vice Provost for Research and Innovation currently has an open full-time position for Research Operations Coordinator.

Campus-wide inventories to be kept current for MSDS/chemical/hazardous material & equipment.

Environmental, Health and Safety is currently drafting a policy and procedure, Hazardous Commodities Disclosure.





Thank You

Questions?

The background of the slide is a grayscale photograph of a white handheld calculator with a black display screen, resting on a stack of financial documents. A black pen with a silver clip is positioned behind the calculator. The documents contain various tables and text, including a table with columns of numbers and codes like 'CS00001', 'KMP00001', 'KMP00003', and 'KMP00002'.

# Internal Audit

2024-2025 Audit Plan

## NSU 2024-2025 Audit Plan

Audit Timeframe	Proposed Audit Area	Audit Description/ Preliminary Audit Scope	Reason for inclusion
Complete	Office of Sponsored Programs	Review compliance with deemed export control requirements	ITAR and EAR compliance not reviewed in the past
Complete	NSUPD	review tracking system for assigned property and evidence received and/or confiscated	has not been reviewed in the past
Complete	Human Resources	Review of processes used to perform Employee verification checks including employment authorizations, certifications and licenses	recent APA interpretations on standard; has not been audited before
Complete	Sponsored programs - Cash Drawdown process	Review of the drawdown process for compliance with the requirements of the OMB Uniform Guidance.	Impact on the university cash flow and timely recovery of expenses.
<b>Complete</b>	<b>Sensitive IT Systems</b>	<b>Review for compliance with VITA SEC 503.</b>	<b>VITA requirement to audit sensitive systems at minimum, once ever three years.</b>
In Process	Space Utilization	examine universities' efforts to monitor space allocations to departments, course scheduling practices, and the extent to which classroom and lab spaces are used	direct impact on ability to meet student needs, inform capitol planning processes and realize operational savings
Spring 2025-Derika	Minors on Campus	authorized adults and volunteer background checks; training programs; mandated reporting; medical treatment; HIPPA; policy/procedure orientation	
Summer 2025-Derika	Office of Sponsored Programs	Review of the process for identifying, assessing and addressing maintenance and non working research equipment	Research non compliance
Fall 2025-Derika	Student Accounts	credits, payments, refunds, fees and fines	has not been reviewed in 5+ years
TBD	Facilities and Maintenance	Review of Voyager Gas Card and Blue Card activity	not part of procurement, APA or ARMICS reviews
TBD	Threat Assessment Team	review of the process used to identify and mitigate perceived threats to the campus	has not been reviewed in the past
TBD	Provost	Review of the process for creating, disseminating and maintaining revised and new academic models and curriculums	initiative to create new and disruptive education models
Continous Monitoring	IT Security Audits	Review for compliance with VITA SEC 503.	VITA requirement to audit sensitive systems at minimum, once ever three years.
<b>Special projects</b>			
Complete	Accounts Payable	Consultation-Formal Memo	
Complete	Sponsored Research	Consultation-Formal Memo	
TBD	Vendor Usage		
TBD	Fixed Asset Management		
* Assuming 12 allegations per year and average of 20 hours per allegation.	State Fraud, Waste and Abuse Hotline Calls	Budgeted time for investigation of allegations	
Continous Monitoring	Management Requests and Emerging Risks	late student, faculty and staff Payments; Faculty Senate, Vendors-Leadership and Background Checks; Pay analysis, Campus Dining; Property and Evidence inspections; Mech room secured; Mech room housekeeping; emergency lighting;	
Continous Monitoring	Monitoring the Status of Management Action Plans	Budgeted time for following up on the status of outstanding action items.	

## **Internal Audit Plan**



# **Strategic Finance Committee**





## BOARD OF VISITORS

700 Park Ave., HBW Suite 520, Norfolk, Virginia 23504  
P: 757-823-8670 | F: 757-823-2342 | nsu.edu

### BOARD OF VISITORS STRATEGIC FINANCE COMMITTEE MEETING AGENDA

Jay Jamison, Chair

October 24, 2024

2:40 P.M.

#### Campus Location

Norfolk State University  
700 Park Avenue, Norfolk, VA 23504  
Student Center, Board Room, 3<sup>rd</sup> Fl., Suite 301

#### Zoom Webinar Participation:

[https://nsuedu.zoom.us/webinar/register/WN\\_oBOdW6EARvezOiu8Bp78wA](https://nsuedu.zoom.us/webinar/register/WN_oBOdW6EARvezOiu8Bp78wA)

- I. Call to Order/Establish Quorum II.**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the Committee Minutes IV. Discussion Items**
  - A. Auditor of Public Accounts FY2023 Audit Exit
  - B. Quarterly Financial Report (As of June 30, 2024)
  - C. Fall 2024 Revenue Forecast Update
  - D. Six-year Plan Update
    - 1. Resolution to Approve 2024 Six-year Plan
  - E. Facilities Management Update
  - F. Legislative Affairs Update
  - G. Human Resources Update
  - H. Information Technology Update
    - 1. University Information Security Policy Overview
  - A. University Advancement Update
    - 1. Naming Resolution

#### **Adjournment**

#### Strategic Finance Committee

Jay Jamison, *Chair*

Heidi Abbott

Edward Sanders

Conrad Hall

Dr. Katrina Chase

Dr. Harold L. Watkins, II

#### *Staff:*

*Dr. Gerald E. Hunter, Vice President for Finance and Administration & CFO*

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

*Clifford Porter, Vice President for University Advancement*

*The President participates in all Committee meetings.*

**All times are approximate and the Board reserves the right to adjust its schedule as necessary.**

**In compliance with the Virginia Freedom of Information Act, please be advised that during the course of this meeting there will be no opportunity for public comment.**

**BOARD OF VISITORS**

Strategic Finance Committee Meeting

April 3, 2024

Page 1

**BOARD OF VISITORS  
STRATEGIC FINANCE COMMITTEE MEETING MINUTES**

Wednesday, April 3, 2024

1:30 pm to 3:00 pm

**Campus Location:**

Norfolk State University, 700 Park Avenue, Norfolk, VA 23504

Student Center Board Room, 3<sup>rd</sup> Floor, Suite 301

**Committee Members Present:**

Mr. Jay Jamison, Chair

Bishop Kim Brown

Mr. Conrad Hall

Dr. Katrina Chase

Mrs. Heidi Abbot (Electronic)

Dr. Harold Watkins (Electronic)

**Committee Members Absent:**

None

**Other Board Members Present:**

None

**Student Representative to the Board Present:**

None

**Faculty Senate Representative to the Board Present:**

None

**Members of the NSU Staff Present:**

Dr. Javaune Adams-Gaston, President

Ms. Karla Amaya Gordon, Assistant Vice President, Finance and Administration/University Controller

Ms. Derika Burgess, Chief Audit Executive, Internal Audit

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

Dr. Andrew Carrington, Assistant Vice President, Finance and Administration

Mr. Eric Claville, Executive Advisor to the President (Interim), Governmental Relations

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

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

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

Mr. Dennis Jones, Executive Director, Planning and Budget

## BOARD OF VISITORS

### Strategic Finance Committee Meeting

April 3, 2024

Page 2

Ms. Michelle Moone, Interim Assistant Vice President, Human Resources

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

Mr. Clifford Porter, Vice President, University Advancement

Ms. Melody Webb, Athletic Director

Ms. Crystal Square-Williams, Director, University Events, University Advancement

Ms. Martha M. Wilson, Executive Assistant, Finance and Administration

Mr. Terry Woodhouse, Interim Associate Vice President, Facilities Management

#### 1. Call to Order/Establish Quorum

Mr. Jamison, Chair, called the Committee meeting to order at approximately 1:26 p.m. A quorum was established by a 5-0 Roll Call vote.

#### 2. Recommend Approval of Electronic Participations

**Motioned by Bishop Brown, seconded by Mr. Hall for a 4-0 Roll Call vote to approve electronic participation due to distance for Ms. Abbott and Dr. Watkins, II– Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**

#### 3. Approval of the Minutes

Mr. Jamison, asked the Strategic Finance Committee members to review corrections to the meeting minutes that did not show a motion to open the closed meeting with a roll call to vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his or her judgment had taken place. The motion was unanimously approved with a 6-0 roll call vote.

**Motioned by Bishop Brown, seconded by Mr. Hall, with a 4-0 Roll Call vote, the Committee approved the meeting minutes as corrected - Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia.**

#### 4. Discussion Items

##### • Revenue and Expense Budget Report

Dr. Gerald Ellsworth Hunter, vice president for finance and administration, presented the Revenue and Expense Budget Report as of March 15, 2024.

- Actual revenue totaled \$292,602,000 and Actual expenses totaled \$200,932,000 for a positive Fund balance of \$91,670,000 million through March 15, 2024.
- The FY 2024 year-end Fund Balance was projected to be approximately \$23,337,000.

## BOARD OF VISITORS

### Strategic Finance Committee Meeting

April 3, 2024

Page 3

- **Debt Management Compliance**

Ms. Karla Amaya Gordon, assistant vice president for finance and administration /university controller, presented the BOV Debt Management Policy Number 11:

- FY 2022 Debt Burden 1.52% Debt Service Coverage Ratio - 9.37
- FY 2023 Debt Burden 2.99% Debt Service Coverage Ratio - 7.76
- Target – less than or equal 7% Target – greater than 2 times the annual debt

- **Debt Management Compliance – Ratios Project FY 2024**

Ms. Karla Amaya Gordon also discussed the Debt Management Compliance – Ratios for FY 2024 based on increased annual Debt Service:

- Debt Burden 3.80% Debt Service Coverage Ratio – 5.92
- Target – less than or equal to 7% (Debt Burden); greater than 2 times the annual debt (Debt Service Coverage Ratio).

- **FY 2024-25 Operating Budget**

Dr. Hunter and Mr. Dennis Jones, executive director for planning and budget, presented a discussion of the budget assumptions, tuition & fees recommendation, tuition & fees resolution, operating budget recommendation, and operating budget resolution. After the detailed analysis, the BOV Strategic Finance Committee voted to cap the proposed tuition increase to 2.5% and defer action on tuition and fees, and the FY2025 Budget to the May 3, 2024, Board of Visitors meeting.

**Mr. Hall motioned, seconded by Bishop Brown with a 4-0 Roll Call vote the Norfolk State University Board of Visitors Strategic Finance Committee voted to cap the proposed increased to 2.5%. as permitted by §2.2-3711A.1,4,7 and 8 of the Code of Virginia.**

- **Facilities Management Update**

Mr. Terry Woodhouse, interim associate vice president, presented the Facilities Management Update:

- **Capital Projects** included a synopsis of the following **new** structures:
  - Construct Living Learning Center and Dining Facility, \$129,332,812
  - Construct Wellness, Health and Physical Education Center, \$146,813,967
  - Construct Lab School Academy, \$37,393,060
  - Construct New Dining Facility/Replace Scott Dozier, \$76,387,058
  - Construct Residential Housing Phase II, \$78,597,510
  - Improve Campus Infrastructure, \$14,064,327
- **Capital Projects in Progress**
  - Construct New Science Building, \$112 Million
  - Replace the Fine Arts Building, \$97 Million
  - Construct Physical Plant/Warehouse, \$30 Million
  - Park Place at NSU Renovation

## **BOARD OF VISITORS**

### **Strategic Finance Committee Meeting**

April 3, 2024

Page 4

- Replace Physical Plant Building
- President's Suite Renovation, Wilson Hall, 5<sup>th</sup> Floor
- Robinson Tech Classrooms Renovation
- Barrette Hall (North and South 11<sup>th</sup> Floor Roof Replacement
- McDemmond, 3<sup>rd</sup> Floor Quantum Lab

- **Legislative Affairs Update**

Mr. Eric Claville, executive advisor to the president for governmental relations, discussed the following Legislative Affairs Updates:

- HB1505 (Austin) Intercollegiate athletics; student-athletes; compensation for name, image, or likeness.
- HB48 (Helmer) Public institutions of higher education; admissions applications; legacy admissions and admissions based on donor status prohibited.
- HB566 (Askew): SCHEV; membership to include representative of a historically black college or university.
- SB506 (Surovell): Public institutions of higher education; governing boards; powers and duties; legal counsel; scope of employment.
- Budget Amendments:
  - HB30/SB30: SCHEV - Transfer Financial Aid to HBCUs
  - HB30/SB30: NSU Construct Fine Arts Building
  - HB30/SB30: Detailed Planning – Living Learning and Dining Center
  - HB30/SB30: NSU - Restore Chapter 1 Affordable Access
  - HB30/SB30- NSU - HAC Affordable Access, Retention and Degree Production
  - HB30/SB30- Unfunded Scholarships
  - HB30/SB30- Improve Campus Infrastructure
  - HB30/SB30- Senator Yvonne B. Miller Internship Program

- **Division of Operations Update**

Dr. Justin Moses, vice president for operations & institutional effectiveness, provided the Division of Operations Updates:

- **Human Resources**
  - Leadership Personnel Change
  - Doctums Process Mapping Exercise: March – April 2024
    - ✓ Recruitment
    - ✓ Onboarding/Offboarding
    - ✓ Promotion/Demotion
    - ✓ Salary Adjustment
    - ✓ Leave Approval
- **Information Technology/Information Security**
  - ✓ HRIS System – Process Mapping
  - ✓ Virtual Desktop Infrastructure Project
  - ✓ Cybersecurity Insurance

## BOARD OF VISITORS

### Strategic Finance Committee Meeting

April 3, 2024

Page 5

- **Institutional Effectiveness**

- ✓ Assistant/Associate Vice President for Institutional Effectiveness Update
- ✓ NSU Factbook Project

- **University Advancement Update**

Mr. Clifford Porter, vice president for university advancement, presented a detailed assessment of the following University Advancement accomplishments and goals:

**The Campaign for Norfolk State University - Now is Our Time**

- ✓ Public Phase Timeline
- ✓ Time to Launch
  - Battle of the Bay – NSU vs HU, Sept 14, 2024
  - NSU90 - Spartan Legion Halftime Show
  - Check Presentations
- ✓ Time to Give
- ✓ Time to Dance
  - Casino Night at Rivers Casino
- ✓ Time to Showcase Academic Programs
- ✓ Time to Celebrate
- ✓ Now is Our Time

**5. Closed Meeting**

Mr. Jamison, Chair, requested that the Strategic Finance Committee Meeting go into Closed Session at 2:45pm.

**Motioned by Bishop Brown, seconded by Mr. Hall with a 4-0 Roll Call vote, the Norfolk State University Board of Visitors Strategic Finance Committee moved to adjourn and reconvene in Closed Session as permitted by §2.2-3711A.1,4,7 and 8, Code of Virginia, for the purpose of discussion.**

**6. Open Meeting**

Mr. Jamison, Chair reconvened the open session and thanked everyone for their attendance and participation.

**The Norfolk State University Board of Visitors Strategic Finance Committee having reconvened in open session, took a Roll Call vote on certification that (i) only public business matters lawfully exempted from open meeting requirements, and (ii) only such public business matters as were identified in the motion by which the Strategic Finance Committee closed meeting was convened were heard, discussed or considered in the meeting by the Committee. Any member of the Committee who believed that there was a departure from the requirements as stated above was asked to so state prior to the**

**BOARD OF VISITORS**

Strategic Finance Committee Meeting

April 3, 2024

Page 6

**vote, indicating the substance of the departure that in his or her judgment has taken place as permitted by §2.2-3711A.1,4,7 and 8, Code of Virginia.**

Jamison, Jay .....yes  
Brown, Bishop Kim .....yes  
Hall, Conrad .....yes  
Chase, Katrina .....yes  
Abbott, Heidi .....yes  
Watkins, Dr. Harrold .....yes

**7. Adjournment**

There being no further business the Committee meeting adjourned at approximately 3:12 p.m.

Respectfully submitted,

---

Jay Jamison, Chair  
Strategic Finance Committee

---

Gerald Ellsworth Hunter, PhD, Committee  
Lead Vice President for Finance and  
Administration

---

Martha M. Wilson, Executive Assistant to the VP/  
CFO for Finance and Administration

**BOARD OF VISITORS**

Strategic Finance Committee Meeting

April 3, 2024

Page 7

<b>Item</b>	<b>Mr. Jay Jamison (Chair)</b>	<b>Bishop Kim Brown</b>	<b>Mr. Conrad Hall</b>	<b>Dr. Katrina Chase</b>	<b>Mrs. Heidi Abbott Virtual</b>	<b>Dr. Harold Watkins Virtual</b>	<b>Totals</b>
<b>Quorum</b>	Yes	Yes	Yes	Yes	Virtual	Virtual	4-0
<b>Recommend Approval of Electronic Participation</b>	Yes	Yes	Yes	Yes	Virtual	Virtual	4-0
<b>Approval of the Minutes</b>	Yes	Yes	Yes	Yes	Virtual	Virtual	4-0
<b>Add item voted on regarding Debt Services Ratio</b>	Yes	Yes	Yes	Yes	Virtual	Virtual	4-0
<b>Add item voted on regarding Postponing discussion for budget till May 3<sup>rd</sup> Full Board Meeting regarding tuition increase to increase by 2.5 %</b>	Yes	Yes	Yes	Yes	Virtual	Virtual	4-0
<b>Motion to go into Closed Meeting Pursuant to §2.2- 3711A.1, 4, 7 and 8, Code of Virginia</b>	Yes	Yes	Yes	Yes	Virtual	Virtual	4-0
<b>Motion for Open Meeting</b>	Yes	Yes	Yes	Yes	Virtual	Virtual	4-0



# **BOARD OF VISITORS (BOV)**

## **STRATEGIC FINANCE COMMITTEE MEETING**

**Tuesday, October 1, 2024**

**Jay Jamison, Chair**

**Heidi Abbott**

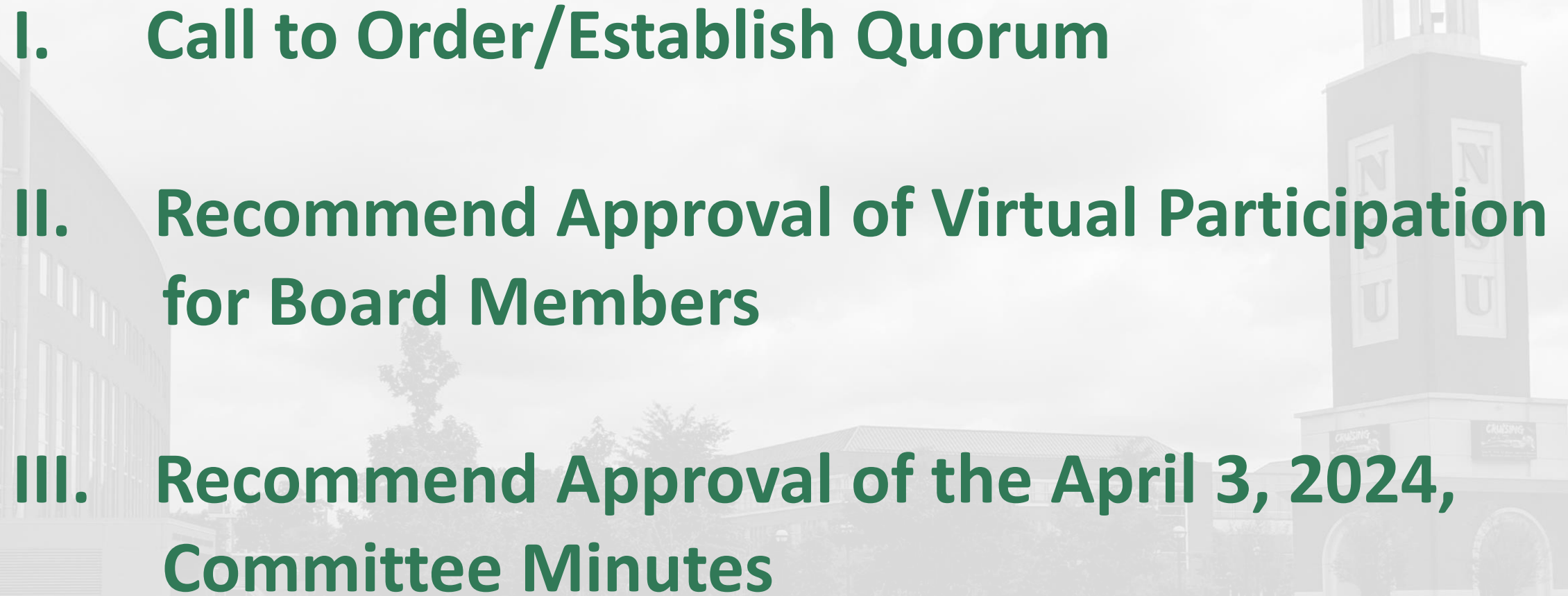
**Dwayne B. Blake**

**Dr. Katrina Chase**

**Conrad Hall**

**Edward Sanders**

**Dr. Harold L. Watkins, II**

- 
- I. Call to Order/Establish Quorum**
  - II. Recommend Approval of Virtual Participation for Board Members**
  - III. Recommend Approval of the April 3, 2024, Committee Minutes**



# DIVISION CAMPUS UPDATES

## Division of Finance and Administration

Gerald Ellsworth Hunter, PhD

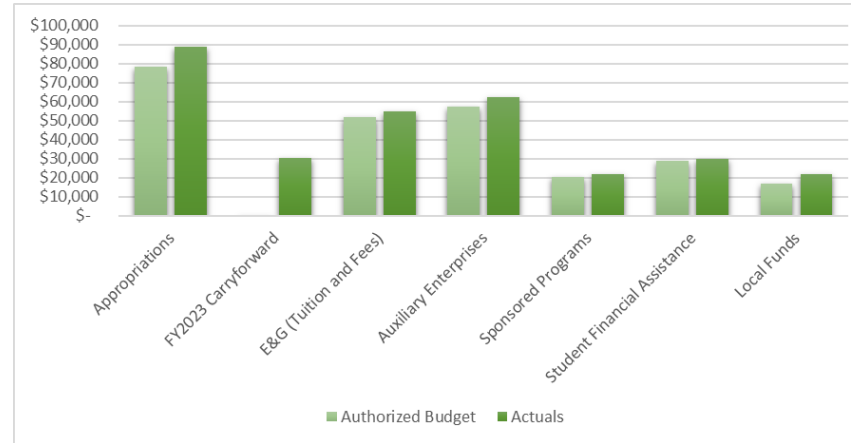
Vice President & Chief Financial Officer



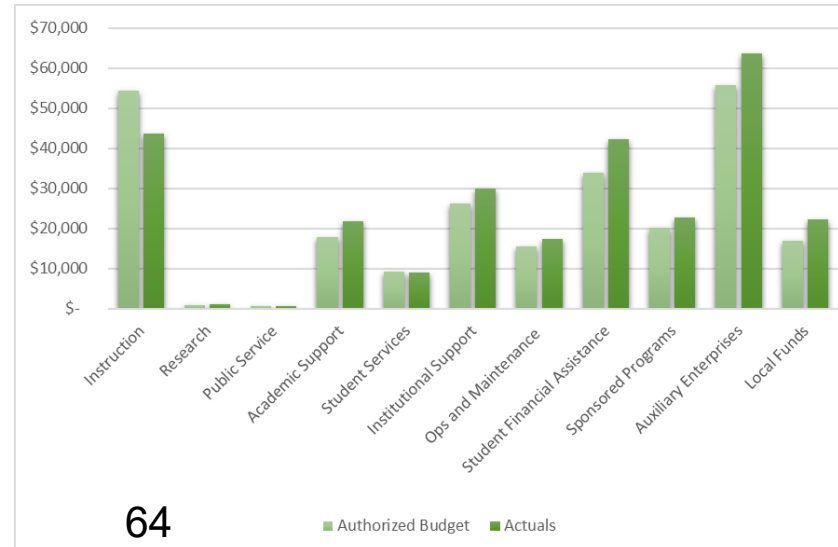
# FY 2024 - Condensed Summary of Revenues and Expenses Budget Report - All Funds

## (Cash Basis) As of June 30, 2024 (amounts in thousands)

<u>Revenues</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>
Appropriations	\$ 78,273	\$ 88,799	113%
FY2023 Carryforward	-	30,206	0%
E&G (Tuition and Fees)	51,933	55,026	106%
Auxiliary Enterprises	57,295	62,425	109%
Sponsored Programs	20,232	21,929	108%
Student Financial Assistance	28,826	30,076	104%
Local Funds	17,000	22,079	130%
<b>Total Revenues</b>	<b>\$ 253,559</b>	<b>\$ 310,540</b>	<b>122%</b>

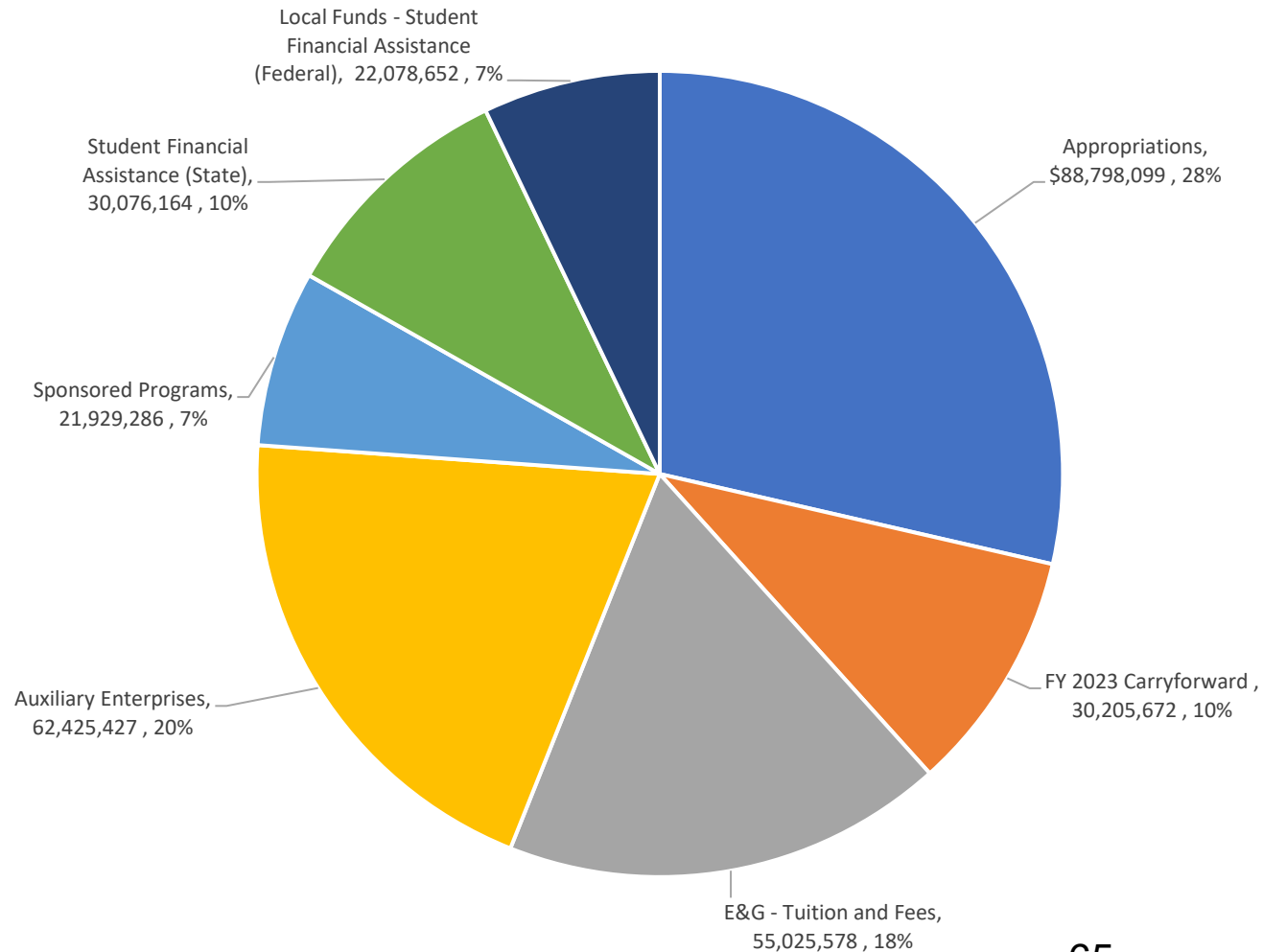


<u>Expenses</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>
Instruction	\$ 54,316	\$ 43,698	80%
Research	1,003	1,070	107%
Public Service	654	579	89%
Academic Support	17,974	21,738	121%
Student Services	9,201	8,954	97%
Institutional Support	26,274	30,022	114%
Ops and Maintenance	15,651	17,326	111%
Student Financial Assistance	33,959	42,322	125%
Sponsored Programs	20,232	22,691	112%
Auxiliary Enterprises	55,871	63,758	114%
Local Funds	17,000	22,230	131%
<b>Total Expenses</b>	<b>\$ 252,135</b>	<b>\$ 274,388</b>	<b>109%</b>
<b>Revenue Over Expenses</b>	<b>\$ 1,424</b>	<b>\$ 36,152</b>	



# SOURCE OF FUNDS

Actuals through June 30, 2024



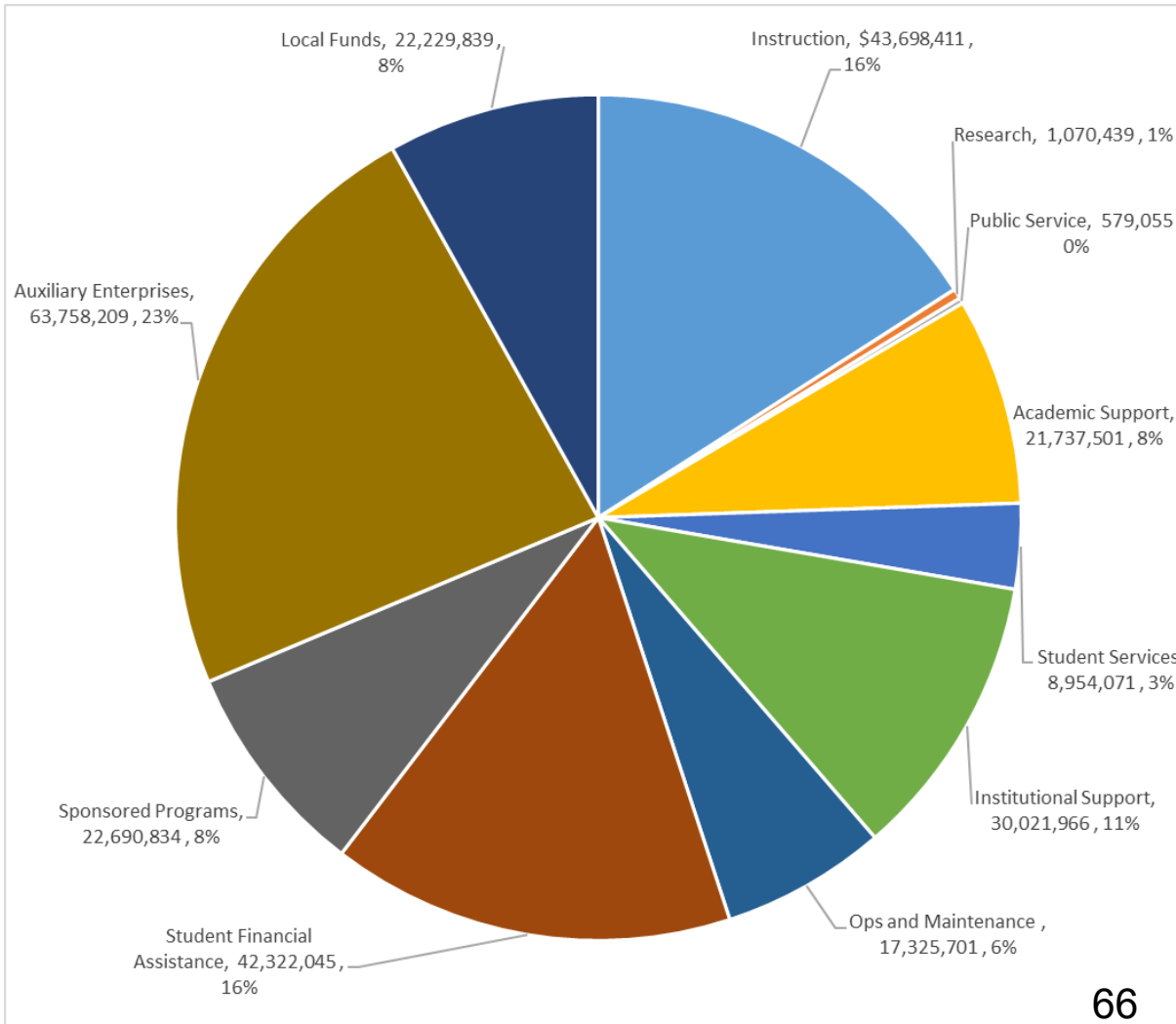
## Revenues

	<u>Actuals</u>
Appropriations	\$ 88,798,099
FY 2023 Carryforward	30,205,672
E&G - Tuition and Fees	55,025,578
Auxiliary Enterprises	62,425,427
Sponsored Programs	21,929,286
Student Financial Assistance (State)	30,076,164
Local Funds - Student Financial Assistance (Federal)	22,078,652
<b>Total Revenues</b>	<b><u>\$ 310,538,878</u></b>



# USES OF FUNDS

Actuals as of June 30, 2024



## Expenses

Instruction	
Research	
Public Service	
Academic Support	
Student Services	
Institutional Support	
Ops and Maintenance	
Student Financial Assistance	
Sponsored Programs	
Auxiliary Enterprises	
Local Funds	
<b>Total Expenses</b>	

## Actuals

\$	43,698,411
	1,070,439
	579,055
	21,737,501
	8,954,071
	30,021,966
	17,325,701
	42,322,045
	22,690,834
	63,758,209
	22,229,839
<b>\$</b>	<b>274,388,071</b>

# Fall 2024 Tuition & Fee Revenue Update

## **Based on Fall 24 Headcount Enrollment (6,053):**

- Projected Tuition Revenue (\$28.8M) exceeded Budgeted Revenue (\$27.9M) by approximately \$941K;
- Projected Mandatory Fee Revenue (\$11.1M) exceeded Budgeted Revenue (\$10.7M) by approximately \$380K;
- Capital Outlay Fee Revenue (\$580K) exceeded Budgeted Revenue (\$221K) by approximately \$358K;
- Auxiliary Enterprise (A/E) Revenues are projected to be slightly above Revenue Budget based on the increase in Full-Time Student Headcount enrollment and Maximum capacity of students participating in Campus Housing & Dining; and,
- Net Projected Balance is \$1.7M.

# 2025 OPERATING BUDGET REQUEST

				Request Amount	
Priority	Request	Description	Area To Be Affected	FY25	FY26
1	IT Infrastructure and Innovation	NSU is at the point where, because of technological changes and for operational efficiency, a new ERP system is required. Working with the College of William and Mary and other state public institutions, NSU is working through the process of evaluating and identifying a new operating system for the campus. (Total projected implementation cost.) <b>TOTAL COST OF PURCHASE AND IMPLEMENTATION.</b>	General Operations Support	\$0	\$3,269,093
2	IT Infrastructure and Innovation	NSU is working to both improve its computing infrastructure and to be in a position that allows for better connectivity with the wider world. The University's expanding online education presence has added extra pressures to the campus' technology and as efforts in the online arena increase, there are upgrades needed to the campus' IT capability.	Education Innovation / Online Learning	\$4,500,000	\$6,500,000
3	Virginia Military Survivors and Dependents	State support is requested for the Commonwealth's Virginia Military Survivors' and Dependents' Education Program (VMSDEP).	Student Success	\$0	\$4,553,085
4	Compensation (Living Wage)	Campus-wide effort to bring the lowest paid employees up to a wage that provides a competitive salary offered by business entities throughout the Hampton Roads region. This initiative is critical to the Success of NSU!	General Operations Support	\$5,000,000	\$3,129,000
5	Develop comprehensive preparation programs for first generation and Pell eligible students. Streamline work-based learning with experiential learning opportunities	Expand work based experiences on campus and in the local community for all students so that they are developing skills in jobs that have the flexibility to allow them to succeed in the classroom. Expand the successful SP3 program and develop a follow-up program for students that completed the 1st year SP3 program.	Career Readiness & Placement	\$1,350,000	\$0
6	Math Center	NSU is developing a math facility that will help to address students arriving to campus with deficiencies in math and those needing assistance in specific courses. These student will be assisted with professional math tutors and pedagogy innovations to improve their preparedness for the courses in which they are enrolled.	Student Success	\$500,000	\$0
7	Computer Science Curriculum Development	The development and implementation of computer science curriculums that will lead to well paid careers for NSU students.	Curriculum	\$100,000	\$1,000,000
8	Research and Innovation Infrastructure	Establishing the appropriate research and innovation structure will aid the University in securing additional research awards and the development of technologies with private sector partners.	Economic Development	\$0	\$900,000
9	Unfunded Scholarship	NSU realizes that merit scholars are an asset to the University's student body. These are highly sought after students, who are generally provided scholarships based on their merit. NSU has limited resources to provide merit scholarships but is seeking permission to use unfunded scholarships for merit students.	Cost efficiency	\$0	\$0
10	Continue to invest in the mental health, wellness, medical, and other supporting resources	Students attending NSU need a full compliment of mental health and wellness services available to them.	Student Success	\$354,000	\$0
11	Spartan Innovation Academy	Infrastructure to provide appropriate management and oversight of the <b>SIA</b> is necessary for both operational and programmatic success. Additionally, staff is needed to promote full integration of devices in the classroom setting, as appropriate, for students, and faculty.	Education Innovation / Online Learning	\$625,000	\$0
12	Compensation (Market/Competitive)	A major infusion is needed to bring the NSU employee compensation to the statewide averages. Increased compensation will make NSU a more attractive employer in the Hampton Roads region and will improve cost efficiency by reducing employee turnover. This request includes \$1 million towards Campus Safety Initiatives.		\$6,000,000	\$6,000,000
				\$18,429,000	\$25,351,178



# 2025 CAPITAL PROJECTS REQUEST

AGENCY RANKING	REQUEST TITLE	PROJECTED PROJECT COST
1	Construct Living Learning Center and Dining Facility	\$153,978,546
2	Construct Wellness, Health and Physical Education Center	\$157,941,926
3	Construct New Dining Facility/Replace Scott Dozier	\$ 84,332,814
4	Construct Residential Housing Phase II/Replace Rosa & West Café	\$ 84,322,472
5	Campus Security Upgrades	\$ 8,633,223

## In Progress Projects

- Construct New Science Building
- Replace the Fine Arts Building
- Construct Physical Plant/Warehouse

**FY 2024 RESOLUTION**

**DRAFT**

**NORFOLK STATE UNIVERSITY BOARD OF  
VISITORS RESOLUTION TO APPROVE  
AMENDMENTS TO THE  
2024 SIX-YEAR PLAN**

**WHEREAS**, the Higher Education Opportunity Act of 2011 (TJ21) requires each public institution of higher education in Virginia to prepare and submit a Six-year Plan; and

**WHEREAS**, during the 2015 General Assembly session, joint resolutions approved by the House (HJR 555) and Senate (SJ 228) also require that the mission, vision, goals, and strategies expressed in the statewide strategic plan framework guide the development of the strategic plan and the Six-year Plan at each public institution of higher education; and

**WHEREAS**, the governing board of each public institution of higher education shall submit a Six-year Plan to the Council (State Council of Higher Education for Virginia), the Governor and the Chairs of the House Committee on Appropriations and the Senate Committee on Finance no later than July 1 of each odd-numbered year, and shall submit amendments to an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly; and

**WHEREAS**, Norfolk State University prepared a Six-year Plan in accordance with the requirements and guidelines and the amendments to the Plan were submitted by the stated deadline of July 15, 2024; and

**WHEREAS**, the amendments to the 2024 Six-year Plan must be formally approved by the Board of Visitors prior to the October 15, 2024, final submission or as soon thereafter;

**THEREFORE, BE IT RESOLVED**, that after due consideration and careful review by the Provost and Vice President for Academic Affairs, the Vice President for Finance and Administration, the University President, and by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution for the amendments to the 2024 Six-year Plan as presented this \_\_\_\_\_ day of October 2024; and

**BE IT FURTHER RESOLVED**, that the University is authorized to revise the 2024 Six-year Plan with any changes recommended by the Commonwealth's Higher Education Advisory Committee (HEAC) before the final submission is due on October 1, 2023.

\_\_\_\_\_  
Signature

**Bishop Kim Brown**  
**Rector**  
**Norfolk State University Board of Visitors**

Date \_\_\_\_\_

# BOV-DIVISION CAMPUS UPDATES

## Facilities Management

Terry G. Woodhouse

Interim Associate Vice President





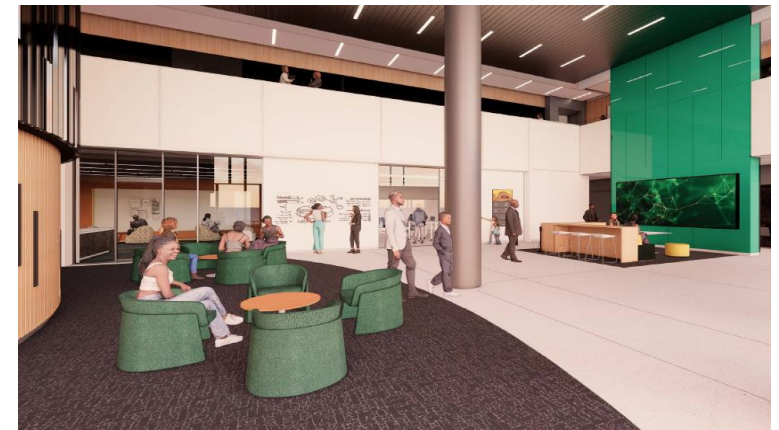
# CAMPUS MASTER PLAN



# CURRENT CAPITAL PROJECTS

## New Science Building

- Design Architect: Work Program Architects + Smith-Group
- Construction Delivery Method: CMAR - SB Ballard Construction
- Construction Cost: \$112 Million
- Four-level 131,231 square foot
- Completion: Fall 2027





# CURRENT CAPITAL PROJECTS-CONTINUED

## New Fine Arts Building

- Design Architect: Hanbury
- Construction Cost: \$97 million
- Construction Delivery Method:
- Construction Manager At Risk
- Completion: Fall 2028



# CURRENT CAPITAL PROJECTS-CONTINUED

## Replace Physical Plant Building

- Design Architect: RRMM Architects
- Project Cost: \$30 million
- Square Feet: 80,000
- Construction Delivery Method:  
Design-bid-build





# CURRENT CAPITAL PROJECTS-CONTINUED

## Bozeman Building Renovations:

- New Flooring
- Painting
- Ceilings and Lighting
- New Lobby with welcoming look for students, faculty and guest
- Classrooms reorganized with new finishes and furniture to support needs of the School of Education





# CURRENT CAPITAL PROJECTS-CONTINUED

## Brooks Library Renovations:

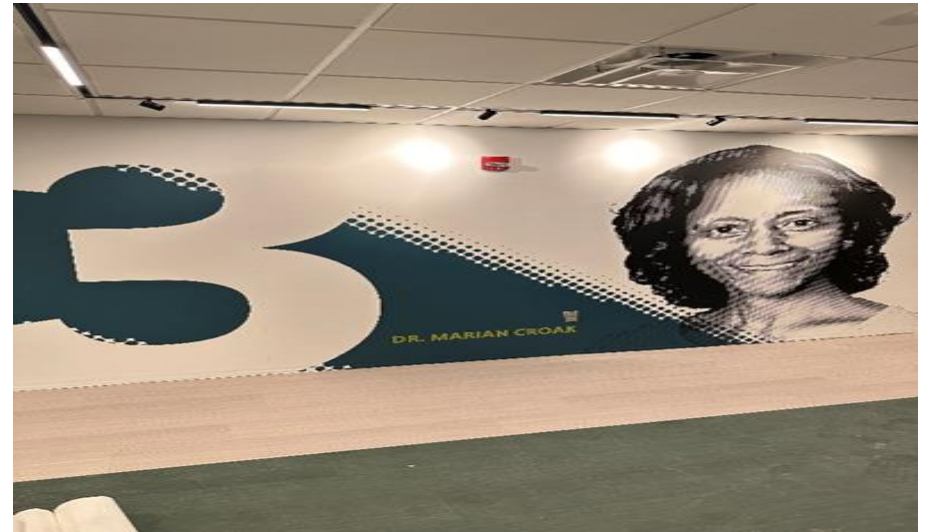
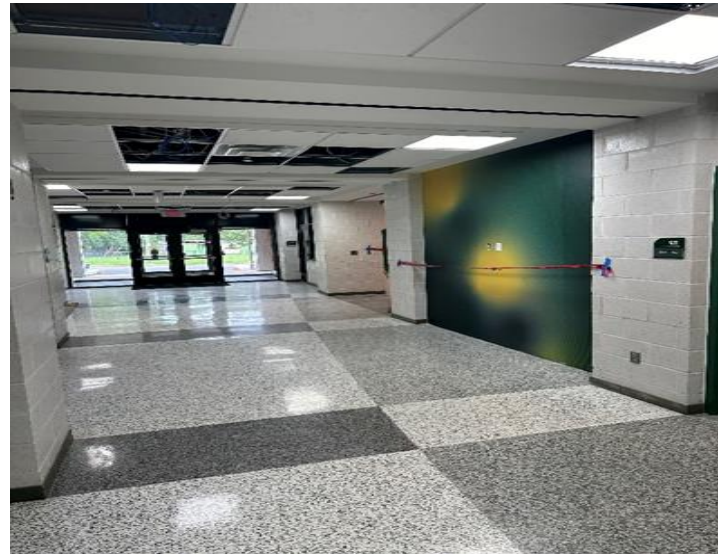
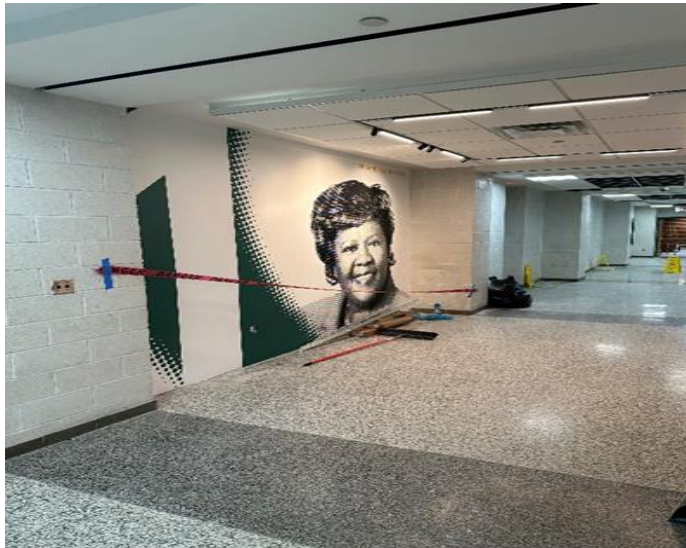
- Improved Branding
- New Flooring
- Painting
- Ceilings and Lighting
- Business Center
- Game Room



# CURRENT CAPITAL PROJECTS-CONTINUED

## Robinson Tech Renovations:

- Improved branding and wayfinding
- Painting
- Flooring
- Ceilings and Lighting





# CURRENT CAPITAL PROJECTS-CONTINUED

## West Café Renovations:



# LEGISLATIVE UPDATES

Eric W. Claville, JD, MLIS

October 1, 2024

# UPDATES

## ❑ BUDGET AMENDMENT: HB30/SB30: SCHEV - Transfer Financial Aid to HBCUs.

- ❑ This amendment transfers previously authorized financial aid funding directly to Norfolk State University and Virginia State University consistent with legislative intent.

## ❑ BUDGET AMENDMENT: HB30/SB30: NSU Construct Fine Arts Building.

- ❑ This amendment provides **\$148.5 million** from the general fund in the first year to add a project to the Public Educational Institution Capital Account construction pool to construct a Replacement Fine Arts Building at Norfolk State University. This project was previously authorized for planning.

## ❑ BUDGET AMENDMENT: HB30/SB30: Detailed Planning – Living Learning and Dining Center

- ❑ This amendment provides **\$2.0 million** from the general fund in the first year to add a project to the planning pool to construct a new Living and Learning Center at Norfolk State University.

## ❑ BUDGET AMENDMENT: HB30/SB30: NSU - Restore Chapter 1 Affordable Access

- ❑ This amendment is a companion amendment to Item 240 to restore affordable access funding provided in Chapter 1 of the 2023 Special Session I.

## ❑ BUDGET AMENDMENT: HB30/SB30- NSU - HAC Affordable Access, Retention and Degree Production

- ❑ This amendment provides additional operating support of **\$20 million per biennial** to minimize in-state undergraduate tuition increases, improve retention and graduation and increase degree production in high demand programs. In addition, language permits the institution to collaborate with Virginia State University, Virginia Union University and Hampton University in bringing various programs to localities throughout the Commonwealth.

## ❑ BUDGET AMENDMENT: HB30/SB30- Unfunded Scholarships

- ❑ This amendment requests authority to utilize unfunded scholarships to merit students without consideration of need in order to allow the University another tool with which to attract, enroll and retain the most qualified students regardless of their financial condition.

## ❑ BUDGET AMENDMENT: HB30/SB30- Improve Campus Infrastructure

- ❑ This amendment provides \$14.1 million in general fund the first year in place of \$14.1 million in bond proceeds for campus infrastructure improvements at Norfolk State University.

## ❑ BUDGET AMENDMENT: HB30/SB30- Senator Yvonne B. Miller Internship Program

- ❑ This amendment provides funding to establish the Senator Yvonne B. Miller Internship Program.

# QUESTIONS & DISCUSSION



# Operations and Institutional Effectiveness Update

**Justin Moses, J.D., Ed.D.**  
**Vice President and Chief Strategist**



# Human Resources Update

- **New HR Structure**

- Talent, Recruitment, and Compensation Team
- HR Operations & Benefits Administration
- Employee Experience
- Employee Relations
- Compliance/Policy



- **Process Improvement**

- Processes Streamlining
- Data Validation
- HR system adoption/implementation



- **Outreach**

- Additional Training offered for our internal TDX system
- Cardinal Training





# Information Technology Update



HRIS/ERP System Study



Infrastructure upgrades – campus wide



Evaluation of New Learning Management System (LMS)



Soft Launch of Virtual Computing Lab (Horizon)



Student Print Capability (WEPA)

# Information Security Policy – BOV Policy 38-10



**One singular policy to govern NSU's Information Security posture**



**Policy is derived from the Commonwealth's SEC 530 Information Security Standard**



**18 Specific sections covered in the policy**

- |                                       |   |
|---------------------------------------|---|
| 1. Access Control                     | 11. Physical and Environmental Protection |
| 2. Awareness and Training             | 12. Planning                              |
| 3. Audit and Accountability           | 13. Program Management                    |
| 4. Assessment and Authorization       | 14. Personnel Security                    |
| 5. Configuration and Management       | 15. Risk assessment                       |
| 6. Contingency Planning               | 16. System and Services Acquisition       |
| 7. Identification and Authentications | 17. System and Communications Protection  |
| 8. Incident Response                  | 18. System and Information Integrity      |
| 9. Maintenance                        |   |
| 10. Media Protection                  |   |

# Institutional Effectiveness and Planning



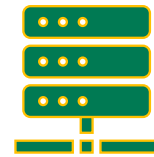
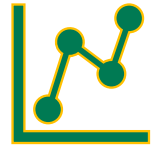
**James Walke, Ph.D. appointed Associate Vice President for Institutional Effectiveness and Planning**



**New institutional factbook being developed – factbook will be issued this fall (digital/web format)**



**Data Governance framework to be vetted and implemented Spring 2025**





## INFORMATION SECURITY POLICY

**Policy Title:** Information Security Policy

**Policy Type:** BOV

**Policy Number:** 38-10

**Approval Date:** XXXXX-2024

**Responsible Office:** Office of Information Technology

**Responsible Executive:** Vice President for Operations and Chief Strategist for Institutional Effectiveness

**Applies to:** All employees, students, visitors, and contractors, in all academic and operational departments and offices at all Norfolk State University locations, and to all University information technology and data, whether owned and operated by the University, or used for University business through contractual arrangements.

### POLICY STATEMENT

All individuals to whom this policy applies shall comply with the Norfolk State University Information Security Standards and protect all IT systems and data to which they have access commensurate with sensitivity and risk. All University information technology and data whether owned and operated by the University, or used for University business through contractual arrangements shall be managed and protected in accordance with the provisions of the Norfolk State University Information Security Standards.

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## DEFINITIONS:

**Authorization:** The process of verifying that a requested action or service is approved for a specific entity.

**Authorize:** A decision to grant access, typically automated by evaluating a subject's attributes.

**Authorized:** A system entity or actor that has been granted the right, permission, or capability to access a system resource.

**Availability:** The property that data or information is accessible and usable upon demand by an authorized person and that timely, reliable access to data and information services is provided for authorized users.

**Computer Network:** Two or more computers that can share information, typically connected by cable, data line, or satellite link.

**Confidentiality:** Protection of systems and data so that unauthorized parties cannot view the data, the property that sensitive information is not disclosed to unauthorized entities, and the assurance that information is not disclosed to unauthorized individuals or processes.

**Controlled Unclassified Information (CUI):** Information the Federal government owns or has created that needs to be safeguarded and disseminated using only controls consistent with Federal laws, regulations and policies.

**Data Custodian:** An individual or organization in physical or logical possession of data for Data Owners. Data Custodians are responsible for protecting the data in their possession from unauthorized access, alteration, destruction, or usage and for providing and administering general controls, such as back-up and recovery systems. A Data Custodian may not be a Data Owner or System Owner. A Data Custodian may hold the role of System Administrator.

**Data Owner:** An individual, who defines, manages, and controls the use of data and ensures compliance with the Information Security Standards with respect to the data. Data Owner may not be a System Administrator.

**Information Security:** The policies, standards, guidelines, processes, activities, and actions taken to protect the confidentiality, integrity, and availability of information systems and the data they handle commensurate with sensitivity and risk.

**Information Security Incident:** means an adverse event or situation, whether intentional or accidental, that poses an enterprise impact or threat to the integrity, availability, or confidentiality of University data or systems or requires reporting based upon regulatory requirements.

**Information Technology (IT) System:** An interconnected set of IT resources under the same direct management control.

**Integrity:** Guarding against improper information modification or destruction, including ensuring information non-repudiation and authenticity.

**Intellectual Property:** Please refer to the BOV POLICY # 35 (2019) INTELLECTUAL PROPERTY POLICY.

**Sensitive System:** A system that processes any data of which the compromise with respect to confidentiality, integrity, and/or availability could have a material adverse effect on NSU interests, the conduct of NSU programs, or the privacy to which individuals are entitled. Please refer to the 32-02 - Data Classification Policy

**Sensitive Information/Data:** Any data of which the compromise with respect to confidentiality, integrity, and/or availability could have a material adverse effect on COV interests, the conduct of agency programs, or the privacy to which individuals are entitled. Please refer to the 32-02 - Data Classification Policy

**System Administrator:** An individual or entity that implements, manages, and/or operates a system at the direction of the System Owner, Data Owner, and/or Data Custodian. A System Administrator may not be a Data Owner or System Owner. A System Administrator may also hold the role of Data Custodian.

**System Owner:** An individual or entity responsible for the operation and maintenance of an IT system. A System Owner may not be a System Administrator.

**Technological Resources:** Technological resources include but are not limited to: computers and terminals, software, printers, networks and equipment, telecommunication equipment and services such as telephones, facsimile machines, modems, basic and long distance calling service, and voicemail; television and radio systems and equipment; computer information systems; and, data files and/or documents managed or maintained by the University which reside on disk, tape or other media. Technology resources also include multimedia equipped classrooms, computer classrooms, computer laboratories, computer offices, and computer furnishings operated or maintained by NSU.

**Users:** Faculty, staff and students as well as others who have been authorized to use Norfolk State University's technological resources, (e.g., contractors, interns, volunteers, etc.).

**CONTACT(S):**

The Office of Information Technology officially interprets this policy. Questions regarding this policy should be directed to the Office of Information Technology (OIT).

**STAKEHOLDER(S):**

University Faculty & Staff  
Students

Others who have been authorized to use Norfolk State University's technological resources.

**ALIGNMENT WITH EXTERNAL FRAMEWORKS:**

The University's information security program aligns with the Commonwealth of Virginia Information Technology Resource Management Information Security Standard SEC530 and is tailored to the University's environment and unique needs.

## **RESPONSIBILITIES:**

**The Vice President for Operations and Chief Strategist** is authorized to establish information security controls and requirements for all members of the University community. The Vice President for Operations and Chief Strategist, along with the University **Chief Information Officer** (CIO) and **Chief Information Security Officer** (CISO), are responsible for developing and maintaining the University's information security program.

**System owners, data owners, data custodians, and system administrators** must comply with the Norfolk State University Information Security Policy and Standards and are responsible for assessing the sensitivity for the systems and data for which they are responsible, classifying the systems and data appropriately, implementing controls commensurate with sensitivity and risk, and re-evaluating the systems and data periodically.

All users of University IT resources are required to promptly report information security incidents to the University's Office of Information Technology (OIT) Security Office or OIT Client Services.

In responding to any information security incidents, individuals or departments may not release University information, electronic devices or electronic media to any outside entity, including law enforcement organizations, before notifying the OIT Security Office or OIT Client Services.

The **Chief Information Security Officer** (CISO) is responsible for responding to information security incidents. In addition to following up on reported incidents, the CISO may monitor IT resources for potentially malicious and/or harmful activity and take action deemed necessary based on detected activity, or to enforce a University policy.

## **SENSITIVE IT SYSTEM ASSESSMENT AND AUDIT:**

For each IT system owned by Norfolk State University that handles data classified as sensitive, the System Owner and Data Owner(s) shall collaborate with the Office of Information Technology to assess risks to the system and the data it handles as needed, but not less than once every three years.

For each IT system owned by Norfolk State University that handles data classified as sensitive, the System Owner and Data Owner(s) shall cooperate with Internal Audit to conduct an audit of the presence and effectiveness of the controls in the control profile selected for the IT system not less than once every three years for each system.

## **INFORMATION SYSTEM CONTROL SELECTION AND IMPLEMENTATION:**

Protecting Norfolk State University's IT systems and data in a manner commensurate with sensitivity and risk in accordance with this Policy requires the selection and implementation of controls that achieve this objective. Accordingly, the System Owner and Data Owner of each IT system owned by Norfolk State University shall collaborate to select and implement information system controls for the IT system and the data it handles that align with the classification of the data the IT system handles under the NSU Data Classification Policy (32-02) and the risks to which the data are subject.

## **➤ GUIDANCE:**

In most cases, the System Owner and Data Owner will implement controls as defined in the standards documents below based on the Commonwealth's SEC530 Information Security

Standard control baselines <https://csrc.nist.gov/pubs/sp/800/53/b/upd1/final>. The control baseline for each IT system should be selected as follows:

Subject system data are classified	Appropriate NIST SP 800-53B profile
Public	Low
Internal	Moderate
Confidential	High
Sensitive	High <sup>1</sup>

Departures from this guidance should be documented in writing and approved by the Vice President for Operations and Chief Strategist, the Chief Information Officer, and the Chief Information Security Officer.

COV SEC530 control families are described below, from which the System Owner and Data Owner should select and implement controls in accordance with the appropriate classification within the NSU Data Classification Policy (32-02).

- **Access Control**

NSU System and Data Owners must limit information system access to authorized users, processes acting on behalf of authorized users or devices (including other information systems) and to the types of transactions and functions that authorized users are permitted to exercise.

- **Awareness and Training**

NSU System and Data Owners must: (i) ensure that managers and users of information systems are made aware of the security risks associated with their activities and of the applicable laws, directives, policies, standards, instructions, regulations, or procedures related to the security of institution information systems; and (ii) ensure that personnel are adequately trained to carry out their assigned information security-related duties and responsibilities.

- **Audit and Accountability**

NSU System and Data Owners must: (i) create, protect, and retain system audit records to the extent needed to enable the monitoring, analysis, investigation, and reporting of unlawful, unauthorized, or inappropriate information system activity on protective enclave systems, specific to confidential data and confidential networks, at a minimum; and (ii) ensure that the actions of individual information system users can be uniquely traced for all restricted systems.

- **Assessment and Authorization**

NSU System and Data Owners must: (i) periodically assess the security controls in institution information systems to determine if the controls are effective in their application; (ii) develop and implement plans of action designed to correct deficiencies and reduce or eliminate vulnerabilities in institution information systems; (iii) authorize the operation of the institution's information systems and any associated information system connections; and (iv) monitor information system security controls on an ongoing basis to ensure the continued effectiveness of the controls

<sup>1</sup> In the case of Sensitive systems, the System Owner and Data Owner should consider also implementing control enhancements as outlined in SEC530 Security Standard as appropriate to protect the data.



- **Configuration and Management**

NSU System and Data Owners must: (i) establish and maintain baseline configurations and inventories of institution information systems (including hardware, software, firmware, and documentation) throughout the respective system development life cycles; and (ii) establish and enforce security configuration settings for information technology products employed in institution information systems.

- **Contingency Planning**

NSU System and Data Owners must establish, maintain, and effectively implement plans for emergency response, backup operations, and post-disaster recovery for the institution's information systems to ensure the availability of critical information resources and continuity of operations in emergency situations.

- **Identification and Authentication**

NSU System and Data Owners must identify information system users, processes acting on behalf of users, or devices and authenticate (or verify) the identities of those users, processes, or devices, as a prerequisite to allowing access to NSU information systems.

- **Incident Response**

NSU System and Data Owners must: (i) establish an operational incident handling capability for institution information systems that includes adequate preparation, detection, analysis, containment, recovery, and user response activities; and (ii) track, document, and report incidents to appropriate institution officials and/or authorities.

- **Maintenance**

NSU System and Data Owners must: (i) perform periodic and timely maintenance on institution information systems; and (ii) provide effective controls on the tools, techniques, mechanisms, and personnel used to conduct information system maintenance.

- **Media Protection**

NSU System and Data Owners must: (i) protect information system media, both paper and digital; (ii) limit access to data on information system media to authorized users; and (iii) employ encryption, where applicable, (iv) sanitize or destroy information system media before disposal or release for reuse.

- **Physical and Environmental Protection**

NSU System and Data Owners must: (i) limit physical access to information systems, equipment, and the respective operating environments to authorized individuals; (ii) protect the physical plant and support infrastructure for information systems; (iii) provide supporting utilities for information systems; (iv) protect information systems against environmental hazards; and (v) provide appropriate environmental controls in facilities containing information systems.

- **Planning**

NSU System and Data Owners must develop, document, periodically update and implement security plans for institution information systems that describe the security controls in place or planned for the information systems as well as rules of behavior for individuals accessing the information systems.

- **Program Management**

NSU must appoint a senior agency Chief Information Security Officer to develop and update the University's information security program plan. The plan documents implementation details about program management and common controls distinct from common, system-specific, and hybrid controls. Together, the individual system security plans and the organization-wide information security program plan provide complete coverage for the security controls employed within the University.

- **Personnel Security**

NSU System and Data Owners must: (i) ensure that individuals occupying positions of responsibility within the institution are trustworthy and meet established security criteria for those positions; (ii) ensure that institution information and information systems are protected during and after personnel actions such as terminations and transfers; and (iii) employ formal sanctions for personnel failing to comply with NSU security policies and procedures.

- **Risk Assessment**

NSU System and Data Owners must periodically assess the risk to institution operations (including mission, functions, image, or reputation), institution assets, and individuals, resulting from the operation of institution information systems and the associated processing, storage, or transmission of institution information.

- **System and Services Acquisition**

NSU System and Data Owners must: (i) allocate sufficient resources to adequately protect institution information systems; (ii) employ system development life cycle processes that incorporate information security considerations; (iii) employ software usage and installation restrictions; and (iv) ensure that third-party providers employ adequate security measures, through federal and state law and contract, to protect information, applications and/or services outsourced from the institution.

- **System and Communications Protection**

NSU System and Data Owners must: (i) monitor, control and protect institution communications (i.e., information transmitted or received by institution information systems) at the external boundaries and key internal boundaries of the information systems for confidential data transmissions; and (ii) employ architectural designs, software development techniques, encryption, and systems engineering principles that promote effective information security within institution information systems.

- **System and Information Integrity**

NSU System and Data Owners must: (i) identify, report and correct information and information system flaws in a timely manner; (ii) provide protection from malicious code at appropriate locations within institution information systems; and (iii) monitor information system security alerts and advisories and take appropriate actions in response.

## **EDUCATION AND COMPLIANCE:**

This policy shall be widely published and distributed to the University community. To ensure timely publication and distribution thereof, the Responsible Office will make every effort to:

- Communicate the policy in writing, electronic or otherwise, to the University community within 14 days of approval;
- Submit the policy for inclusion in the online Policy Library within 14 days of approval;
- Post the policy on the appropriate Website; and
- Educate and train all stakeholders and appropriate audiences on the policy's content, as necessary. Failure to meet the publication requirements does not invalidate this policy.

The Chief Information Security Officer (or designee) is responsible for official interpretation of this policy. Questions regarding the application of this policy should be directed to the Office of Information Technology. The Chief Information Security Officer reserves the right to revise or eliminate this policy.

Violations of this policy, including without limitation any misuse of data or IT resources may result in the limitation or revocation of access to University IT resources. In addition, failure to comply with requirements of this policy may result in disciplinary action up to and including termination or expulsion in accordance with relevant University policies, and may violate federal, state, or local laws.

## **EXCEPTIONS:**

Exceptions to this policy must be documented in writing and approved by the Vice President for Operations and Chief Strategist, the Chief Information Officer, and the Chief Information Security Officer.

## **REVIEW SCHEDULE:**

- Next Scheduled Review:
- Approval by, date:
- Revision History:
- Supersedes (previous policy):

## **RELATED DOCUMENTS:**

- **BOV POLICY # 35 (2019) INTELLECTUAL PROPERTY POLICY**  
<https://www.nsu.edu/policy/bov-35.aspx>
- **32-01 - Acceptable Use of Technological Resources**  
<https://www.nsu.edu/policy/admin-32-01.aspx>
- **32-02 - Data Classification Policy**  
<https://www.nsu.edu/policy/admin-32-02.aspx>
- **Virginia Department of Human Resources Management Policy 1.75**  
<http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol175useofinternet.pdf?sfvrsn=2>
- **Codes of Virginia §2.2-2827**  
<https://law.lis.virginia.gov/vacode/title2.2/chapter28/section2.2-2827/>



We see the future in you.

# Strategic Finance Committee Update

Division of University Advancement

October 1, 2024

# NOW IS OUR TIME



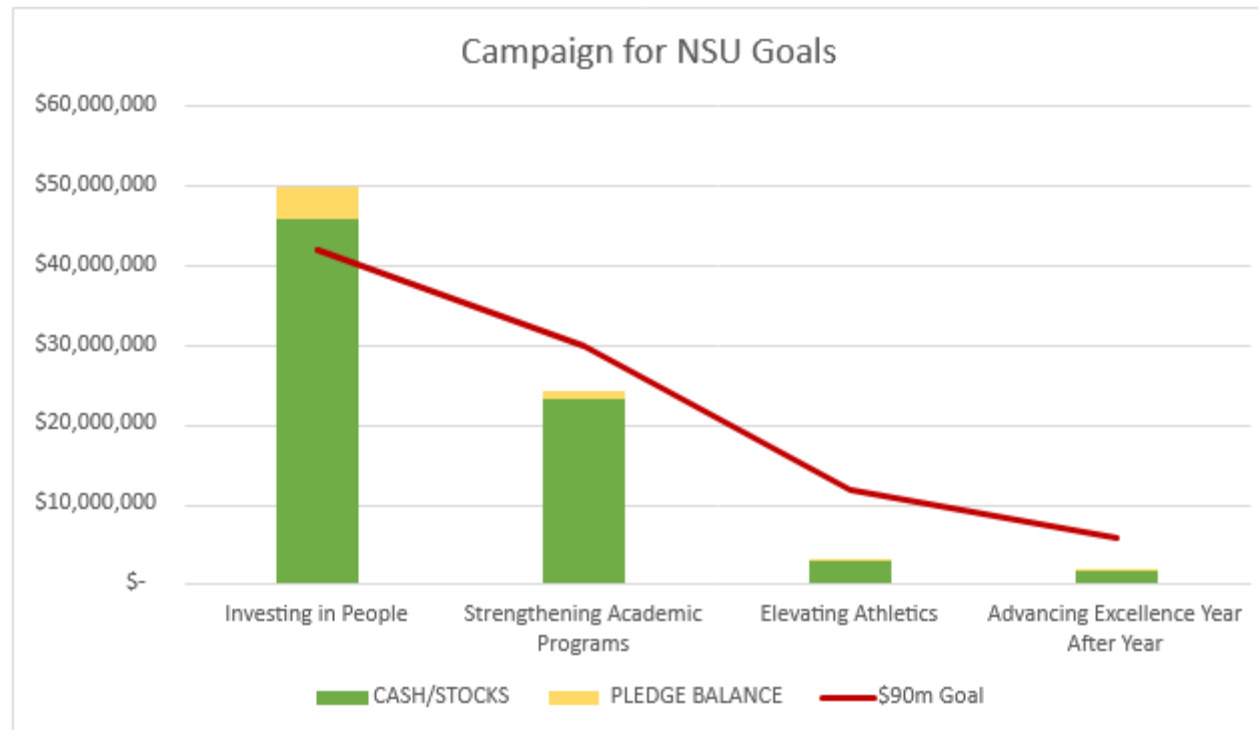
| THE CAMPAIGN FOR  
NORFOLK STATE UNIVERSITY

# Now Is Our Time Campaign Update

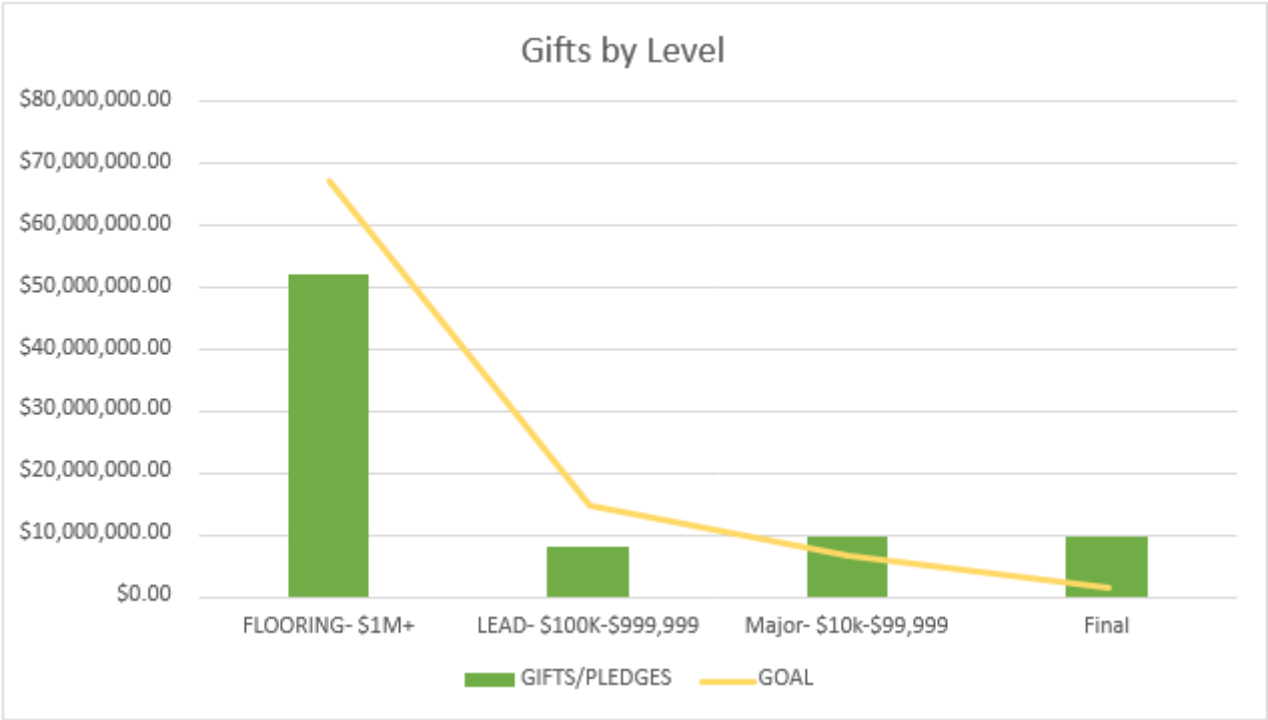
Goals	# Gifts	Cash/Stocks	Pledge Balance	Total	\$90M Goal	% to Goal
Investing in people	14,725	\$45,727,020	\$4,096,797	\$49,823,817	\$42,000,000	118%
Strengthening academic programs	15,424	\$23,251,508	\$1,079,635	\$24,331,143	\$30,000,000	81%
Elevating Athletics	5,400	\$2,963,406	\$204,829	\$3,168,235	\$12,000,000	26%
Advancing Excellence	10,761	\$1,558,963	\$141,954	\$1,700,917	\$6,000,000	28%

***Total Progress to Goal \$79,024,112***

# Now Is Our Time Campaign Update

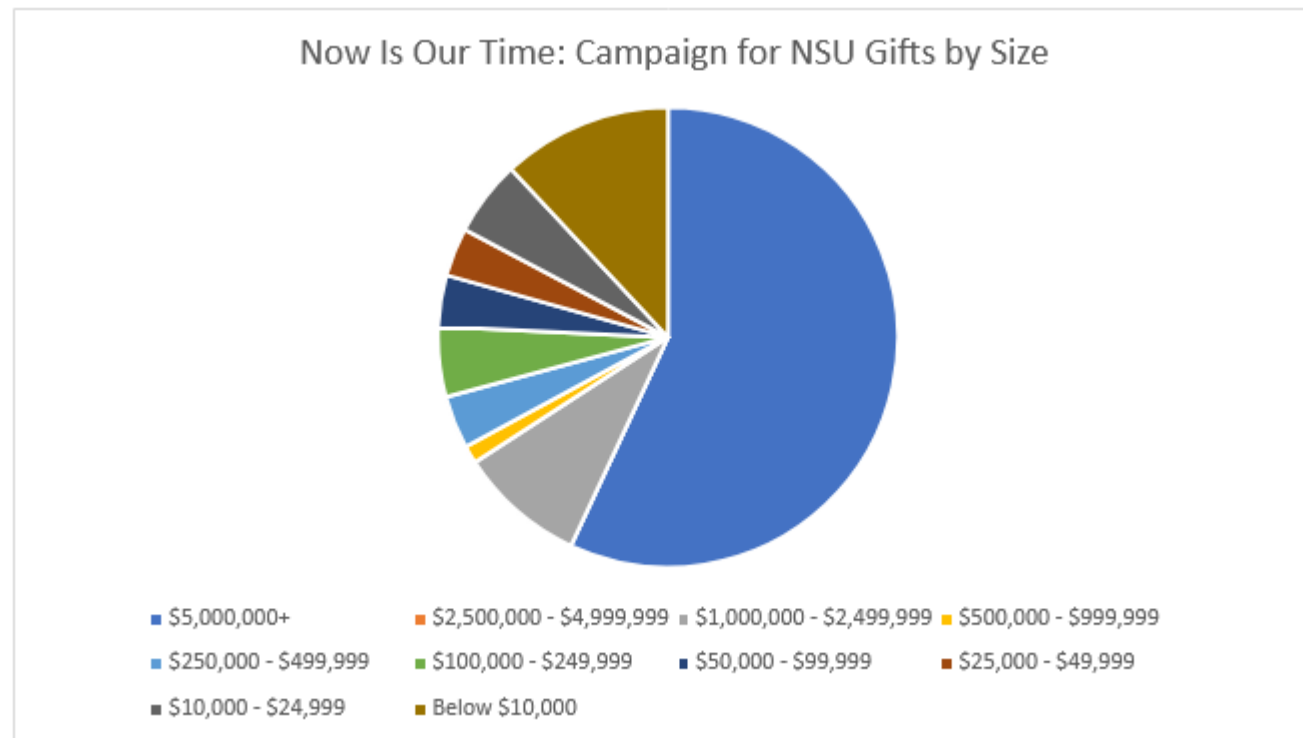


# Now Is Our Time Campaign Update





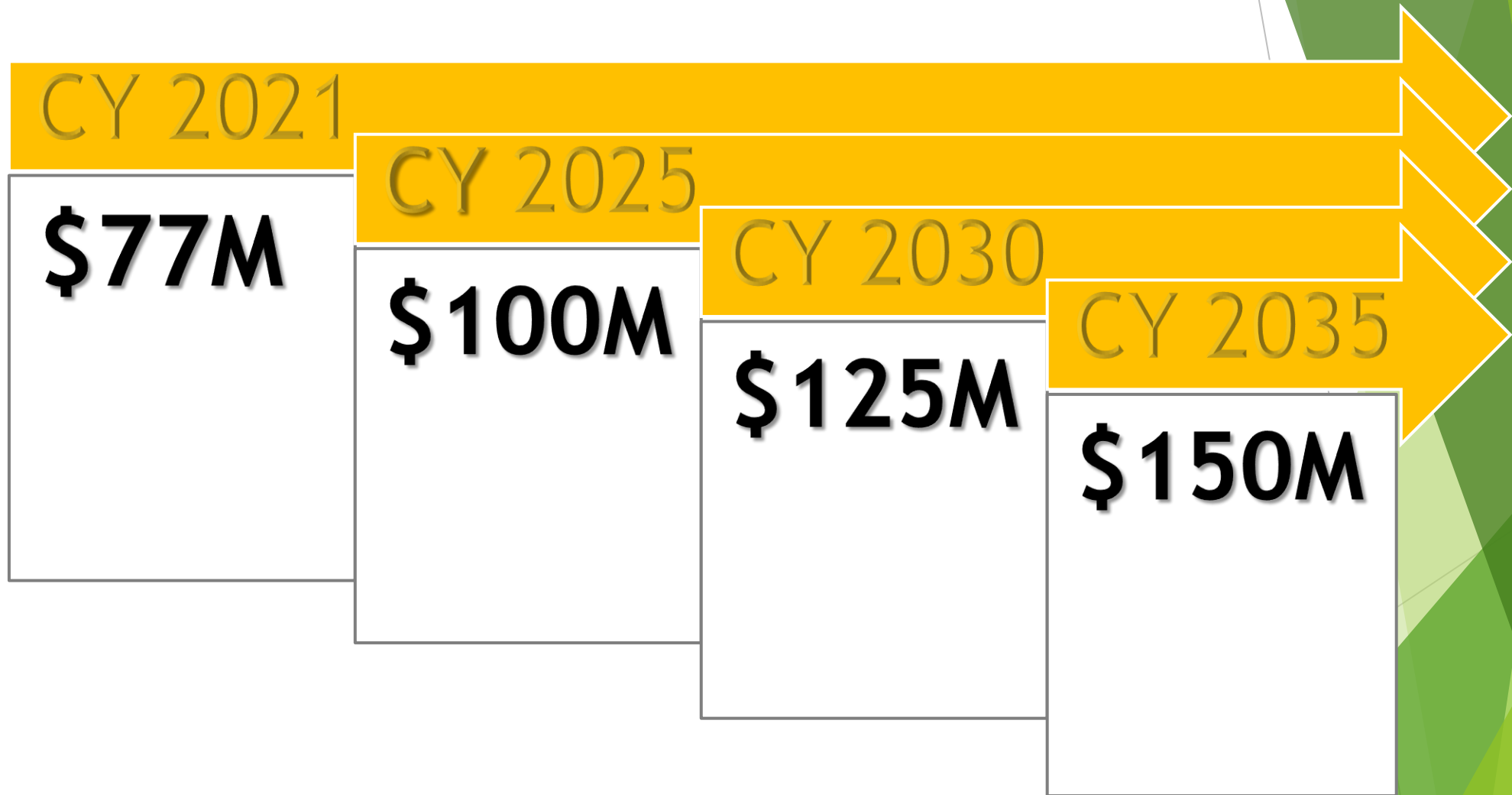
# Now Is Our Time Campaign Update



# Five Year Projections

Baseline Avg.	CY 2021	CY 2022	CY 2023	CY 2024	CY 2025
<b>\$4.3M</b>					
Major Gifts	\$2,000,000	\$2,450,000	\$2,900,000	\$3,250,000	\$3,000,000
Alumni/ Annual	\$1,500,000	\$1,650,000	\$1,800,000	\$1,950,000	\$2,000,000
Planned Giving	\$500,000	\$650,000	\$800,000	\$975,000	\$1,000,000
Foundations	\$500,000	\$650,000	\$800,000	\$975,000	\$2,000,000
Athletics/ NSUAF	\$500,000	\$650,000	\$800,000	\$975,000	\$1,000,000
Academics/NSURIF	\$500,000	\$650,000	\$800,000	\$975,000	\$1,000,000
<b>Total</b>	<b>\$5,500,000</b>	<b>\$6,700,000</b>	<b>\$7,900,000</b>	<b>\$9,100,000</b>	<b>\$10,000,000</b>

## Five Year Endowment Projections



## Proposed Naming Resolutions

- Dr. Harry Watkins & Dr. Arvat McClaine  
Lyman Beecher Brooks Rotunda
- Mr. Tony and Mrs. Kim Brothers Student  
Center Ballroom 123 A,B,C
- Mr. Gary and Mrs. Cookie McCollum  
Brown Hall Atrium
- Mr. William “Bill” Archie  
Lane #1 NSU Swimming pool
- Rev. Jeffery & Mrs. Kathy Pope Belfield  
Brown Hall Classroom of the future
- Bishop Kim and Elder Valerie Brown  
Spartan Lounge



# NORFOLK STATE UNIVERSITY

RESOLUTION TO NAME  
NORFOLK STATE UNIVERSITY STUDENT LYMAN BEECHER BROOKS ROTUNDA  
Dr. Harold L. Watkins, II and Dr. Arvat McClaine Rotunda

WHEREAS, Dr. Harold L. Watkins, II is an alumnus of Norfolk State University with a Master of Social Work in 2001; and

WHEREAS, Norfolk State University recognizes Dr. Harold Watkin’s exceptional contributions to the programs of NSU as he currently serves as a member of the Board of Visitors since 2019 and as Chair of the Audit, Risk, and Compliance Committee; and

WHEREAS, Dr. Harold Watkins plays a vital role in the Now Is Our Time Campaign serving as the Board of Visitors Campaign Liaison for Norfolk State University’s second comprehensive campaign that began in 2020, further demonstrating his commitment to the institution; and

WHEREAS, Dr. Harold Watkin’s influence extends beyond Norfolk State, as he contributes to the Richmond community through his passion for honoring the impacts of 18<sup>th</sup>-century black bateau men in Virginia’s historic Canal Walk; and

WHEREAS, Dr. Harold Watkins has dedicated over 34 years of distinguished service in the fields of social work and political science, and Dr. Arvat McClaine, a successful entrepreneur, podcast host, and best-selling author of four titles has also made remarkable contributions. Together, their combined efforts have significantly advanced the field of mental and behavioral health profoundly impacting clients in crisis; and

WHEREAS, Norfolk State University recognizes Dr. Harold Watkins and Dr. Arvat McClaine's influence, generosity, and commitment to global development through their support of programs that uplift communities and foster growth in communities worldwide including Tanzania and Barbados; and

WHEREAS, the naming of The Dr. Harold L. Watkins, II and Dr. Arvat McClaine Rotunda is recommended upon the completion of a financial pledge to the Norfolk State University Foundation; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors of Norfolk State University approve the naming of the Lyman Beecher Brooks Rotunda located on the campus of Norfolk State University as The Dr. Harold L. Watkins, II and Dr. Arvat McClaine Rotunda; and

BE IT FURTHER RESOLVED that an appropriately framed copy of this resolution be presented to Dr. Harold L. Watkins, II and Dr. Arvat McClaine, that signage be prominently displayed at the Lyman Beecher Brooks Rotunda, and that the University keeps all the covenants as established in keeping with the signed gift agreement.

IN TESTAMENT THERETO, I have hereunto set my hand and affixed the great seal of Norfolk State University this \_\_\_\_ day of October 2024, in the two hundred forty-ninth year of the Commonwealth and the eighty-ninth year of the University.

RECTOR

# NORFOLK STATE UNIVERSITY

===== **RESOLUTION TO NAME** =====  
**NORFOLK STATE UNIVERSITY**  
**STUDENT CENTER ROOM 138 THE**  
**TONY AND KIMBERLY BROTHERS MULTI-PURPOSE ROOM**

**WHEREAS,** William “Tony” Brothers is a friend of Norfolk State University and Kimberly Brothers is an alumna of Norfolk State University; and

**WHEREAS,** Norfolk State University recognizes Tony’s exceptional contributions to the programs of NSU as he serves as a member of the Norfolk State University Foundation Board; and

**WHEREAS,** Kimberly’s remarkable career includes over 20 years of service in the banking, technology, and hospitality industries where she currently serves as co-owner of Brothers Restaurant; and

**WHEREAS,** Tony’s remarkable career includes over 30 years of service as a referee for the National Basketball Association where he is one of the most recognizable and longest-serving referees in the sport; and

**WHEREAS,** Tony and Kimberly's dedication to Norfolk State University includes the establishment of two endowments-the Dorothy B. Brothers Endowed Scholarship in honor of Tony’s mother who attended Norfolk State University, and the Spartan Legion Gap Endowed Fund; and

**WHEREAS,** the naming of The Tony and Kimberly Brothers Multi-Purpose Room is recommended upon the completion of a financial pledge to the Norfolk State University Foundation; and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Norfolk State University approve the naming of the Student Center Room 138 located in the Student Center on the campus of Norfolk State University as The Tony and Kimberly Brothers Multi-Purpose Room; and

**BE IT FURTHER RESOLVED** that an appropriately framed copy of this resolution be presented to Tony and Kimberly Brothers, that signage be prominently displayed at Student Center Room 138, and that the University keeps all the covenants as established in keeping with the signed gift agreement.

**IN TESTAMENT THERETO,** I have hereunto set my hand and affixed the great seal of Norfolk State University this \_\_\_\_ day of October 2024, in the two hundred forty-ninth year of the Commonwealth and the eighty-ninth year of the University.

\_\_\_\_\_  
**RECTOR**  
Bishop Kim W. Brown

# NORFOLK STATE UNIVERSITY

===== **RESOLUTION TO NAME** =====

**NORFOLK STATE UNIVERSITY GWC BROWN HALL ATRIUM THE  
GARY AND FREDERICKA MCCOLLUM ATRIUM**

**WHEREAS**, Gary T. McCollum is a long-term friend of Norfolk State University; and

**WHEREAS**, Norfolk State University recognizes Gary McCollum’s exceptional contributions to the programs of NSU as he served as Rector of the Board of Visitors in 2011 after joining the Board of Visitors in 2007; and

**WHEREAS**, Gary was instrumental in leading Norfolk State University’s second comprehensive campaign from 2020-2025, further exemplifying his commitment to the institution; and

**WHEREAS**, Gary’s influence extends beyond Norfolk State, as he serves as an associate minister at First Baptist Church of Norfolk where he has received Man of the Year and Father of the Year honors; and

**WHEREAS**, Gary’s remarkable career includes being a former US Army Ranger, Military Intelligence Officer and a 26-year cable telecommunications career with Cox Communications where he served as the top executive in the company’s Virginia region; and

**WHEREAS**, Gary's dedication to giving voice to the voiceless in areas of economic disparity, community policing, affordable housing, financial literacy, voting rights, early education and more led him to receive prestigious awards such as the Hampton Roads Lenore Matthews Lifetime Achievement Award, the NAACP Trailblazer Award, and the Vanguard Award for Operations Management; and

**WHEREAS**, the naming of The Gary and Fredericka McCollum Atrium is recommended upon the completion of a financial pledge to the Norfolk State University Foundation; and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Norfolk State University approve the naming of the GWC Brown Hall Atrium located on the campus of Norfolk State University as The Gary and Fredericka McCollum Atrium; and

**BE IT FURTHER RESOLVED** that an appropriately framed copy of this resolution be presented to Gary and Fredericka McCollum, that signage be prominently displayed at the Atrium, and that the University keeps all the covenants as established in keeping with the signed gift agreement.

**IN TESTAMENT THERETO**, I have hereunto set my hand and affixed the great seal of Norfolk State University this \_\_\_\_ day of October 2024, in the two hundred forty-ninth year of the Commonwealth and the eighty-ninth year of the University.

\_\_\_\_\_  
RECTOR

# NORFOLK STATE UNIVERSITY

===== **RESOLUTION TO NAME** =====

**NORFOLK STATE UNIVERSITY SWIMMING POOL LANE 1 THE  
WILLIAM “BILL” ARCHIE LANE**

**WHEREAS**, William “Bill” Archie is a friend and former faculty of Norfolk State University; and

**WHEREAS**, Norfolk State University recognizes Coach Bill Archie’s exceptional contributions to the football program where he began coaching in 1961; and

**WHEREAS**, Coach Bill Archie was instrumental in establishing Norfolk State University’s first swimming team; and

**WHEREAS**, Coach Bill Archie served as Norfolk State University’s Director of Intercollegiate Athletics for 14 years; and

**WHEREAS**, Coach Bill Archie’s remarkable career was inundated with numerous accolades and achievements, including induction into the National Association of Directors of Intercollegiate Athletics Hall of Fame in 1987, the Tom Ferguson “Man of the Year” Award by the City of Norfolk, Cox Communication’s “Outstanding Citizen” in Hampton Roads, induction into the West Virginia State College Athletics Hall of Fame, the Central Intercollegiate Athletics Association (CIAA) Hall of Fame, the McDowell County Athletics Hall of Fame, and the Norfolk State University Athletics Hall of Fame; and

**WHEREAS**, the naming of Lane 1 of the NSU Athletic Pool as The William “Bill” Archie Lane is recommended upon the completion of a financial pledge from the family of Coach Bill Archie to the Norfolk State University Foundation; and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Norfolk State University approve the naming of Lane 1 of the NSU Athletic Pool located on the campus of Norfolk State University as the William “Bill” Archie Lane; and

**BE IT FURTHER RESOLVED** that an appropriately framed copy of this resolution be presented to April M. Jones, that signage be prominently displayed on the swimming pool lane, and that the University keeps all the covenants as established in keeping with the signed gift agreement.

**IN TESTAMENT THERETO**, I have hereunto set my hand and affixed the great seal of Norfolk State University this \_\_\_\_ day of October 2023, in the two hundred forty-ninth year of the Commonwealth and the eighty-ninth year of the University.

\_\_\_\_\_  
RECTOR



# NORFOLK STATE UNIVERSITY

===== **RESOLUTION TO NAME** =====

**NORFOLK STATE UNIVERSITY**

**GWC BROWN HALL 230 CLASSROOM OF THE FUTURE THE**

**REVEREND JEFFREY AND KATHY POPE BELFIELD ROOM**

**WHEREAS,** Kathy Pope Belfield is an alumna of Norfolk State University with a bachelor of science degree in Business Management and Reverend Jeffrey Belfield is a friend of Norfolk State and a member of the NSUAA Prince George’s County Chapter; and

**WHEREAS,** Norfolk State University recognizes Kathy’s exceptional contributions to the programs of NSU as she serves as President of the Norfolk State University Alumni Association Prince George’s County Chapter; and

**WHEREAS,** Kathy’s dedication to Norfolk State University included her involvement as a Majorette in the Spartan Legion Marching Band, Business Leaders of America Club and as an active member of the Epsilon Theta Chapter of Delta Sigma Theta, Inc. and Prince George’s County Alumnae Chapter of Delta Sigma Theta, Inc.; and

**WHEREAS,** Kathy and Jeffrey’s influence extends beyond Norfolk State as they are members of New Chapel Baptist Church where Reverend Jeffrey Belfield serves as an associate minister; and

**WHEREAS,** Kathy’s remarkable career includes over 30 years of service with the federal government most recently with the Department of Commerce; and

**WHEREAS,** Kathy and Jeffrey's dedication to Norfolk State University includes the establishment of two endowments that support student scholarships, athletic support, alumni support, and countless other program support; and

**WHEREAS,** the naming of The Reverend Jeffrey and Kathy Pope Belfield Classroom of the Future is recommended upon the completion of a financial pledge to the Norfolk State University Foundation; and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Norfolk State University approve the naming of the GWC Brown Hall 230 Classroom located on the campus of Norfolk State University as The Reverend Jeffrey and Kathy Pope Belfield Classroom of the Future; and

**BE IT FURTHER RESOLVED** that an appropriately framed copy of this resolution be presented to Reverend Jeffrey and Kathy Pope Belfield, that signage be prominently displayed at GWC Brown Hall, and that the University keeps all the covenants as established in keeping with the signed gift agreement.

**IN TESTAMENT THERETO,** I have hereunto set my hand and affixed the great seal of Norfolk State University this \_\_\_\_ day of October 2024, in the two hundred forty-ninth year of the Commonwealth and the eighty-ninth year of the University.

\_\_\_\_\_  
RECTOR

# NORFOLK STATE UNIVERSITY

===== **RESOLUTION TO NAME** =====

**NORFOLK STATE UNIVERSITY STUDENT CENTER FOOD COURT THE  
DR. KIM W. BROWN AND DR. VALERIE K. BROWN  
SPARTAN LOUNGE**

**WHEREAS**, Bishop Kim W. Brown is an alumnus of Norfolk State University with a Bachelor of Science in Engineering from Norfolk State University and a Master of Divinity degree, and a Doctorate of Ministry degree from Virginia Union University, and Elder Valerie Brown is an alumna of Virginia State University with a Bachelor of Science in Accounting and a Doctorate of Management from Case Western Reserve University; and

**WHEREAS**, Norfolk State University recognizes Bishop Kim Brown’s exceptional contributions to the programs of NSU as he was honored as a Distinguished Alumnus and currently serves as the Rector of the Board of Visitors after joining the Board of Visitors in 2019; and

**WHEREAS**, Bishop Kim Brown plays a pivotal role on the Now Is Our Time Campaign Steering Committee for Norfolk State University’s second comprehensive campaign from 2020-2025, further exemplifying his commitment to the institution; and

**WHEREAS**, Bishop Kim Brown’s influence extends beyond Norfolk State, as he serves as the Presiding Prelate of The Mount Global Fellowship of Churches spanning over seven campuses; and

**WHEREAS**, Bishop Kim Brown’s remarkable career includes over 33 years of service as the Senior Site Pastor of the Chesapeake campus leading the organization’s growth with a congregation of over 15,000 partners; and

**WHEREAS**, Bishop Kim Brown's exemplary leadership and commitment to service have earned him numerous accolades, including being named Chesapeake's First Citizen in 2017 and receiving the esteemed Men for Hope Trailblazer Award. Bishop Kim Brown is an accomplished author, with best-selling titles such as "Marriage Talk," "Creating Pastures," and "Boiling Our Children" to his credit; and

**WHEREAS**, the naming of Dr. Kim W. Brown and Dr. Valerie K. Brown Spartan Lounge is recommended upon the completion of a financial pledge to the Norfolk State University Foundation; and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Norfolk State University approve the naming of the Student Center Food Court located on the campus of Norfolk State University as The Dr. Kim W. Brown and Dr. Valerie K. Brown Spartan Lounge; and

**BE IT FURTHER RESOLVED** that an appropriately framed copy of this resolution be presented to Bishop Kim and Elder Valerie Brown, that signage be prominently displayed at the Food Court, and that the University keeps all the covenants as established in keeping with the signed gift agreement.

**IN TESTAMENT THERETO**, I have hereunto set my hand and affixed the great seal of Norfolk State University this \_\_\_\_ day of October 2024, in the two hundred forty-ninth year of the Commonwealth and the eighty-ninth year of the University.

\_\_\_\_\_  
VICE-RECTOR

**V. Closed Meeting – Pursuant to §2.2-3711A.1,  
4, 7 and 8, Code of Virginia**

**VI. Open Meeting**  
– Closed Meeting Certification

**VII. Adjournment**

# **Academic and Student Affairs Committee**



**AGENDA**  
**BOARD OF VISITORS**

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING**

*Thursday, October 24, 2024*

*Delbert Parks, Chair*

*3:00 p.m. – 3:20 p.m.*

*Zoom Webinar Participation:*

<https://nsu-edu.zoom.us/j/92637088600?pwd=I7ypkAVtqCkb2N6ggT8VO96lg0vL5H.1>

**I. Call to Order/Establish Quorum**

**II. Recommend Approval of Electronic Participation**

**III. Recommend Approval of the April 2, 2024, Committee Minutes**

**IV. Discussion Items**

- a. Academic Affairs Update ..... Dr. DoVeanna Fulton
- b. Student Affairs Update ..... Dr. Leonard Brown
  - i. Review of BOV Policies
    - i. Statement of Code of Conduct (**BOV Policy #6**)
    - ii. Military Deployment (**BOV Policy #7**)
    - iii. Assisting Emotionally Distressed Students (**BOV Policy #19**)
    - iv. Communicable Disease Policy (**BOV Policy #21**)
- c. Enrollment Management Update..... Dr. Justin Moses
- d. Athletics Update ..... Dr. Melody Webb

**V. Public Comment**

**VI. Adjournment**

**Academic and Student Affairs Committee**

- Delbert Parks, Chair
- Mike Andrews
- Dwayne Blake
- The Honorable James W. Dyke, Jr.
- Jay Jamison
- Lionell Spruill

**Staff:**

- Dr. Leonard E. Brown, VP for Student Affairs
- Dr. DoVeanna S. Fulton, Provost/VP for Academic Affairs
- Dr. Justin L. Moses, VP for Operations & Chief Strategist for Institutional Effectiveness
- Dr. Melody Webb, Director of Athletics

\*The President participates in all Committee meeting

**All times are approximate and the Board reserves the right to adjust its schedule as necessary.**

**NORFOLK STATE UNIVERSITY  
BOARD OF VISITORS (BOV)  
Academic and Student Affairs Committee Meeting  
Wednesday, April 3, 2024  
MINUTES**

**I. Call to Order/Establish Quorum**

Mr. Delbert Parks, Chair, called the Academic and Student Affairs Committee meeting to order at 8:44 a.m. A quorum was established with a 4-0 roll call vote.

**Committee Members Present**

Mr. Delbert Parks, Chair  
Mr. T. Michael Andrews

Bishop Kim Brown  
Dr. Katrina Chase

**Committee Members Virtual**

The Honorable James W. Dyke, Jr.

**Committee Member Absent**

Jay Jamison

**Other Board Members Present**

Mr. Gilbert T. Bland  
Mr. Conrad Mercer Hall

Dr. Harold L. Watkins, II

**Counsel Present**

Pamela Boston, University Counsel and Senior Assistant Attorney General

**NSU Administrators and Staff Present**

Dr. Javaune Adams-Gaston, President  
Dr. Juan M. Alexander, Associate Vice President  
for Enrollment Management  
Dr. Leonard Brown, Jr., Vice President for  
Student Affairs  
Dr. Jocelyn Dean, Interim Dean of Students  
Ms. Sher're Dozier, Clerk to the President and  
BOV  
Mrs. Kimberly Early, Executive Administrative  
Assistant, Student Affairs  
Dr. DoVeanna Fulton, Provost and Vice President  
for Academic Affairs  
Ms. Tonya Gardner, Licensed Professional  
Counselor  
Mrs. Kimberly Gaymon, Scheduler/Financial  
Specialist  
Ms. Cheniqua Goode, Director Counseling  
Center  
Dr. Dawn Hess, Chief Compliance Officer

Dr. Vanessa Jenkins, Executive Director Health  
and Wellness  
Mr. Kentrell Kearney, Associate Athletic Director  
Student Services  
Dr. Justin Moses, Vice President for Operations  
Mr. Clifford Porter, Vice President, University  
Advancement  
Ms. Shana Simmons, Licensed Clinical Social  
Worker  
Mr. Rasool Shabazz, OIT  
Mrs. Bonisha Townsend Porter, Senior Associate  
Vice President for Student Affairs  
Ms. Tarrye Venable, Assistant to the Vice  
President, Student Affairs  
Ms. Melody Webb, Athletics Director  
Dr. Tanya S. White, Chief of Staff  
Mr. Emmanuel Williams, Counseling Services  
Mrs. Saranette Williams, Director for Career  
Services

## **II. Recommend Approval of Electronic Participation**

The Honorable James W. Dyke, Jr. provided his reason for electronic participation. Mr. Delbert Parks motioned, seconded by Dr. Katrina Chase, and with a 4-0 roll call vote, the Committee unanimously approved electronic participation of The Honorable James W. Dyke, Jr.

## **III. Recommend Approval of the February 6, 2024, Committee Meeting Minutes**

Mr. T. Michael Andrews, motioned, seconded by Dr. Katrina Chase, and with a 4-0 roll call vote, the Committee unanimously approved the February 6, 2024, Academic and Student Affairs Committee Meeting minutes.

## **IV. Discussion Items**

### **a. Student Affairs Update – Dr. Leonard Brown, Jr., Vice President for Student Affairs**

Dr. Brown provided an update on Career Services, highlighting two \$100,000 SCHEV Grants which were recently awarded to Norfolk State University (NSU). The grants were allocated for the Innovation Internship Fund and the VTOP Fund. Furthermore, an application for an additional SCHEV Grant was submitted the week of March 25, 2024. Dr. Brown also shared data regarding the Career Expo, noting a consistent increase in both student and employer involvement over the past three years. Alongside the traditional in-person Career Expo, students have the option to attend a Virtual Career Expo.

Next, Dr. Brown provided insights into the Counseling Services Office and the positive impact of TimelyCare. He noted the multifaceted nature of counseling, as it often represents an umbrella of services. Counselors spend most of their time helping people learn how to cope with a variety of mental health issues. Areas in which counselors in a Higher Education setting assist include crisis response, in the moment care, ongoing counseling, and prevention. The demand for counseling services saw a notable surge prior to the COVID-19 Pandemic due to factors such as the introduction of medications and a reduced stigma surrounding mental health. Throughout the pandemic, non-traditional ways to deliver counseling services, including TimelyCare, were introduced. Since its implementation at NSU in October 2022, TimelyCare has served 241 students, scheduling approximately 1,079 on-demand sessions. Notably, almost 50% of these sessions occurred after-hours, with nearly two hundred conducted across fifteen states outside of Virginia. Dr. Brown highlighted how TimelyCare has significantly reduced wait times for on-campus, in-person counseling sessions at NSU. This improvement has allowed the counseling staff to conduct more sessions and concentrate on preventative initiatives beyond the Counseling Center. Dr. Brown stressed that while TimelyCare offers valuable support, it should not replace crisis response services. Dr. Brown concluded his report by sharing data from the Association for University and Counseling Center Directors' recent survey. The data revealed counseling centers in institutions similar in size to NSU, typically serve a range of their student population from 2.9% to 14.6%, with a mean of 7.5%. Dr. Brown anticipates NSU's Counseling Services Office will align with or slightly exceed this mean in the current year.

### **b. Enrollment Management Update – Dr. Justin Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness**

Dr. Moses began his report by providing an update on enrollment, highlighting a collaboration with Ruffalo-Noel Levitz (RNL), an enrollment consulting firm. For the past 18 months, NSU's Operations and Enrollment Management, Academic Affairs, and Student Affairs departments have been working in conjunction with RNL to develop and execute a strategic retention plan. A preliminary report and the draft of this plan are expected to be released soon.

Dr. Moses proceeded by announcing the scheduled Admitted Students' Day for April 6, 2024, noting 585 admitted students have already registered to attend. He shared that notifications regarding financial aid merit were sent on February 15, 2024, slightly earlier compared to previous years.

Dr. Moses provided updates on admissions figures. Notably, there has been a 10% increase in first-time freshman applications, with a 4% rise in the number of admitted first-time freshman applications. He provided insights into applications and admissions data for NSU's second degree, readmitted, transfer, and undergraduate non-degree or certificate students, attributing the decreased percentages in these categories to numerous factors such as students pursuing second bachelor's degrees, transitioning into employment, or the current processing of applications. Furthermore, Dr. Moses noted decreases in deposits were influenced by delays in processing the 2024-2025 FAFSA and the initiation of yield campaigns. Dr. Moses concluded optimistically by highlighting positive trends in overall admissions numbers, particularly within the first-time freshman cohort.

**c. Athletics Update – Ms. Melody Webb, Athletics Director**

Ms. Webb commenced her presentation by introducing the transfer portal, which serves as a compliance tool utilized for managing the transfer process of student-athletes. This tool enhances transparency in transfer procedures between schools, enabling student-athletes to openly declare their intention to explore alternative programs. The process reverts the status of the student-athlete to that of a prospective student-athlete, granting them the ability to engage in recruitment activities at alternative institutions. It also entails the removal of the student-athlete from their current institution's roster, initiates the cancellation of their athletic aid, and provides for the potential removal of access to student-athlete benefits. Student-athletes who withdraw from the portal, can be returned to their original institution, contingent upon the institution's decision to accept them back.

Ms. Webb proceeded to present statistics pertaining to the transfer portal for the 2022-2023 cohort. She detailed the destinations of the student-athletes who entered the portal: 65% moved to another Division I institution with aid, 16% to another Division I institution without aid, 14% to a Division II institution with aid, 2% to a Division II institution without aid, and 3% to a Division III institution without aid.

Ms. Webb then shared the outcomes for Division I students who entered the transfer portal. Among them, 57% transferred and enrolled at a new institution, 8% withdrew from the portal, and 35% remain in the portal without a new institution or do not have reported outcomes or are still considering their options. She provided a breakdown of outcomes for Division I transfer student-athletes categorized by athletic aid status: 31% remained active in the portal without a new institution, 56% were not on aid but active in the portal, 59% of those receiving aid transferred and continued to receive aid, 23% without aid transferred and received aid, 10% transferred without aid at their new institution, and 21% remained without aid.

Ms. Webb concluded her report by summarizing the advantages of the portal for student-athletes, coaches, and compliance administrators. Nonetheless, she cautioned that the portal comes with both benefits and drawbacks for all parties involved.

**V. Closed Session – Pursuant to §2.2-3711A.1, 4, 7, and 8, Code of Virginia**



Bishop Kim Brown read the following motion, seconded by Mr. T. Michael Andrews, and with a 4-0 Roll Call Vote the Board unanimously approved.

Chair, I move that we adjourn and reconvene in Closed Meeting pursuant to: **Section 2.2-3711(A) 1, 7 and 8 of the Code of Virginia**, for the following purposes, pursuant to the noted subsections: **(1)**: To discuss personnel matters, including more specifically, discussion of assignment, appointment, promotion, salaries, performance evaluations, as well as the granting of tenure, and/or promotion to certain university employees; and **(7) and (8)**: in consultation with legal counsel regarding specific matters requiring the provision of legal advice pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the University; along with any necessary consultation with legal counsel regarding matters noted in this motion; and that any non-committee member of the NSU Board of Visitors be permitted to attend virtually or by phone to listen in the Closed Meeting; but not participate or vote; and further that the following remain for or attend, when called, the Closed Meeting: University President, University Provost, University Legal Counsel, University Athletic Director, and Vice President for Operations and Chief Strategist for Institutional Effectiveness.

#### **Reconvene in Open Meeting**

Mr. Delbert Parks, Chair read: Having reconvened in Open Meeting, we will now take a roll call vote on certification that (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed, or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place. With a 4-0 Roll Call Vote the Board unanimously approved.

#### **Motion One**

Mr. T. Michael Andrews read the following motion, seconded by Mr. Gilbert T. Bland, and with a 4-0 Roll Call Vote the Board unanimously approved.

Mr. Chair, I move that we recommend to the full Board of Visitors at its next meeting that the individuals discussed for tenure and/or promotion during the closed meeting, be recommended to the full Board of Visitors for appointment in accordance with the discussion in closed meeting.

#### **Motion Two**

Mr. T. Michael Andrews read the following motion, seconded by The Honorable James W. Dyke, Jr., and with a 4-0 Roll Call Vote the Board unanimously approved.

Mr. Chair, I move that we recommend to the full Board of Visitors that its next meeting the changes to the appointment contracts of the two individuals described in the closed-door meeting in accordance with reasons discussed during the closed meeting.

### **VI. Public Comment**

There was no public comment.

### **VII. Adjournment**

There being no further business, Mr. Delbert Parks adjourned the meeting at 10:37 a.m. With a motion by Mr. T. Michael Andrews, and a second by Dr. Katrina Chase.

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Mr. Delbert Parks, Chair

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Date

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Kimberly Early, Executive Administrative Assistant

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Date

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Justin Moses, Vice President for Operations

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Date

**NSU BOV ACADEMIC AND STUDENT AFFAIRS COMMITTEE**  
**ROLL CALL VOTE**  
**APRIL 3, 2024, 8:30 AM**

Item	Mr. Delbert Parks (Chair)	Mr. Mike Andrews	Dr. Katrina Chase	Bishop Kim Brown	The Honorable James Dyke Virtual	Mr. Jay Jamison Absent	Totals
Quorum	Yes	Yes	Yes	Yes	Virtual	A	4-0
Recommend Approval of Electronic Participation	Yes	Yes	Yes	Yes	Virtual	A	4-0
Approval of the Minutes	Yes	Yes	Yes	Yes	Virtual	A	4-0
Closed Session: Closed Session - Pursuant to §2.2-3711A.1, 4, 7, and 8, Code of Virginia	Yes	Yes	Yes	Yes	Virtual	A	4-0
Open Session	Yes	Yes	Yes	Yes	Virtual	A	4-0
<b>Motion 1</b> - Approve recommendation to full Board of Visitors at next meeting that the individuals discussed for tenure and/or promotion during the closed meeting, be recommended to the full Board of Visitors for appointment in accordance with the discussion in closed meeting	Yes	Yes	Yes	Yes	Virtual	A	4-0
<b>Motion 2</b> - Approve recommendation to the full Board of Visitors at next meeting the changes to the appointment contracts of the two individuals described in the closed-door meeting in accordance with reasons discussed during the closed meeting.	Yes	Yes	Yes	Yes	Virtual	A	4-0



# **Academic and Student Affairs Sub-Committee Meeting NSU - BOV**

**October 1, 2024  
Delbert Parks - Chair**



# Agenda

- **Academic Affairs Update**
- **Student Affairs Policy Discussion**
  - Statement of Code of Conduct (**BOV Policy #6**)
  - Military Deployment (**BOV Policy #7**)
  - Assisting Emotionally Distressed Students (**BOV Policy #19**)
  - Communicable Disease Policy (**BOV Policy #21**)
- **Student Affairs Update**
- **Enrollment Management Update**
- **Athletics Update**



**DIVISION CAMPUS UPDATES**

# **DIVISION OF ACADEMIC AFFAIRS**

**Dr. DoVeanna S. Fulton**

**Provost & Vice President for  
Academic Affairs**





# NEW LEADERSHIP APPOINTMENTS



**Dr. Tyson King-  
Meadows**  
Dean, College of  
Liberal Arts



**Dr. Aixi Zhou**  
Vice Provost,  
Research and  
Innovation

**EXECUTIVE SEARCH FALL 2024**  
Dean of the School of Business





# RESEARCH, SCHOLARSHIP and HONORS

- ☐ BOOKS-1
- ☐ ARTICLES-23
- ☐ BOOK CHAPTERS-2
- ☐ PERFORMANCES/EXHIBITIONS-12
- ☐ PUBLIC SCHOLARSHIP-14
- ☐ CONFERENCE PRESENTATIONS-36
- ☐ CONFERENCE PROCEEDINGS-11
- ☐ INVITED LECTURES-7
- ☐ AWARDS & APPOINTMENTS-24

## GRANTS and CONTRACTS ACQUISITIONS

	Academic Affairs	Non-Academic Affairs	Total
Number of Funded Projects:	120	9	129
Amount of Funding*:	\$36,097,159	\$948,749	\$37,045,908

\* Number of projects exceeding \$1M in funding: 11

**2023 Expenditures \$6,194,000**

# INSTITUTIONAL PERFORMANCE STANDARDS

Standard	Year	Pct	Year	Pct
In-State Undergraduate Headcount Enrollment	21-22	102.4	22-23	104.3
In-State Associate and Bachelor Degree Awards	21-22	95.2	22-23	104.6099
In-State STEM-H (Science, Technology, Engineering, Mathematics, and Health Professions) Associate and Bachelor Degree Awards	21-22	108 (B) 200 (A)	22-23	104 (B) 100 (A)
In-State Junior and Senior Level Program-Placed, Full-time Equivalent Students	21-22	212.3	22-23	201.9
In-State Associate and Bachelor Degrees Awarded to Students from Under-Represented Populations	21-22	532.33 (HC) 2 Yr. Ave	22-23	555 2 Yr. Ave
In-State Two-year Transfers to Four-year Institutions	21-22	184 (HC)	22-23	187 (HC)

# **STUDENT AFFAIRS UPDATES**

**Dr. Leonard Brown  
Vice President for Student  
Affairs**





# Student Affairs Board of Visitors Policy Updates



## *Policies for Approval*

- **Statement of Code of Conduct (06)**
- **Military Deployment (07)**
- **Assisting Emotionally Distressed Students (19)**
- **Communicable Disease Protocol (21)**

# Career Services



## Post Graduate Outcomes

	Fall 2023	Fall 2022
Employed, Graduate School, Military, Internship, Volunteer	71.08%	69.66%
Seeking Employment	16.88%	21.33%
Plan to Continue Education	11.69%	6.6%

# Counseling Services



## Counseling Center Utilization Statistics

### 2021-2022

- 352 unique clients 1162 attended appointments
- 11 students meeting criteria for a mental health diagnosis (36 % mood disorder and 45% anxiety)

### 2022-2023

- 430 unique clients 1858 attended appointments
- 75 students meeting criteria for a mental health diagnosis (57% mood disorder and 66 % anxiety)

### 2023-2024

- 412 unique clients 1807 attended appointments
- 79 students meeting criteria for mental health diagnosis (43% mood disorder and 57% anxiety)



# October 2022 - September 2024

After Hours Visits			
	After Hours Visits	Total Completed Visits	% of Visit Volume
1	Business Hours Visits	749	50.5%
2	After Hours Visits	734	49.5%



# Housing





## **BOV POLICY # 06 (2014) Statement on Code of Student Conduct**

<b>Policy Title:</b>	Statement on Code of Student Conduct
<b>Policy Type:</b>	Board of Visitors
<b>Policy Number:</b>	BOV Policy # 06 (2014)
<b>Approval Date:</b>	March 19, 2021
<b>Responsible Office:</b>	Dean of Students Office
<b>Responsible Executive:</b>	Vice President for Student Affairs
<b>Applies to:</b>	Students and Student Organizations

### **POLICY STATEMENT**

Each member of the Norfolk State University community shares in the responsibility for his/her personal conduct and, in some cases, may assume reasonable responsibility for the behavior of others. Students and student organizations are required to engage in responsible conduct that positively reflects the University community. [Section 23.1-1301](#) of the Code of Virginia authorizes the Board of Visitors to adopt regulations or policies for the conduct of students while attending Norfolk State University.

The Administration, through its Division of Student Affairs, is delegated the authority to establish and promulgate policies pertaining to the conduct of students in a [Code of Student Conduct](#). When the established policies are violated, the Code of Student Conduct shall apply. The applicable standard of review is a preponderance (more likely than not) of the evidence. Any sanctions issued as a result of a violation of the Code of Student Conduct may be proportionate to the severity of the violation and previous conduct history of the student.

Code of Virginia § [23.1-1303\(B\)\(7\)](#) also requires that the Board of Visitors establish policies for the discipline of students who participate in varsity intercollegiate athletics. See [BOV Policy # 16 \(2015\) Student-Athlete Discipline](#), which specifically addresses the conduct of student-athletes and the disciplinary and reporting requirements for varsity collegiate athletics at the University

Students have the right to notice and opportunity to respond to the reported violation(s).

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Education and Compliance .....	2
Publication .....	3



## **BOV POLICY # 06 (2014) Statement on Code of Student Conduct**

Review Schedule .....	3
Related Documents .....	3
Forms .....	3

### **DEFINITIONS**

**Dean of Students:** The University official who has primary responsibility for the implementation of student conduct policies. He/she serves as the appeals officer for all cases.

**Sanction:** A corrective action or response required by the University to a student during a conduct conference or hearing in response to a violation of the Code of Student Conduct.

**Student:** A person who has been admitted to or has enrolled at the University but has not completed a program of study for which she/he has enrolled; or a person who has completed a program of study and has satisfied all academic requirements for the program but has not been awarded a degree at the time of the offense. Student status exists regardless of whether the University is in session (i.e. spring break and summer).

**Student organization:** Any University organization or group that is approved and/or registered with the Office of Student Activities. This may also include interest groups not formally recognized by the Office of Student Activities.

### **CONTACT**

The Dean of Students Office within the Division of Student Affairs officially interprets this policy and is responsible for matters pertaining to this policy as it relates to students. The Dean of Students Office is located in Room 307 Student Services Building, Norfolk State University, 700 Park Avenue, Norfolk, Virginia 23504; telephone number (757) 823-2152.

The Dean of Students, as the Responsible Executive, is responsible for obtaining approval for any revisions as required by BOV Policy # 01 (2014) Creating and Maintaining Policies through the appropriate governance structures. Please direct questions pertaining to the Code of Student Conduct to the Dean of Students Office.

### **EDUCATION AND COMPLIANCE**

**EDUCATION** - All enrolled students and student organizations will be emailed BOV Policy #6, Statement on the Code of Student Conduct, at the beginning of the fall and spring semester via Campus Announcements. This information will be included in the Student Handbook and University catalog, in the online Policy Library, Dean of Students Office webpage, and departmental social media accounts. Sessions will continue with student organizations, during residence hall meetings, during DNIMAS orientations, Summer Bridge student orientations,



## **BOV POLICY # 06 (2014) Statement on Code of Student Conduct**

Resident Advisor trainings, and meetings with student athletes. All new students are required to take the online module as a part of New Student Orientation. References and feedback will be provided during Town Hall Meetings with students, as appropriate. The SGA Chief Justice and Associate Justices will assist the Dean of Students Office with planning and facilitating programs to educate the campus community of the Code of Student Conduct.

**COMPLIANCE** – Students in violation will be referred to the Dean of Students Office. If found responsible, appropriate sanctions will be implemented related to the violation. This could include, but not limited to, disciplinary probation, educational project related to the violation(s); community service; educational modules related to the violation(s); counseling referral; fine; restitution; housing reassignment; housing visitation restriction; housing removal; suspension, and expulsion.

### **PUBLICATION**

This policy shall be widely published or distributed to the University community. To ensure timely publication and distribution thereof, the Responsible Office shall make every effort to:

- Communicate the policy in writing, electronically or otherwise, to the University community within 14 days of Board approval;
- Submit the policy for inclusion in the online Policy Library within 14 days of Board approval;
- Direct appropriate offices to educate and train all stakeholders and appropriate audiences on the policy's content, as necessary.

Failure to satisfy procedural requirements does not invalidate this policy.

### **REVIEW SCHEDULE**

- Next Scheduled Review: March 2024
- Approved Date: March 19, 2021
- Revision History: 09/7/2016; 08/28/2017; 09/15/17; 09/28/20; 12/11/20
- Supersedes: None

### **RELATED DOCUMENTS**

- [Administrative Policy # 27-002 \(2014\) Code of Student Conduct](#)
- [Code of Virginia § 23.1-1303\(B\)\(7\) Student-athlete discipline policies](#)

### **FORMS**

There are no forms associated with this policy.



## BOV Policy # 07 (2014) Military Deployment

<b>Policy Title:</b>	Military Deployment
<b>Policy Type:</b>	Board of Visitors
<b>Policy Number:</b>	BOV Policy # 07 (2014)
<b>Approval Date:</b>	March 19, 2021
<b>Responsible Office:</b>	Military Services and Veterans Affairs
<b>Responsible Executive:</b>	Vice President for Student Affairs
<b>Applies to:</b>	Military Students, Administrative Offices

### POLICY STATEMENT

Norfolk State University is committed to serving a diverse student population, which includes the military, veteran and civil service students. This policy adheres to the requirements of [§ 23.1-207 of the Code of Virginia](#) and the [Virginia Tuition Relief, Refund, and Reinstatement Guidelines](#) (2010) established by the State Council of Higher Education for Virginia (“SCHEV”) to provide for tuition relief and refunds, and for reinstatement of students whose documented service in the uniformed services require their sudden withdrawal or prolonged absence from their enrollment at Norfolk State University. This policy identifies the Registrar’s Office as the Responsible Office for the processing of withdrawals for students due to Armed Forces service requirements in accordance with guidelines and procedures in [Administrative Policy # 31-14 \(2014\) Military Tuition Relief, Refund, and Reinstatement](#). This policy furthers the practice of having a military- friendly institution.

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### DEFINITIONS

**Military Duty:** includes active, reservist and civil service members in the Armed Forces of the United States.

**Military Student:** includes currently enrolled active duty, National Guard or Reservist, veteran and civil service students at the University.

**Reinstatement:** the re-admittance and reenrollment of a student whose service in the Armed





## **BOV Policy # 07 (2014) Military Deployment**

Forces has caused his or her sudden withdrawal or prolonged absence from enrollment.

**Service in the Armed Forces:** service (whether voluntary or involuntary) on active duty in the Armed Forces, including such service by a member of the National Guard or Reserve, for a period of more than 30 days under call or order to active duty of more than 30 days.

**Sudden withdrawal:** means leaving an institution after a semester has begun or after the tuition and required fees for a term have already been billed to or paid by the student.

**Tuition:** the actual price of education charged to a student for the term in which service in the uniformed services caused his or her sudden withdrawal or prolonged absence from enrollment at a Virginia institution of higher education.

### **CONTACT(S)**

The Vice President for Student Affairs officially interprets this policy and is responsible for obtaining approval for any revisions as required by [BOV Policy # 01 \(2014\) Creating and Maintaining Policies](#) through the appropriate governance structures. Questions regarding this policy should be directed to the Military Services and Veterans Affairs Office.

### **STAKEHOLDERS**

Military and Veteran students, Faculty and Staff.

### **Military Deployment**

The Administration, through collaboration between the Enrollment Management Office and the Military Services and Veterans Affairs Office, shall develop and implement processes for providing tuition relief and refunds, and for the reinstatement of students whose documented service in the uniformed services has required their sudden withdrawal or prolonged absence from enrollment at Norfolk State University.

All active duty military students who are unable to complete course requirements due to change in employment duties, work schedule or deployment to a duty assignment may be administratively withdrawn from current semester courses in accordance with [Administrative Policy # 31-14 \(2014\) Military Tuition Relief, Refund, and Reinstatement](#). The University Registrar will maintain records of administrative withdrawals completed under this policy and Administrative Policy # 31- 501 (2014) Military Tuition Relief, Refund, and Reinstatement.

All administrative policies shall incorporate the provisions articulated herein, which are effective immediately. Nothing in this policy shall be interpreted to prohibit Norfolk State University from denying reinstatement to a student for causes or actions unrelated to the student's military service in accordance with applicable University policies and procedures governing students and student conduct.

In accordance with SCHEV Guidelines (2010), the following provisions, at a minimum, must be described in sufficient detail and publicized by the Responsible Office:

**BOV Policy # 07 (2014) Military Deployment**

- A. **Tuition and Required Fees.** A description of the circumstances under which a student shall be entitled to receive a partial or full refund of the tuition and required fees that have been billed or paid for the term in which the student is forced to withdraw, including the factors that determine the amount of a refund.
- B. **Room and Board.** A description of the circumstances under which the student is entitled to a full or partial refund for fees paid to the institution for room and board.
- C. **Deposits.** A description of the circumstances under which deposits will be refunded and/or credited to the student.
- D. **Academic Credit.** A description of a student's options concerning grades assigned for the semester in which the student is forced to withdraw due to service in the uniformed services. This includes providing reasonable time for a student to eliminate any "pending" grades (i.e., "incomplete," or "in progress" grades which indicate academic work remains to be completed in a given course).
- E. **Reinstatement**
  - 1. General Provision: A description of the circumstances under which a student shall be entitled to reinstatement in the institution following the student's release or return from service in the uniformed services, which shall provide that a student is entitled to reinstatement without having to re-qualify for admission if the student:
    - i. Returns to the same institution after a cumulative absence of not more than five years, and
    - ii. Provides notice of intent to return to the institution not later than three years after the completion of the period of service.Administrative policies should defer to the provisions of the Higher Education Opportunity Act, 20 U.S.C. § 1088 et seq. for application of relevant exceptions to these time periods.
  - 2. Reinstatement into Specific Program of Study: A description of the circumstances under which a student may be reinstated in the same program of study in which he or she had been enrolled prior to withdrawal. The policy shall provide for counseling for the student to determine the impact of absence from the program on the ability to resume study and to advise the student of his or her options when a program is no longer available or suitable.
  - 3. Deferral of Enrollment: A description of the circumstances under which a student who was admitted to a program but did not begin attendance because of service in the uniformed services may be allowed to defer his or her enrollment in the program
- F. **Documentation.** A description of the types of documentation the student must submit to preserve his or her prerogatives under the policy and relevant deadlines for submission of such documentation

## **EDUCATION AND COMPLIANCE**

### **A. TRAINING**

Training for this policy is intended to educate faculty and administrators that will have a role in administering this policy or to be recipients of the financial awards specified in this policy. If required, the Military Services and Veterans Affairs Office will provide training for faculty and staff.

### **B. POLICY COMPLIANCE AND VIOLATIONS**

1. The Military Services and Veterans Office assesses and measures compliance with this policy through monitoring and reviewing the enrollments and withdrawals of military students.
2. Violations of this policy will be addressed in accordance with any relevant federal, NSU, and Commonwealth of Virginia policies.

## **PUBLICATION**

This Policy shall be widely published and distributed to the University community. To ensure timely publication and distribution thereof, the Responsible Office will make every effort to:

- Communicate the policy in writing, electronic or otherwise, to the University community within 14 days of approval.
- Submit the policy for inclusion in the online Policy Library within 14 days of approval.
- Educate and train all stakeholders and appropriate audiences on the policy's content as necessary. Failure to meet publication requirements does not invalidate this policy.

## **REVIEW SCHEDULE**

- Next Scheduled Review: March 2024
- Approved by, date: Board of Visitors, March 19, 2021
- Revision History: September 16, 2020; May 8, 2015; May 9, 2014; March 17, 2016; September 15, 2017; December 11, 2020
- Supersedes: None

## **RELATED DOCUMENTS**

- Higher Education Opportunity Act, 20 U.S.C. § 1088 et seq.
- [\*Code of Virginia §23.1-207\*](#)
- [\*Virginia Tuition Relief, Refund, and Reinstatement Guidelines \(2010\)\*](#) established by the State Council of Higher Education for Virginia
- [\*Administrative Policy # 31-14 \(2014\) Military Tuition Relief, Refund, and Reinstatement\*](#)

## **FORMS**

*There are no forms associated with this policy.*



## **BOV POLICY # 19 (2017) ASSISTING EMOTIONALLY DISTRESSED STUDENTS**

<b>Policy Title:</b>	Assisting Emotionally Distressed Students
<b>Policy Type:</b>	Board of Visitors
<b>Policy No.:</b>	BOV Policy # 19 (2017)
<b>Approved Date:</b>	March 19, 2021
<b>Responsible Office:</b>	Counseling Center
<b>Responsible Executive:</b>	Vice President for Student Affairs
<b>Applies to:</b>	University Community

### **POLICY STATEMENT**

The Norfolk State University Board of Visitors is authorized under the *Code of Virginia* § 23.1-1300 et seq. to, among other things, make regulations and policies concerning the University. As such, the Board intends to promote a safe learning and working environment for the University community at all times. Section 23.1-802 of the *Code of Virginia* (the *Code*) requires that the governing board develop and implement policies that (i) advise students, faculty, and staff (which include residence hall staff), of the proper procedures for identifying and addressing the needs of students exhibiting suicidal tendencies or behavior and (ii) provide for training where appropriate. “This policy also provides procedures for notifying the University’s student health or counseling center when providing assistance to students that are a perceived threat of harm to self or others, present signs of emotional distress; and/or exhibits suicidal tendencies or behavior, or exhibits the inability to care for basic human needs. No student shall be penalized or expelled solely for attempting to commit suicide, or seeking mental health treatment for suicidal thoughts or behaviors.

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## **BOV POLICY # 19 (2017) ASSISTING EMOTIONALLY DISTRESSED STUDENTS**

### **CONTACTS**

The Vice President for Student Affairs officially interprets this policy and is responsible for matters pertaining to this policy as it relates to students. The Vice President for Student Affairs is the Executive responsible for obtaining approval for any revisions as required by BOV Policy # 01 (2014) *Creating and Maintaining Policies* through the appropriate governance structures. Questions regarding this policy should be directed to the Counseling Center staff.

### **POLICY CONTENTS**

When assisting a student who may be emotionally distressed, attempts suicide, makes a threat or gesture of suicide, harms or attempts to harm him/herself, or undergoes severe emotional distress (e.g., student reports having hallucinations and/or discloses delusional thought content), the procedures for assisting emotionally distressed students must be followed. The established procedures are outlined on the Counseling Center website at <http://www.nsu.edu/counselingcenter/referrals> and shall be made available in the Division of Student Affairs offices. These procedures must be reviewed on an annual basis and available on the University's website a page with other information dedicated solely to the mental health resources available to students at Norfolk State University.

Members of the University Community who come in contact with a student of concern must contacting the NSU Counseling Center at 757-823-8173 or the NSU Police Department at 757-823-9000. The NSU Police should be immediately notified if a student is disruptive, has placed other members of the University Community in immediate danger, and/or threatens to harm him/herself or others, or if such incident occurs after business hours.

### **EDUCATION AND COMPLIANCE**

The Counseling Center shall make training available to all Counseling Center employees training on the requirements of this policy on an annual basis. Records of training will be maintained in the Counseling Center.

### **PUBLICATION**

This policy shall be widely published or distributed to the University community. To ensure timely publication and distribution thereof, the Responsible Office shall make every effort to:

1. Communicate the policy in writing, electronically or otherwise, to the University community affected by the Policy as soon as feasible;
2. Submit the policy for inclusion in the online Policy Library within 14 days of Board approval; and
3. Post the policy on the appropriate SharePoint Site and/or Website.



## **BOV POLICY # 19 (2017) ASSISTING EMOTIONALLY DISTRESSED STUDENTS**

Failure to satisfy procedural requirements does not invalidate this policy.

### **REVIEW SCHEDULE**

**Next Scheduled Review:** March 2024

**Approved by, date:** Board of Visitors, March 19, 2021

**Revision History:** August 29, 2008; August 28, 2017, September 15, 2017; December 11, 2020

**Supersedes:** Policy # 24.002 Assisting Emotionally Distressed Students (2008)

### **RELATED DOCUMENTS**

- *Code of Virginia* § 23.1-802  
<https://law.lis.virginia.gov/vacode/title23.1/chapter8/section23.1-802/>
- NSU Counseling Center Website <https://www.nsu.edu/counselingcenter/counseling>

### **FORMS**

*There are no forms associated with this policy.*





## BOV POLICY # 21 (2016) COMMUNICABLE DISEASE PROTOCOL

<b>Policy Title:</b>	Communicable Disease Protocol
<b>Policy Type:</b>	Board of Visitors
<b>Policy No.:</b>	BOV Policy # 21 (2016)
<b>Approved Date:</b>	March 19, 2021
<b>Responsible Office:</b>	Spartan Health Center
<b>Responsible Executive:</b>	Vice President for Student Affairs
<b>Applies to:</b>	University Community

### POLICY STATEMENT

The Norfolk State University Board of Visitors is authorized under the *Code of Virginia* § 23-174.6 and § 23-9.2:3 to, among other things, make all necessary policies and procedures concerning the University. As such, the Board intends to promote a safe learning and working environment for the University community at all times. This policy describes the protocols to be administered in the event of a communicable disease outbreak on campus or within the University community in accordance with [Code of Virginia § 32.1-116.3](#). The protocols are also identified in the most recent version of the [Crisis Emergency Management Plan](#), under the Section XXII Functional Annex – # 7 Infectious Disease (see attached Annex 7).

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## **BOV POLICY # 21 (2016) COMMUNICABLE DISEASE PROTOCOL**

### **DEFINITIONS:**

**Communicable Disease:** means any airborne infection or disease, including, but not limited to, Covid-19 (SARS-COV2 virus infection), tuberculosis, measles, certain meningococcal infections, mumps, chickenpox and Hemophilus Influenzae Type B, and those transmitted by contact with blood or other human body fluids, including, but not limited to, human immunodeficiency virus, Hepatitis B and Hepatitis C (Code of Virginia § 32.1-116.3).

### **CONTACT(S)**

The Vice President for Student Affairs and the Medical Director of the Spartan Health Center officially interpret this policy. The Vice President for Student Affairs is the Executive responsible for obtaining approval for any revisions as required by BOV Policy # 01 (2014) *Creating and Maintaining Policies* through the appropriate governance structures. Questions regarding this policy should be directed to the Spartan Health Center.

### **POLICY CONTENTS**

In accordance with the Code of Virginia, section 32.1-116.3, Reporting of Communicable Disease, the University is required to:

- (a) Obtain the immunization status of all new incoming freshmen, transfer, and graduate students, facilitated by the Student Health Center; appropriate waivers for Religious and medical exemptions will be obtained.
- (b) Report all reportable communicable diseases to the Virginia Department of Health (VDH) and cooperate with local VDH public health investigators while maintaining individual HIPAA privacy regulations facilitated by the Student Health Center

Spartan Health Center and/or Health Center Annex staff shall notify the Vice President for Student Affairs (or his/her designee) at the earliest known opportunity whenever it is determined a communicable disease meets the definition/criteria of an outbreak. This notification must be documented in writing.

### **STAKEHOLDER (S) (FOR ADMINISTRATIVE POLICY)**

*Not associated with this policy and procedures.*

### **EDUCATION AND COMPLIANCE**

The Board of Visitors shall make available to the University community this policy by inclusion in the online Policy Library and the Board's Website. Education and training for all stakeholders and appropriate audiences on the policy's content will occur, as necessary. This policy will be maintained



## **BOV POLICY # 21 (2016) COMMUNICABLE DISEASE PROTOCOL**

as a part of the Board of Visitors Policy. In accordance with Code of Virginia § 32.1-116.3 Reporting of Communicable Disease, the Spartan Health Center, shall submit reports required by the Virginia Department of Health.

### **PUBLICATION**

This policy shall be widely published or distributed to the University community. To ensure timely publication and distribution thereof, the Responsible Executive or Office will make every effort to:

- Communicate the policy in writing, electronically or otherwise, to the University community within 14 days of Board approval;
- Submit the policy for inclusion in the online Policy Library within 14 days of Board approval;
- Post the policy on the Board's Website and;
- Educate and train all stakeholders and appropriate audiences on the policy's content, as necessary.

### **REVIEW SCHEDULE**

- Next Scheduled Review: March 2024
- Approved by, date: Board of Visitors: March 19, 2021
- Revision History: September 11, 2009; June 24, 2014; September 23, 2016; September 18, 2020; December 7, 2020
- Supersedes: Policy # 27.006 Communicable Disease Protocol and Policy (2014)

### **RELATED DOCUMENTS**

- *NSU Crisis Emergency Management Plan*  
<https://www.nsu.edu/Assets/websites/police/Crisis-Emergency-Management-Plan.pdf>
- Functional Annex AN7, Infectious Disease (see p. 4 of this Policy)
- *Code of Virginia* § 32.1-116.3 Reporting of communicable diseases; definitions.  
<http://law.lis.virginia.gov/vacode/title32.1/chapter4/section32.1-116.3/>

### **FORMS**

*There are no forms associated with this policy and procedures.*



## **BOV POLICY # 21 (2016) COMMUNICABLE DISEASE PROTOCOL**

### **NSU CRISIS EMERGENCY MANAGEMENT PLAN**

Functional Annex (pp. 70-72)

#### **INFECTIOUS DISEASE**

#### **AN7**

Primary University Respondents      Spartan Health Center

Supporting Area / Agencies      Norfolk Department of Health, Virginia Department of  
Emergency Management; Centers for Disease Control  
(CDC); World Health Organization (WHO)

Documents and Policies      BOV Policy # 21 (2016) Communicable Disease Protocol

Centers for Disease Controls and Prevention- Emergency  
Preparedness and Response

<https://emergency.cdc.gov/index.asp>

Virginia Department of Health Emergency Preparedness

<https://www.vdh.virginia.gov/emergency-preparedness/>

Hazard Specific Appendices/SOP      Infectious Diseases, Biological Agents and Food Poisoning

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#### **Purpose:**

To establish procedures for an appropriate response level to a possible occurrence of an infectious disease outbreak at the University.

#### **Scope of Work:**

To identify the responsibilities and expected activities of all University, local, state and/or federal agencies that may be involved in responding to this situation.

#### **Situation and Assumptions:**

1. As an open campus community with a majority commuting population the likelihood that an outbreak of an infectious disease is possible.
2. Awareness and notification that such a circumstance is imminent could potentially arrive through:
  - a. Student(s) seeking medical assistance from the Spartan Health Center and a pattern or reoccurrence of symptoms becomes evident



### **BOV POLICY # 21 (2016) COMMUNICABLE DISEASE PROTOCOL**

- b. Notification from the Norfolk Health Department (NHD) or other local health departments.
  - c. Information from local hospitals of increased frequency of visits for common symptoms
  - d. Notification from regional or federal CDC agencies
3. Depending on the magnitude of the outbreak, assistance and/or management of the response may be requested from local or state health care agencies.

#### **Concept of Operations:**

1. The Command Center for response to the situation would be located in the Spartan Health Center or an appropriate location determine by senior medical personnel.
2. All responses to treatment areas will be under the direction of the medical personnel in the Spartan Health Center or if medically indicated and/or beyond the scope of practice, then under the direction of local or state medical personnel.
3. The Spartan Health Center and other medical emergency response personnel will be directed to the Command Center, issued appropriate protective wear and assigned duties and responsibilities in response to the emergency based on need.
4. If the nature and magnitude of the disease is such that transport to local medical facilities is not available, appropriate alternate locations will be utilized for observation, isolation and treatment. Mass Care and Sheltering-in-Place protocols and procedures would be implemented.
5. If transport is available, The Spartan Health Center and University Police will coordinate pick-up points for individuals to be transported to local medical facilities. Evacuation procedures and protocols would be implemented.
6. Transportation arrangements include:
  - a) area emergency rescue service
  - b) local ambulance services
  - c) local fire department

#### **Organization and Assignment of Responsibilities:**

- 1) If it is decided that a biological epidemic or emergency exists, the Medical Director of the Spartan Health Center, along with the staff of the Center, will use appropriate references to form a plan of action (e.g., Control of Communicable Diseases Manual, Virginia State Health Division of Epidemiology Immunization Program. See also Spartan Health Center Clinical Manual for more information on Clinical Recognition and Management of Suspected Bioterrorism Events). Contacts with the Center for Disease Control and the World Health Organization (foreign travel alerts) may be made as directed by the Norfolk Health Department.



## **BOV POLICY # 21 (2016) COMMUNICABLE DISEASE PROTOCOL**

2) In the event that a biological epidemic or emergency is determined to exist, the Vice President for Student Affairs may request that the Emergency Operations Center be activated. At that meeting, the Emergency Management Team will be briefed on the situation and requirements. Should quarantine, mass screening, mass post exposure prophylaxis or closing of the University be recommended, activation of protocols and procedures will take place at that time. The Emergency Management team will determine the appropriate notification to the campus community and the public. The Vice President for Operations/Chief Strategist for Institutional Effectiveness will coordinate efforts with the campus communication and marketing.

If a case of bacterial meningitis or other reportable communicable disease is diagnosed, the Virginia Department of Health will be notified by medical personnel via the online reporting portal, phone or fax. Laboratories are also required to report all positive reportable communicable test results to the Virginia Department of Health.

<https://www.vdh.virginia.gov/disease-prevention/disease-reporting/>

The Medical Director of the Spartan Health Center will assist with contact tracing and initiation of prophylactic antibiotics for students who are identified as close contacts of the original case.

Contact tracing is done by public health officials to recommend antibiotic prophylaxis for close contacts.

### **Direction and Control:**

1. External assistance may be requested if necessary by the Spartan Health Center via the Emergency Operations Center.
2. If the situation warrants the opening of the NSU and/or City of Norfolk Emergency Operations Center, the Emergency Management Coordinator shall ensure that communications is established between centers.

### **Annex Development and Maintenance:**

The Executive Director of Health Services has overall responsibility for Annex development and maintenance. The Spartan Health Center will be responsible for keeping this plan up to date by an annual review.

This plan supports the NSU Crisis Emergency Management Operations Plan (CEMP). It is implemented with the approval and knowledge of individuals and organizations with assignments or responsibilities under the annex.

Following any exercise, actual emergency or disaster, the Emergency Management Team will determine if this Annex provided satisfactory support and make direct changes accordingly. This Annex will be revised whenever any significant change occurs, as a part of the general CEMP review and revision process.



# ENROLLMENT MANAGEMENT UPDATE

**Dr. Justin L. Moses**  
**Vice President for**  
**Operations & Institutional**  
**Effectiveness**



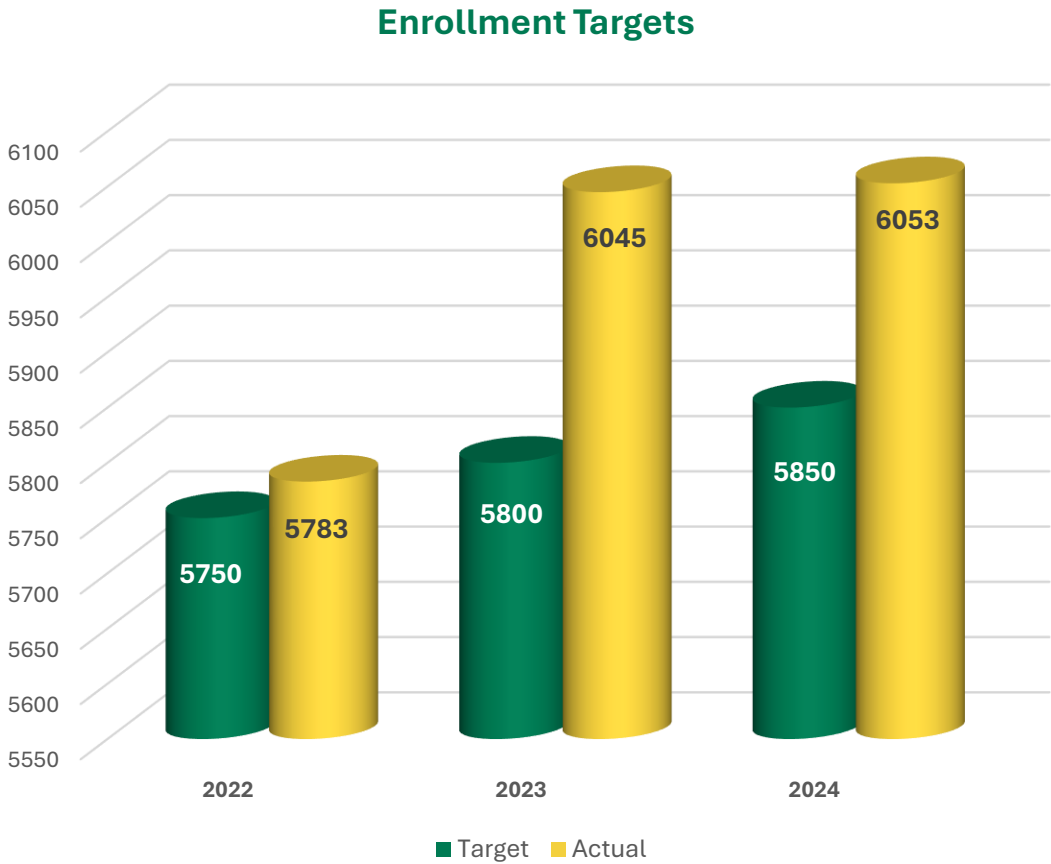
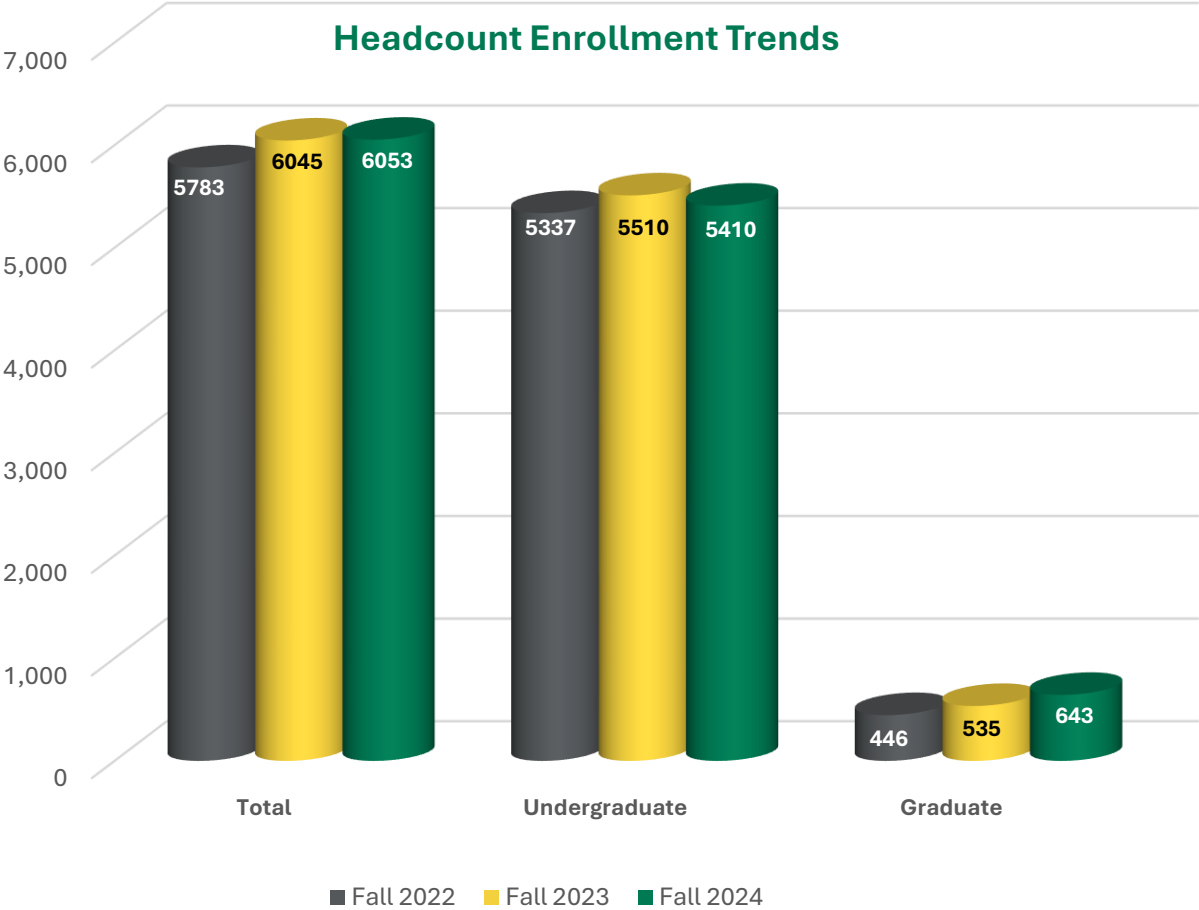
# Enrollment Management Update

## Personnel Updates

- **Dr. Melissa Barnes** serving as interim Associate Vice President for Enrollment Management
- **Dr. Juan Alexander** departed NSU and has taken a position at FAMU
- **Dr. Michael Shackleford** is serving in an advisory capacity for Enrollment Management
- **Dr. James Walke** has been appointed Associate Vice President for Institutional Effectiveness and Planning



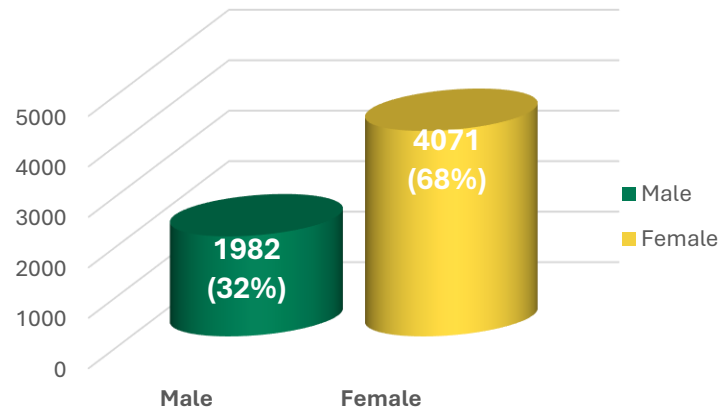
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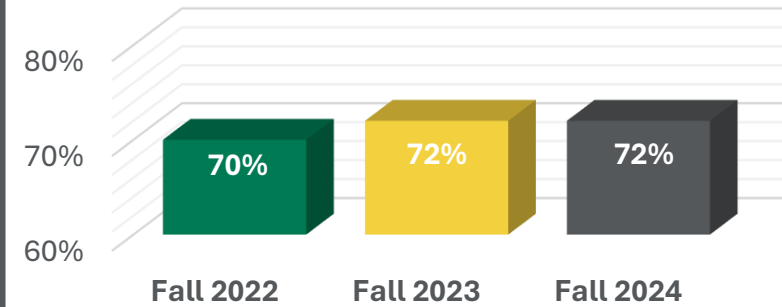


# Enrollment Data

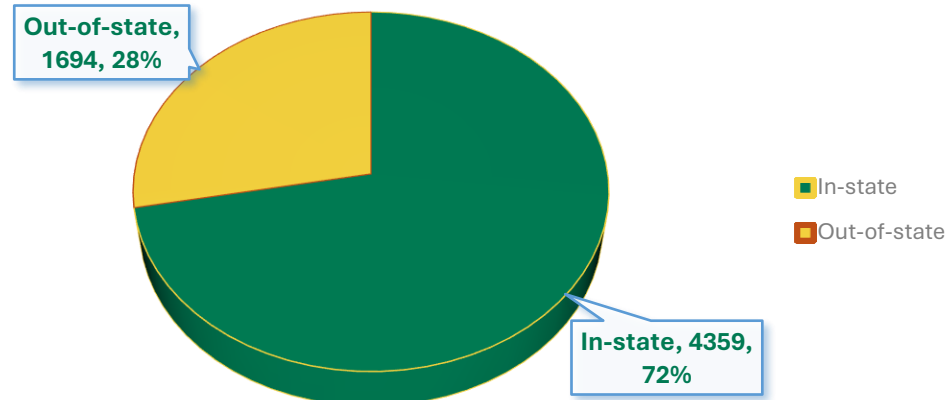
2024 ENROLLMENT BY GENDER



RETENTION RATE (GRS Cohort)

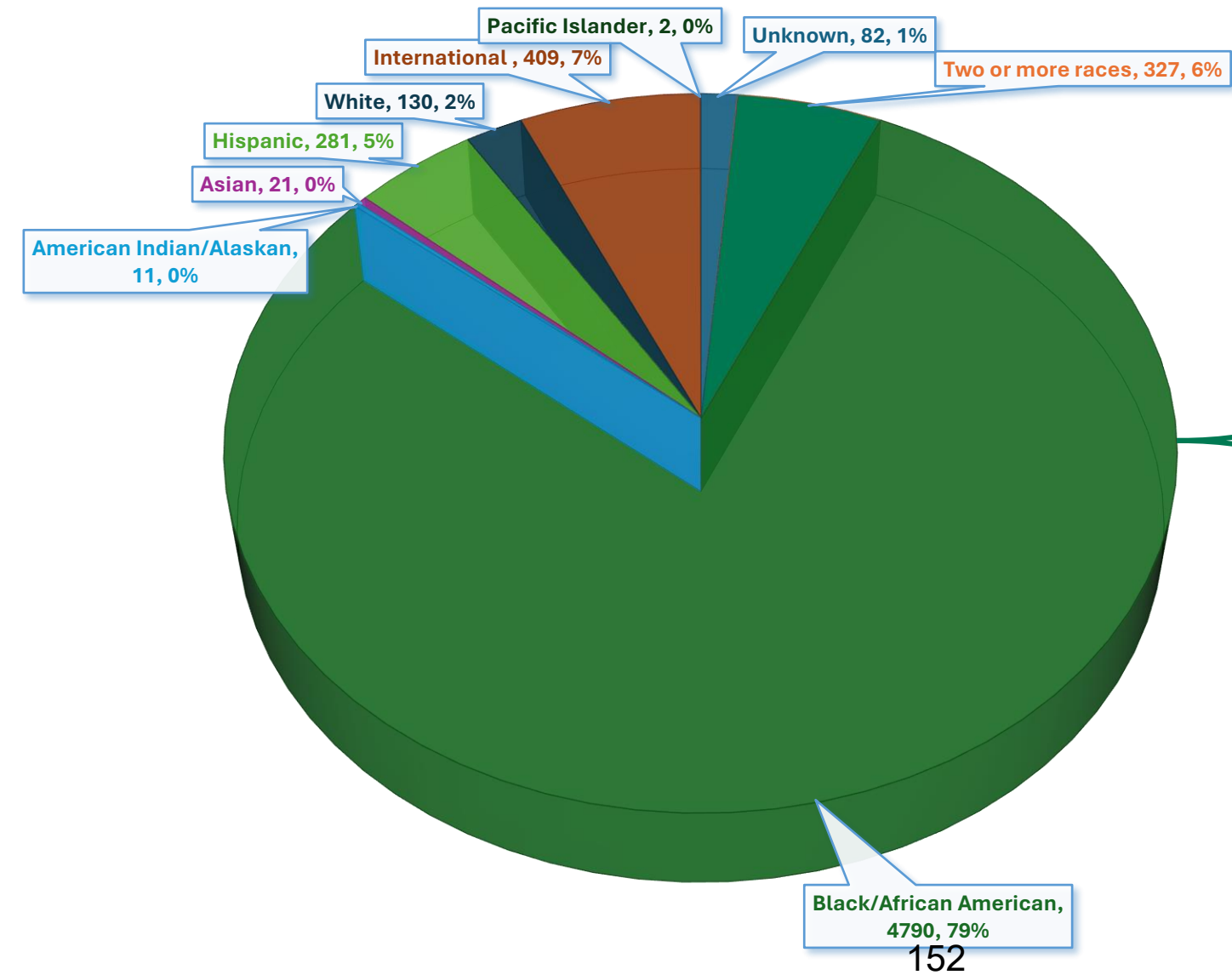


ENROLLMENT - IN-STATE/OUT OF STATE



# Enrollment Data

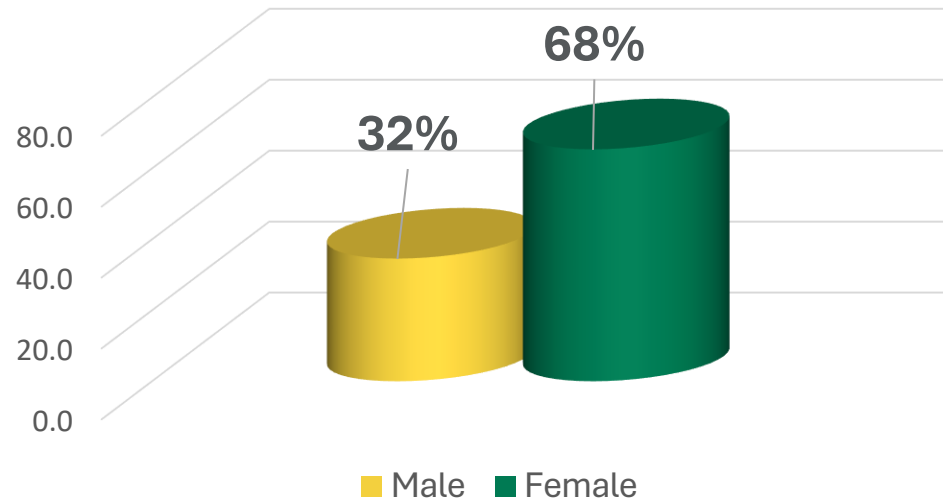
## ENROLLMENT BY RACE



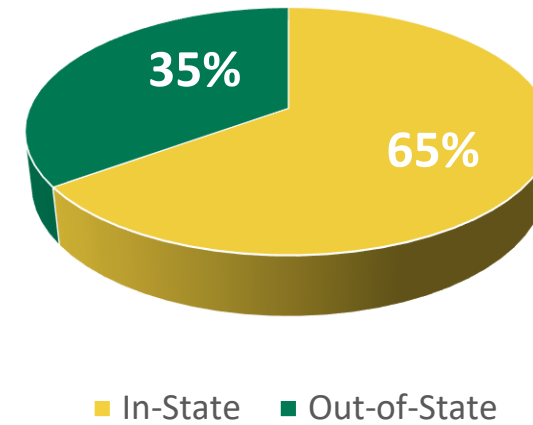
DATA LEGEND		
Race:	Number (n):	%:
African American	4790	79
International	409	7
Two or more races	327	6
Hispanic	281	5
Caucasian/White	130	2
Unknown	82	1
Asian	21	% <1
American Indian	11	% <1
Pacific Islander	2	% <1

# Freshman Profile

First-time Freshman by Gender



First Time Freshman - In-State/Out-of-State







# Department of Athletics

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## Dr. Melody Webb

### Director of Athletics





# MEAC/SWAC CHALLENGE

HBCU Football: FAMU vs. NSU  
Broke Viewership Record

Nineteen Years

1.3 Million Viewers

ABC Major Network

Increased Fan Engagement

National Exposure

Recruitment Boost

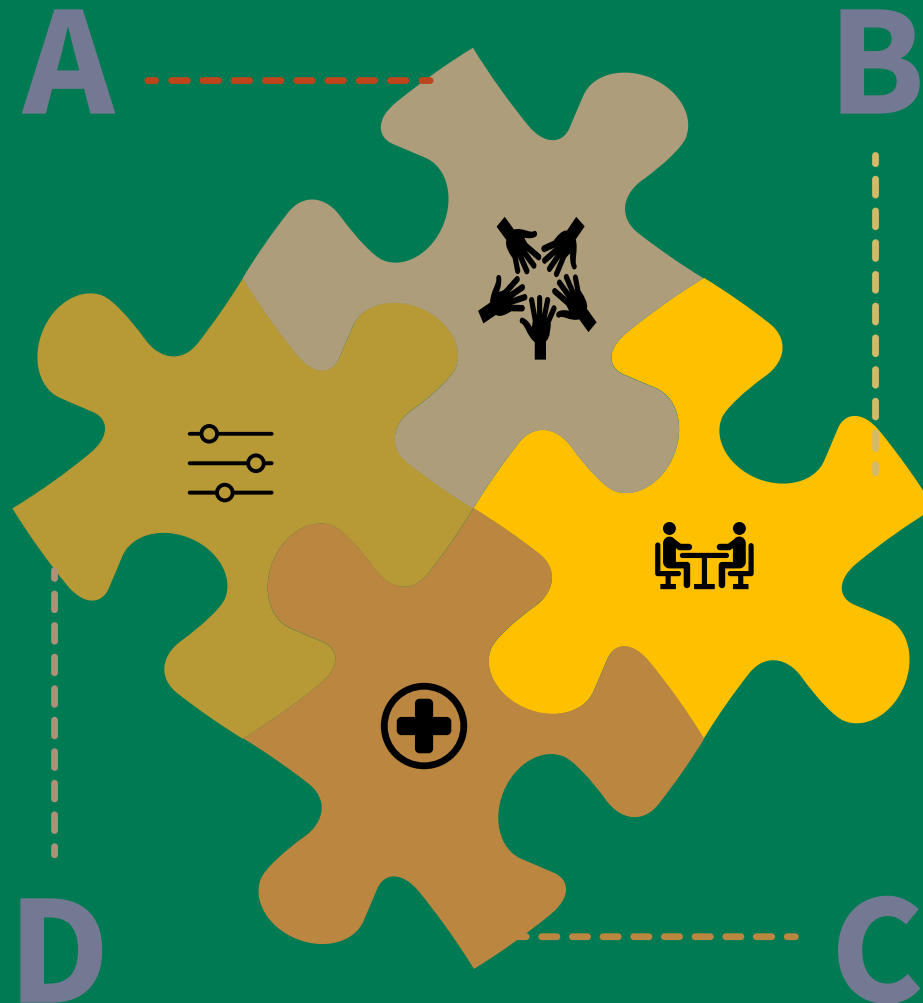
Cultural Pride & Representation

Enhanced School Spirit &  
Alumni Engagement



# BUILDING THE PERFECT FIT

## *"One Piece at a Time"*



### **Student Athlete Experience**

Holistic approach ensuring well-rounded growth and exploring opportunities for academic, personal, and athletic development.

### **Academics/Grants**

Access to comprehensive resources to ensure success both in the classroom and on the field.

### **Sports Medicine and Healthcare**

Focused support on mental health and overall wellness, including access to counselors, nutritionists, strength and conditioning and athletic trainers.

### **Initiatives/Strategies**

Launching new initiatives focused on enhancing athletic performance, student-athlete well-being, and community engagement through advanced training programs and expanded support services."



# Thank You!



# **Student Representative Report**

# **Faculty Representative Report**



# **President's Board Presentation**



**NOW Is Our Time:**

# **LEAD, INNOVATE, LEGACY**

**DR. JAVAUNE ADAMS-GASTON**

Seventh President of Norfolk State University

October 25, 2024



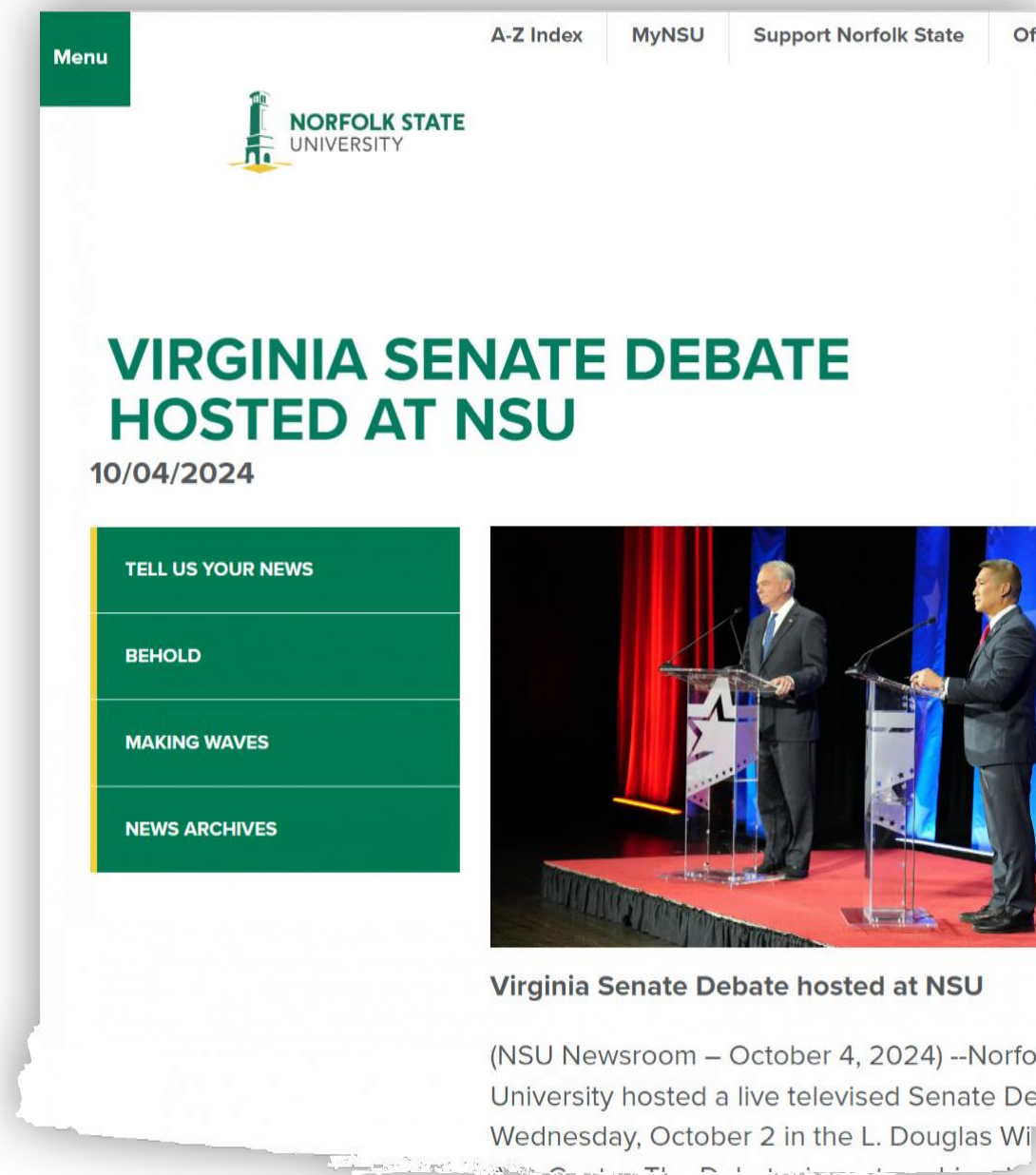




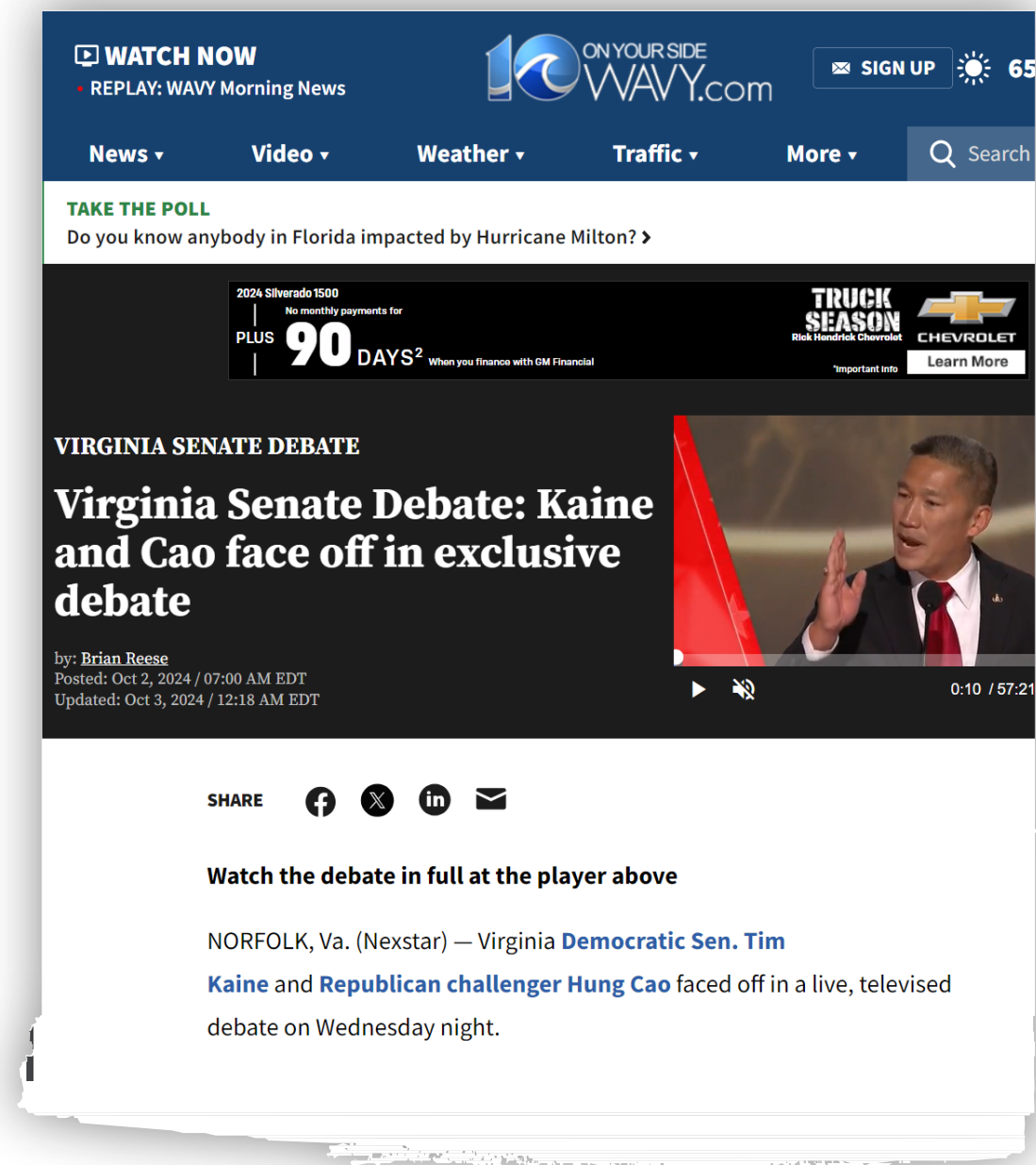
# NORFOLK STATE HOMECOMING



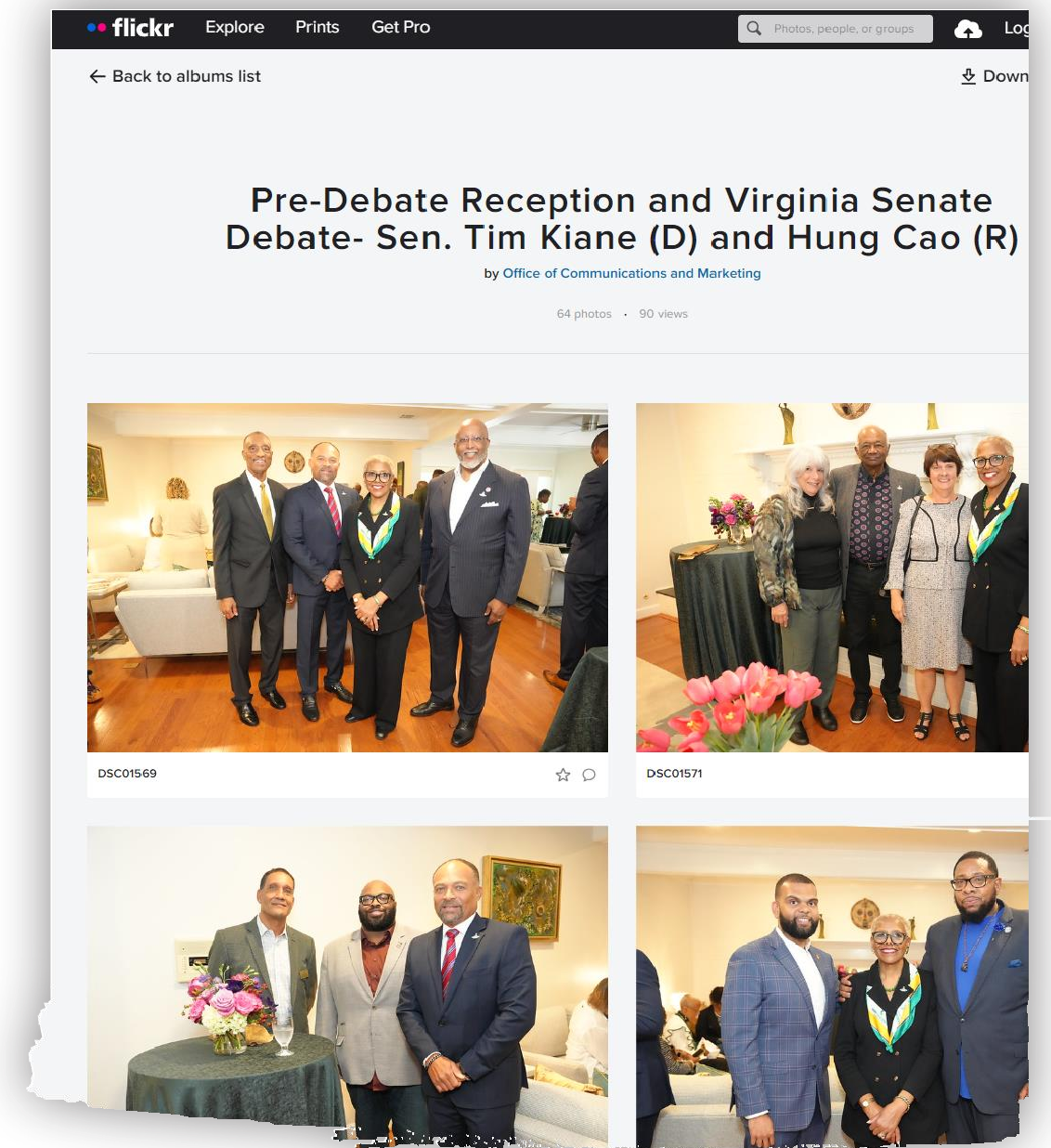
# U.S. SENATE DEBATE



**NSU Newsroom**



**WAVY-10**



**flickr**









# NOW IS OUR TIME

THE CAMPAIGN FOR  
NORFOLK STATE UNIVERSITY

## CAMPAIGN INITIATIVES



### INVESTING IN PEOPLE

The campaign focuses on promoting student success by increasing retention, minimizing student debt, and making NSU more attractive to academically gifted students.



### STRENGTHENING ACADEMIC PROGRAMS

By supporting Colleges, Schools, and Honors Programs, the campaign aims to grow research opportunities and broaden community and corporate partnerships. It also aims to invest in endowed faculty positions and faculty.



### ELEVATING ATHLETICS

The campaign seeks to strengthen our competitiveness and support student-athletes by building more co-curricular opportunities and increasing access to scholarship dollars



### ADVANCING EXCELLENCE

Ensuring Norfolk State University can deliver year after year by supporting areas of greatest need. (Highlight Campus Infrastructure, Legislative Gains with Day on the Hill)

[www.nsu.edu/nowisourtime](http://www.nsu.edu/nowisourtime)





**NOW** IS OUR  
TIME

| THE CAMPAIGN FOR  
NORFOLK STATE UNIVERSITY

# CAMPAIGN INITIATIVES



**INVESTING  
IN PEOPLE**



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TIME

THE CAMPAIGN FOR  
NORFOLK STATE UNIVERSITY

# CAMPAIGN INITIATIVES



## STRENGTHENING ACADEMIC PROGRAMS



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NORFOLK STATE UNIVERSITY

**CAMPAIGN  
INITIATIVES**



**ELEVATING  
ATHLETICS**



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TIME

THE CAMPAIGN FOR  
NORFOLK STATE UNIVERSITY

# CAMPAIGN INITIATIVES



**ADVANCING  
EXCELLENCE**



# NOW IS OUR TIME

THE CAMPAIGN FOR  
NORFOLK STATE UNIVERSITY

# A CALL TO ACTION

[www.nsu.edu/nowisourtime](http://www.nsu.edu/nowisourtime)



Jerry "J.B. Smoove" Brooks



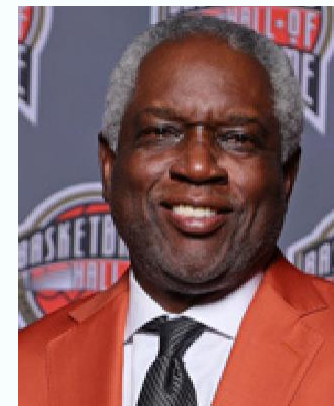
Dr. Lavonda Brown



Earl Bynum



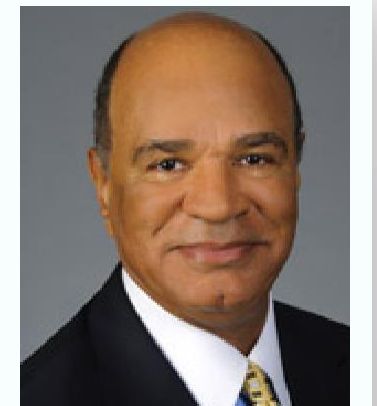
Maia Chaka



Robert L. "Bob" Dandridge Jr.



Brehanna Daniels



Ernie Hodge



April Holmes



Ashley Jones



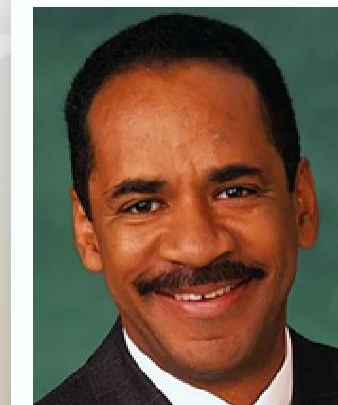
Louise Lucas



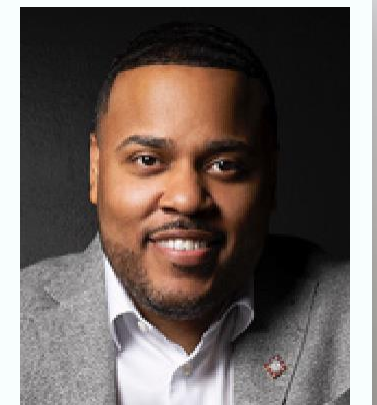
Kathleen Magee



Jawn Murray



Tim Reid



Phil Thornton





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