

Board of Visitors Committee Meetings

President's Conference Room, 5th Floor, Suite 530

700 Park Avenue

Norfolk, VA, 23504

February 11, 2025





BOARD OF VISITORS

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

AGENDA BOARD OF VISITORS COMMITTEE MEETING

Tuesday, February 11, 2025

8:30 a.m. – 3:30 p.m.

Campus Location:

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
Wilson Hall, 5th Floor, Suite 530

- 8:30 a.m. Breakfast**
- 9:00 a.m. - 10:00 a.m. Audit, Risk, and Compliance**
- 10:00 a.m. - 11:30 a.m. Strategic Finance**
- 11:30 a.m. - 12:30 p.m. Governance**
- 12:30 p.m. - 1:30 p.m. Lunch**
- 1:30 p.m.- 3:00 p.m. Academic and Student Affairs**
- 3:00 p.m. - 3:30 p.m. Other Comments**

The Rector is an ex-officio member of all Committees.

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.

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Audit, Risk, and Compliance Committee

AGENDA
BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING
Tuesday, February 11, 2025
Dr. Harold Watkins II, Chair
9:00 a.m. to 10:0 a.m.

Campus Location:

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

Wilson Hall 5th Floor, Suite 530

Zoom Link : https://nsu-edu.zoom.us/webinar/register/WN_m0CRy8mGQICN42Z6o2uWfQ

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the November 21, 2024 Committee Minutes
- III. Discussion Items
 - a. University Compliance, Dr. Dawn M. Hess
 - i. NSU Compliance Annual Update, Calendar Year 2024
 - 1. Capability Maturity
 - 2. Year End Summary
 - 3. Highlights with Compliance Partners
 - 4. Major Compliance Activities Since Inception
 - ii. 2025 Inventory Status
 - iii. 2025 – 2026 Compliance Plan and Focus
 - b. Internal Audit, Ms. Derika Burgess
 - i. Leading Practices of Internal Audit Function
 - ii. Actions and Trends
 - c. Closed Sessions
- 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.

BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING MINUTES
November 21, 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 10:40 a.m. A quorum was established with a 4-0 roll call.

Committee Members

Dr. Harold L. Watkins II, Chair

Mr. Dwayne B. Blake

The Honorable James W. Dyke, Jr.

Committee Members Virtual

Mr. Gilbert T. Bland

Mr. Conrad Mercer Hall

Mr. Edward Sanders

Additional Board Members

Mr. Michael T. Andrews (Appointed by Rector to complete quorum)

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

Ms. Drika L. Burgess, Chief Audit Executive

Dr. Dawn Hess, Chief Compliance Officer

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

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

Dr. Aurelia Williams, Senior Vice Provost for Academic & Faculty Affairs

Ms. Melody Webb, Athletics Director

Dr. Melissa Barnes, Interim Associate Vice President for Enrollment Management

COP Brian K. Covington, University Police and Parking Services

Mr. Cornelius Graves, Research Innovation Foundation

Mr. Edwin Green, Legal/NSURIF

Mr. Dennis Jones, Executive Budget Director

Ms. Monique D. Robinson, Procurement Services Director

Mr. David R. Simon, Jr., Dean of Students

Dr. Aixi Zhou, Vice Provost for Research & Innovation

Ms. Sher're S. Dozier, Clerk to the University President/Liaison to the Board of Visitors
Ms. Phillita Peoples, Executive Assistant to Internal Audit and Compliance

2. Recommend Approval of Electronic Participation

The Committee unanimously approved the electronic participation for Mr. Gilbert T. Bland, Mr. Conrad Mercer Hall, and Mr. Edward Sanders with a 4-0 roll call vote. The motion was made by The Honorable James W. Dyke, Jr. and seconded by Mr. Dwayne B. Blake.

3. Approval of the Minutes

The Honorable James W. Dyke, Jr. motioned, Mr. Dwayne B. Blake seconded, and the Committee unanimously approved the Audit, Risk and Compliance Committee meeting minutes for October 1, 2024.

4. Discussion Items

Internal Audit

Mrs. Burgess reported on the State of the Internal Audit department, provided a summary review of the Commonwealth of Virginia Cybersecurity Audit, reviewed BOV Policy #30 (2018) for committee approval, and provided updates on Export Controls Corrective Action.

State of Internal Audit

The State of Internal Audit addressed current conditions and outlined a clear and strategic path for enhancing the future of the internal audit function at NSU. The role of Internal Audit is to strengthen the organization's ability to create, protect, and sustain value by providing independent, risk-based, and objective assurance, advice, and insight.

Vision

Norfolk State University Internal Audit will be recognized for providing superior internal audit services and inspiring stakeholders to continually promote operational effectiveness and efficiency.

Mission

- Enhance NSU's performance
- Ensure its long-term sustainability
- Identify areas of improvement

Goals

- Realign and expand the audit team
- Develop fraud risk framework
- Broaden management advice and consultation activities

Strategy

- Increase the depth of knowledge and audit approaches in strategic areas including research and information technology
- Develop matrices based on NSU's unique industry, risks, and operations
- Perform target based, forward-looking, actionable consults and training at management's request
- Benchmarking and continuous improvement

Professional Development

- Internal Audit has spent 115 hours of professional development in the areas of Research, Standards, IT, and Consulting.

Campus Outreach

- Training engagements with the campus community has increased two-fold from FY2023 to FY2024.

Objectives

- Internal Audit has achieved Certifications for Staff, Fraud and Risk Analysis, as well as Consults and Training departmental objectives.
- The procurement of a full external assessor in satisfaction of IIA External Quality Review of internal audit activity is underway.

Internal Audit Resources

Staff Resources

- Audit uses a hybrid work model that blends full time professional staff and co-sourced professionals with specialization and expertise to provide quality and assurance services for Norfolk State University.
- The search for an I.T Auditor is in progress.

Audit Plan

- The planned audit types due by FY2026 are 4-Operational Audits, 1-Financial Audit, 3-I.T. Audits Co-Sourced, and 1-External Review.
- The actual audits completed are 1.5-Operational Audits, 4-I.T. Audits Co-Sourced, 4-Waste, Abuse and Fraud, and 1-External Review.

Actions and Trends

- Management continues to provide action plans to improve processes across the organization.
- Hotline Trends from FY2023-2025 are as follows: Job Performance, Compensation, Abuse of Authority, Waste, and Improper Hiring.
- To date, hotline calls received for FY2025 have been unsubstantiated.

COV Cybersecurity Audit – a summary review

- The Office of State Inspector General (OSIG) performed security audits for the Commonwealth of Virginia (COV) from December 2023 through October 2024.
- The audit resulted in 34 findings, NSU received 2 of the 34.
- The State Inspector General's overall opinion found that VA HEIs do implement processes to support cybersecurity.

Action Item: Approval of BOV Policy #30 (2020) – Reporting and Investigating Suspected Wrongdoing

Mrs. Burgess presented the BOV policy #30 (2020) – Reporting and Investigating Suspected Wrongdoing to the committee for recommendation of approval of the full Board.

- The policy serves as the framework for how suspected wrongdoings are managed and communicated. The policy establishes the overall roles and responsibilities for preventing, identifying, and reporting fraudulent behavior as well as define Abuse, Waste and Fraud.
- Norfolk State University is a supporter of the International Fraud Awareness Week from November 17-23, 2024. The campaign aligns with the principles in BOV Policy #30 (2018).

The Honorable James W. Dyke, Jr. motioned to approve the BOV Policy #30 (2020) Reporting and Investigating Suspected Wrongdoing policy. Seconded by Mr. Dwayne B. Blake with a 4-0 Roll Call Vote the committee unanimously approved.

Export Controls – Corrective Actions

Findings and Updates

- Identification of Restricted Projects and Individuals
 - Update: OSP modified an existing form to identify all restricted research and CAYUSE research management suite used for tracking pre and post award activities.
- Decentralized Data
 - Update: CAYUSE database provides file share functionality.
- International Travel
 - Update: The Export Control Regulations Acknowledgment is implemented but procedures may vary depending on destination.
- Physical Access
 - Update: University Compliance is working with Research to develop and hire Research Operations Coordinator. OSP is developing a Hazardous Commodities Disclosure Policy. Blackboard Ultra will deliver the Use of Technology Control Policy reminder for all faculty and staff.
- Documentation and Retention
 - Update: Considering adding modules to CAYUSE to address Export Controls records and documentation retention.
- Policy, Procedure and Training
 - Update: Export Control policy will be added electronically to Blackboard Ultra along with periodic updates to all users from the Research and Innovation Center.

Special Presentation: Research and Innovation

Dr. Aixi Zhou provided insight into Export Controls in Research, Research Compliance Gap Closure updates and Animal Care.

Export Controls in Research

- Export Control regulations outline certain conditions under which the export of technology (including technical data) either is prohibited or requires a license.
- Export Controls are a set of regulations that govern the export of commodities and technology outside of the U.S. or to a foreign person (or corporation or entity).

- The controlled physical items that serve dual usage (i.e., civilian and military) technologies can be located on the Commerce Control List at 22 CFR § 121 of the Export Administration Regulations (EAR) and defense articles are listed on the U.S. Munitions List at 15 CFR § 774, Supp. 1 of the International Trafficking In Arms Regulations (ITAR).
 - Controlled Information: information about export-controlled items (e.g., design, development, production, manufacture, assembly, operation, repair, testing, maintenance or modification etc.), including intangible items such as software and algorithms listed under EAR or ITAR.
- The NSU Policy # 39-01 (2023) Export Controls and Economic Sanctions Compliance policy identifies activities, research, and/or research space that requires additional security precautions to comply with export controls.

Research Compliance Gap Closure

- The Research Operations Coordinator position is ongoing.
- The ROC will be responsible for Laser and Radiation Safety while partnering with EHSRM to implement a process for managing hazardous materials/chemicals/equipment.

Care and Use of Laboratory Animals in Research

- A laboratory animal is any vertebrate animal (e.g., traditional laboratory animals, agricultural animals, wildlife, and aquatic species) produced for or used in research.
- Animal use refers to the proper care, use, and humane treatment of laboratory animals produced for or used in research.
- Legal regulations in support of the care and use of laboratory animals in research are in the Animal Welfare Act and PHS Policy on Humane Care and Use of Laboratory Animals, Ethical guidelines (e.g., APA and NAS guides), and Institutional policies.
- NSU employees may conduct research involving animals only with the prior approval of an IACUC, under the auspices of an Inter-institutional Assurance with an assured partner institution.

University Compliance

Chief Compliance Officer Dr. Hess highlighted Ethics in Compliance along with Compliance Updates on Policies and Student Affairs.

Ethics in Compliance

- University Compliance hosted the first Ethics and Compliance meeting attended by various campus leadership to discuss principles that guide us to make a positive impact through our decisions and actions in alignment with the University's Code of Ethics to discuss.
- The objectives and learning outcomes were:
 - Culture of Trust - Ethical leaders can help employees feel more confident and secure by establishing a culture of trust and respect.
 - Employee Morale - A positive work environment can lead to higher morale.
 - Employee Retention - Ethical leaders can positively affect employee turnover by creating a quality work environment in which employees are happy to be apart.
 - Decision-Making - Ethical decision-making can help avoid costly lawsuits.
 - Collaborative Environment - Transparent decision-making processes can create trust and invite constructive feedback.
 - Organizational Performance - Ethical leadership can enhance organizational performance by integrating moral values into practice

Compliance Updates: Policies

Dr. Hess shared information on compliance-related new, updated, and forthcoming Administrative Policies.

- Proposed Policy: **Civility in the Workplace**
 - Responsible Administrative Office(s): Operations & Institutional Effectiveness/ Human Resources
 - The Civility in the Workplace policy will keep the university in compliance with DHRM Policy 2.35.

- Proposed Policy: **Animal Care & Use**
 - Responsible Administrative Office(s): Academic Affairs/Research & Innovation
 - The Animal Care & Use policy will align with the Animal Welfare Act.
- Proposed Policy: **Hazardous Commodity Disclosure**
 - Responsible Administrative Office(s): Finance & Administration/ Environmental, Health and Safety
 - The Hazardous Commodity Disclosure will comply with Federal & State Laws.
- Proposed Policy: **Hazing**
 - Responsible Administrative Office(s): Student Affairs/Dean of Students
 - The Hazing policy will support Code of Virginia §18.2-56.

Policies Underway

- Forthcoming Policy: **Minors on Campus**
 - Responsible Administrative Office(s): Operations & Institutional Effectiveness and University Police Department
 - The Minors on Campus will address Code of Virginia § 63.2-1509 (A)(18).
- Forthcoming Policy: **Updating Nondiscrimination Policy**
 - Responsible Administrative Office(s): Operations & Institutional Effectiveness
 - The updated Nondiscrimination Policy ensures compliance continuation with Federal & State Civil Rights Laws.

Compliance Updates: Student Affairs

- University Compliance is continuing collaboration with Student Affairs to complete the Compliance Gap Closure plan from the Compliance assessment conducted earlier this year.
- The Office of Accessibility Services and International Student Services (OASIS) in compliance with Americans with Disabilities Act (ADA), 1990 and Section 504 of the Rehabilitation Act of 1973) addresses:
 - Student Accessibility Services, which is now implementing staff planning.

- Ms. Mary Banks, MHS, is the new Director of International Student Services.
- The Drug Free Schools and Communities Act Biennial Review is currently in draft.
- The Animals in Housing Program is being developed in compliance with Code of Virginia § 36-96.1.

5. Public Comment

No public comments were made at this meeting.

6. Adjournment

There being no further business, Chairman Dr. Harold L. Watkins II adjourned the meeting at 11:18 a.m.

Respectfully submitted,

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

Ms. Phillita M. Peeples, Executive
Assistant to Audit and Compliance



**BOV POLICY # 30 (2020) REPORTING AND INVESTIGATING
 SUSPECTED WRONGDOING**

Policy Title:	Reporting and Investigating Suspected Wrongdoing
Policy Type:	Board of Visitors
Policy Number:	BOV Policy #30 (2020)
Approved:	March 19, 2021
Responsible Office:	Internal Audit
Responsible Executive:	Chief Audit Executive
Applies to:	All University organizations, students, faculty, staff, and volunteers

POLICY STATEMENT

The University will not tolerate fraud, theft, waste or abuse of state or University property or resources. University employees should report suspected wrongdoing or possible fraudulent activities to the Chief Audit Executive or the State Fraud, Waste or Abuse Hotline. All reported allegations will be fully reviewed, and substantiated fraudulent activities will be reported to the proper authorities.

The purpose of this policy is to establish the overall roles and responsibilities of University employees for preventing, identifying, and reporting fraudulent transactions at the University. This policy details responsibility for the reporting and investigation of suspected irregularities.

Non-compliance with this policy may result in disciplinary action up to and including termination of employment. Retaliation against any employee who brings forth a good faith concern, asks a clarifying question, or participates in an investigation is prohibited.

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**BOV POLICY # 30 (2020) REPORTING AND INVESTIGATING
SUSPECTED WRONGDOING**

DEFINITIONS

Abuse: Abuse involves behavior that is deficient or improper when compared with behavior that a prudent person would consider reasonable and necessary business practice given the facts and circumstances. Abuse also includes misuse of authority or position for personal financial interests or those of an immediate or close family member or business associate. Abuse can occur in financial or nonfinancial settings and does not necessarily involve fraud, violation of laws, regulations, or provisions of a contract or grant agreement. Examples may include excessive charges, improper billing practices, or payment for unnecessary services

Fraud: The State Fraud, Waste and Abuse Hotline Policies and Procedures Manual defines fraud as, "The intentional deception perpetrated by an individual or individuals, or an organization or organizations, either internal or external to state government, which could result in a tangible or intangible benefit to themselves, others, or the Commonwealth or could cause detriment to others or the Commonwealth. Fraud includes a false representation of a matter of fact, whether by words or by conduct, by false or misleading statements, or by concealment of that which should have been disclosed, which deceives and is intended to deceive."

Some Examples of Fraud, Waste, and Abuse:

- Personal use of state-owned supplies or equipment
- Contract fraud
- Conducting personal business on state time
- Embezzlement or other financial irregularity
- Unauthorized use of University employees/time
- Violations of state procurement policy
- Falsification of official documents (time and leave records, check deposit, etc.)
- Inappropriate expenditures
- Engaging in bribery, kickbacks, or seeking unauthorized rebates

Good Faith Report: A report of conduct wrongdoing or abuse which is made without malice and which the person making the report has reasonable cause to believe is true.

Internal Controls: Policies, practices, and procedures that are designed to provide reasonable assurance that objectives are achieved in the following categories:

- Effectiveness and efficiency of operations (including safeguarding of assets and records)
- Reliability of financial reporting
- Compliance with laws and regulations
- Safeguarding of assets



**BOV POLICY # 30 (2018) REPORTING AND INVESTIGATING
SUSPECTED WRONGDOING**

Red Flag: A red flag is a set of circumstances that are unusual in nature or vary from the normal activity. It is a signal that something is out of the ordinary and may need to be investigated further. By themselves, they don't necessarily mean anything, but the more that are present, the higher the risk that fraud, waste and abuse is occurring, or could occur.

Waste: Waste is the intentional or unintentional, thoughtless or careless expenditure, consumption, mismanagement, use, or squandering of resources, to the detriment or potential detriment of the University. Waste also includes incurring unnecessary costs as a result of inefficient or ineffective practices, systems, or controls.

Whistleblower: An employee or citizen of the Commonwealth who witnesses or has evidence of wrongdoing or abuse and who makes or demonstrates by clear and convincing evidence that he is about to make a good faith report of, or testifies or is about to testify to, the wrongdoing or abuse to one of the employee's superiors, an agent of the employer, or an appropriate authority.

Wrongdoing: A violation, which is not merely technical or minimal in nature, of a federal or state law or regulation or a formally adopted code of conduct or ethics of a professional organization to protect the interests of the public or employee.

CONTACT(S)

The President's Office officially interprets this policy and is responsible for matters pertaining to this Policy as it relates to the University Community. The President's Office 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 Chief Audit Executive.

STAKEHOLDER(S)

All University organizations, students, faculty, staff, and volunteers

**REPORTING AND INVESTIGATING SUSPECTED WRONGDOING POLICY
CONTENTS**

University employees are responsible for safeguarding University resources under their control and for ensuring that those resources are used only for authorized purposes and in accordance with University policies, and applicable federal and state laws. Administrators and all levels of management have additional responsibility for the design and implementation of effective internal controls to protect University resources from misuse or abuse. Administrators and managers should be familiar with the potential risks and exposures in their areas of responsibility and be alert to any indicators of fraud and financial misconduct, including abusive or dishonest activities.



**BOV POLICY # 30 (2018) REPORTING AND INVESTIGATING
SUSPECTED WRONGDOING**

Upon discovery of information or circumstances suggesting fraud or misuse of University property or funds, the individual should report the information to the Chief Audit Executive or the Office of State Inspector General Fraud, Waste, and Abuse Hotline by phone at 1-800-723-1615. To avoid conflict, employees are discouraged from personally conducting investigations or interviews. Self-investigating may also compromise the investigation.

Concerns related to employee's moral, ethics or behavior should be referred to the University Human Resource Department or the State Department of Human Resource Management. If unsure whether or not actions are considered as fraud or whom to contact, the employee should contact Internal Audit for guidance.

To protect employee confidentiality, allegations and results will not be disclosed or discussed with anyone other than those with legitimate need to know. The University will provide appropriate support to reporting employees to protect against retaliation and respond to concerns of retaliation or unfair treatment linked to the employee's reporting. Allegations made maliciously will not be tolerated.

All reported allegations will be fully investigated and results reported to the appropriate levels of management. Internal Audit may coordinate the investigations with the General Counsel, University Police and/or other affected areas, both internal and external. Once probable criminal activity has been detected, the University Police will take over the investigation. Internal Audit will support the investigation as required.

Internal Audit will work with management to identify control weaknesses, if any, to prevent further similar violations. Management Action Plans should be developed to mitigate the weaknesses identified. The status of the action plans should be communicated to the President and the Audit Committee on a quarterly basis.

Internal Audit will communicate all substantiated cases of fraud or financial misconduct to the University President, Audit Committee and General Counsel. Internal Audit will not make any recommendations related to disciplinary action. Criminal or civil actions may be taken against employees who participate in fraudulent acts. Decision to take action will be made by the Division Head in conjunction with General Counsel and the President's Office. The determination of disciplinary action is not dependent on the outcomes of law enforcement's investigations or prosecutorial decisions as to whether or not to file criminal charges. The reporter of the allegation may not be privileged to the results of the report submitted.

Code of Virginia § 30-138 requires agency heads to promptly report circumstances suggesting a reasonable possibility that a fraudulent transaction has occurred to the Auditor of Public Accounts, Office of the State Inspector General, and Virginia State Police. The President of the University has assigned this reporting responsibility to the Chief Audit Executive. The University is committed to assisting law enforcement and/or other agencies in the prosecution of those suspected of committing fraud.



**BOV POLICY # 30 (2018) REPORTING AND INVESTIGATING
SUSPECTED WRONGDOING**

An employee suspected of committing or otherwise involved in fraud may be suspended with or without pay during an investigation of the allegations. If the evidence substantiates that the employee participated in fraudulent acts, the employee will be subject to disciplinary action, up to and including termination, pursuant to the policies outlined in the Virginia Department of Human Resource Management Standards of Conduct Policy 1.60, the Teaching Faculty, and Administrative and Professional Faculty Handbook.

WHISTLEBLOWER PROTECTION

University employees shall not intimidate or take retaliatory action, directly or indirectly, against any member of the University community as a result of whistleblowing. Retaliation against employees for making good faith reports is prohibited by the Virginia Fraud and Abuse Whistleblower protection Act, as set forth in Section 2.2-3011 of the Code of Virginia. The University will provide appropriate support to reporting employees to protect against retaliation and respond to concerns of retaliation or unfair treatment linked to the employee's reporting.

The types of retaliation that are prohibited include, but are not limited to: (1) intimidation, (2) adverse actions with respect to the whistleblower's work assignments, salary, vacation, and other terms of employment; (3) unlawful discrimination; (4) termination of employment; (5) adverse actions against a relative of the whistleblower who is a University employee or student; and (6) threats of any of the above.

EDUCATION AND COMPLIANCE

New employees should be advised of this policy at the time of hire. Periodic training should be provided to all stakeholders, at minimum on an annual basis. Please log into MOAT, choose the Norfolk State University Vault and complete. Completion of this training module is mandatory and failure to complete the training will result in notifications to direct supervisors and the Human Resource Department. An assessment will be given at the end of the session to test understanding of:

- (A) Norfolk State's Suspected Wrongdoing Policy
- (B) The effective use of Fraud, Waste and Abuse Hotline
- (C) The rights and protections afforded to all Hotline Callers

Internal Audit will review completion logs on a quarterly basis and report noncompliance to the Division Vice Presidents for appropriate corrective action.



**BOV POLICY # 30 (2018) REPORTING AND INVESTIGATING
SUSPECTED WRONGDOING**

PUBLICATION

This policy will 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; and
- 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 28, 2018
- Supersedes: *BOV Policy #30 (2018)*

RELATED DOCUMENTS

State agencies, courts, and local constitutional officers to report certain fraudulent transactions; penalty. [Code of Virginia § 30-138](#)

Department of Human Resource Management Employee Dispute Resolution.
<http://www.dhrm.virginia.gov/employmentdisputeresolution/workplaceconflictconsultationprogram>

Department of Human Resource Management policy 1.60 - Standard of Conduct
http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol1_60.pdf?sfvrsn=2

Office of the State Inspector General, State Fraud, Waste, and Abuse Hotline.
<https://osig.virginia.gov/program-areas/citizen-services/report-fraud-waste-and-abuse/>

Code of Virginia: The Fraud and Abuse Whistleblower Protection Act
<http://law.lis.virginia.gov/vacode/title2.2/chapter30.1/>

Common types of fraud in higher education and examples of red flags (document attached).

FORMS

There are no forms associated with this policy.

NSU BOV AUDIT, RISK AND COMPLIANCE COMMITTEE**ROLL CALL VOTE****NOVEMBER 21, 2024**

Item	Dr. Harold Watkins, II (Chair)	The Honorable James Dyke, Jr.	Mr. Gilbert Bland	Mr. Dwayne B. Blake	Mr. Edward Sanders	Mr. Conrad Mercer Hall	Mr. Michael T. Andrews	Totals
Quorum	Yes	Yes	Virtual	Yes	Virtual	Virtual	Yes	4-0
Recommend Approval of Electronic Participation	Yes	Yes	V	Yes	V	V	Yes	4-0
Approval of the Minutes	Yes	Yes	V	Yes	V	V	Yes	4-0
Approval of BOV Policy #30 (2020) – Reporting and Investigating Suspected Wrongdoing	Yes	Yes	V	Yes	V	V	Yes	4-0
Adjourned	Yes	Yes	V	Yes	V	V	Yes	4-0



NORFOLK STATE
UNIVERSITY

Audit, Risk and Compliance Committee Meeting
February 11, 2025

Agenda

University Compliance, Dr. Dawn M. Hess

- NSU Compliance Annual Update, Calendar Year 2024
 - Capability Maturity
 - Year End Summary
 - Highlights with Compliance Partners
 - Major Compliance Activities Since Inception
- 2025 Inventory Status
- 2025 – 2026 Compliance Plan and Focus

Internal Audit, Ms. Derika Burgess

- Leading Practices of Internal Audit Function
- Actions and Trends

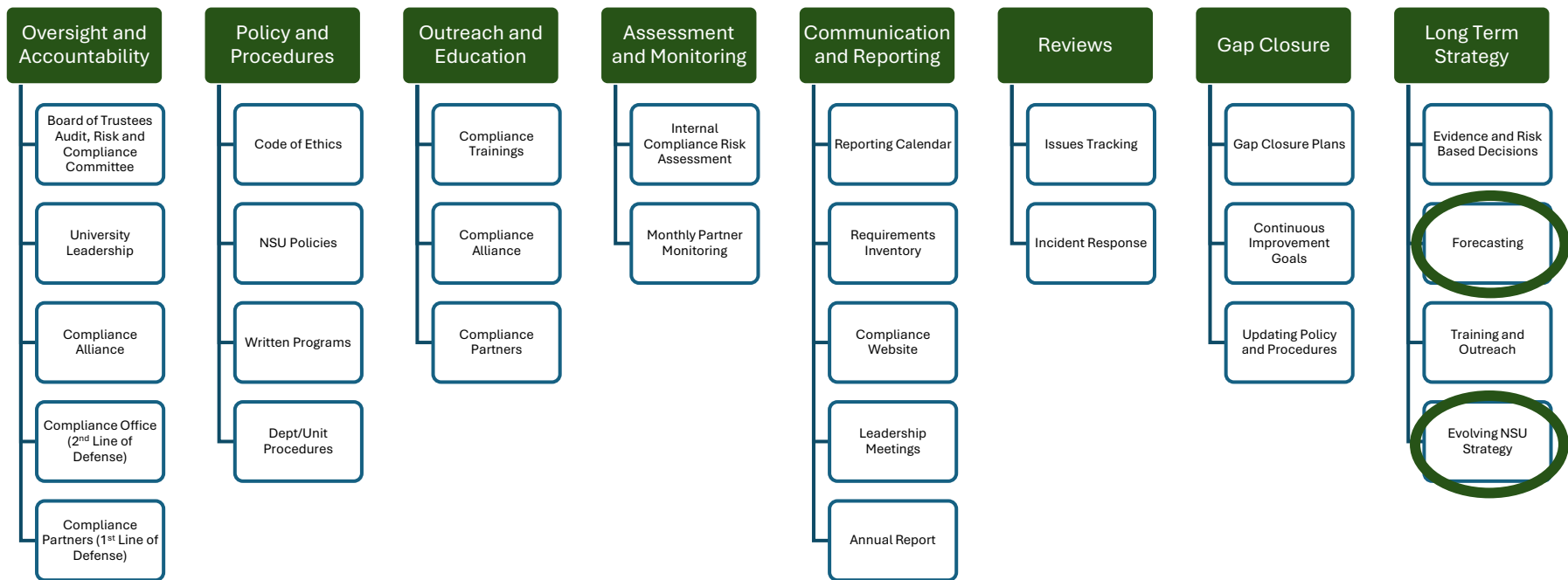
Closed Sessions

University Compliance Annual Update Calendar Year 2024

Ensuring compliance across the university is essential to support Norfolk State University's vision to be recognized for outstanding academic programs, innovative research, and community engagement.

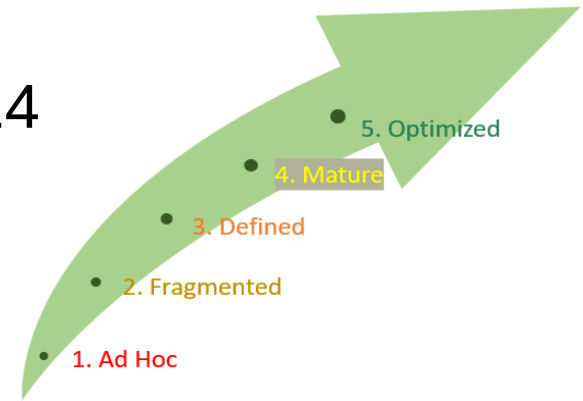
NSU Compliance Program Fundamentals

 = Developing

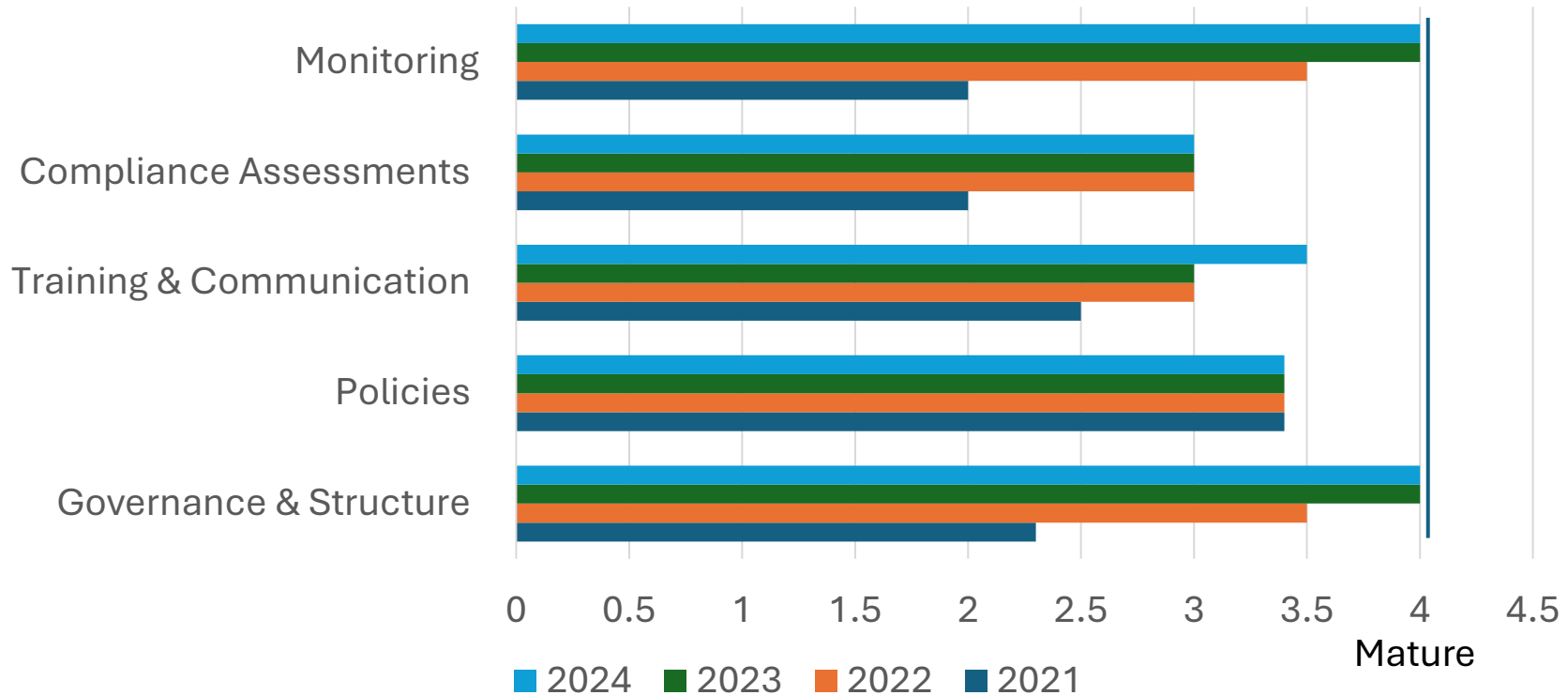


NSU Compliance Capability Maturity 2024

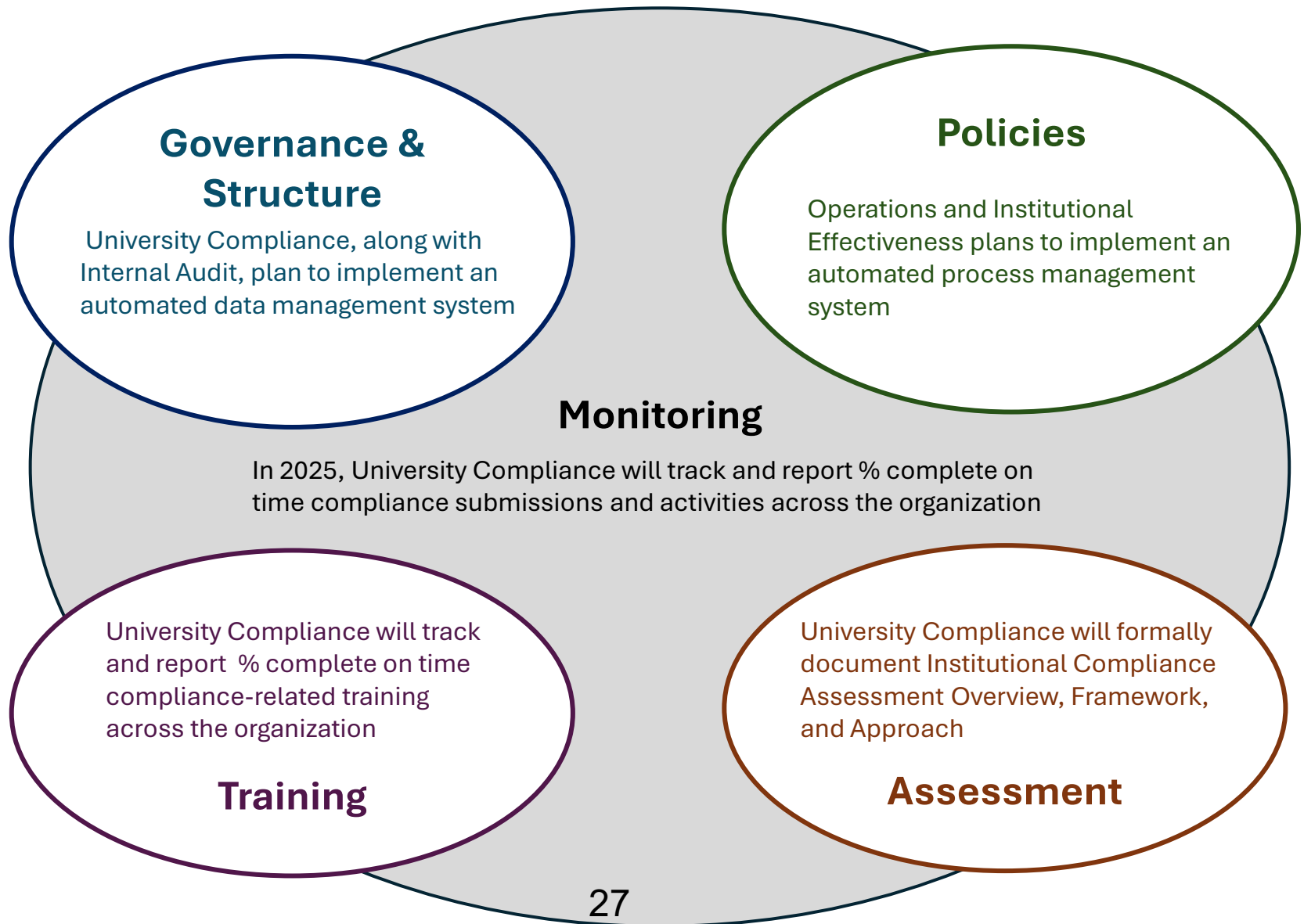
As an organization moves up the maturity model, ownership spreads across the organization and becomes embedded within the culture.



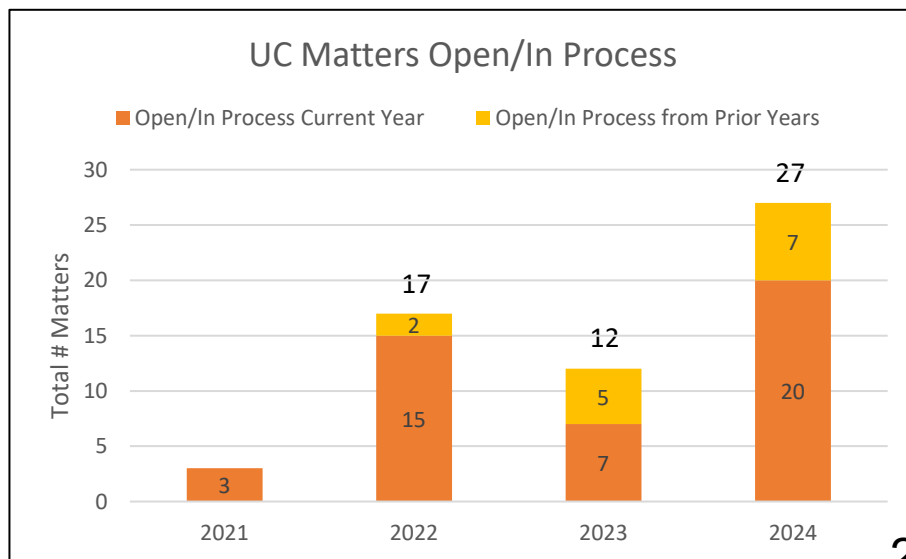
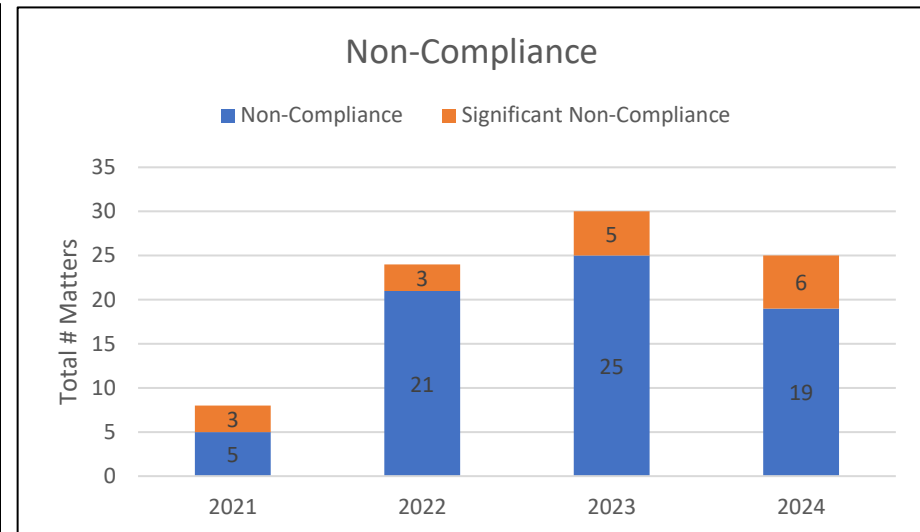
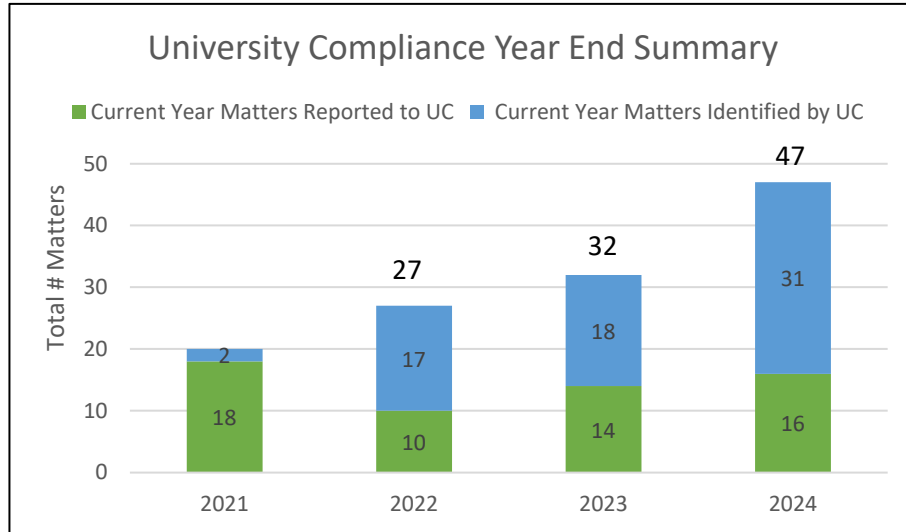
Compliance Capability Gap Analysis



Compliance Capability Maturity: 2025 Plans Forward



University Compliance Calendar Year End Summary 2024



Compliance Matters

2021 Compliance Matters	20
2022 Compliance Matters	27
2023 Compliance Matters	32
2024 Compliance Matters	47
Total Compliance Matters 2021-2024	126
2024 Open Compliance Matters	27
Compliance Matters Closed 2021-2024	99

2024 Highlights with Compliance Partners



Student Affairs:

- Developed Hazing policy (Code of Virginia §18.2-56) Animals in Housing Program (ADA & VA Code § 36-96.3:1)
- Developed Drug Free Schools and Colleges Report (34 CFR Part 86)
- Completing ADA compliance gap closures

EHS:

- Developed Hazardous Commodity Disclosure policy (Federal & State Laws)
- Developed Spill Prevention Control and Countermeasures plan (40 CFR Part 112)
- Developed multiple supporting programs and SOPs

Campus Police:

Developed Protection and Safety of Minors on Campus (VA Code § 63.2-1509 (A)(18)) interim policy

Operations and Institutional Effectiveness:

- Implementing a policy management platform and developing a new policy template
- Updating Nondiscrimination policy (Federal and State Civil Rights Laws)

Human Resources:
Updated the Civility in the Workplace policy (DHRM Policy 2.35)

Research and Innovation:
Research Operations Coordinator who will serve as our Laser and Radiation Safety Officer (ANSI Z136.1 and NRC)

Sponsored Programs:

- Developed Animal Care and Use policy (Animal Welfare Act)
- Developed Research Misconduct policy (Federal and Sponsor requirements) Modified the Timely Awards process flow

University Compliance:

- Developed tracking mechanism for % **complete on time** compliance-related training across the organization
- Developed tracking mechanism for % **complete on time** compliance submissions and activities across the organization
- Organized and hosted INAUGURAL virtual collaboration meeting with VA Compliance Chiefs (invitees: **UVA, VCU, VSU, JMU, GMU**, ODU, Richmond, VATech) in July 2024
- University Compliance and Internal Audit selected an automated process management system.



Major Compliance Activities Since Inception

2024

- Employee Compliance-Related Training
- Supported Student Compliance Related Training Data Collection
- Student Affairs - Drug & Alcohol Biennial Review (continued to 2025)
- Minors on Campus Policy
- HR - Civility in the Workplace Policy
- Policy Management (continued to 2025)
- Research - Animals on Campus Program
- Campus Police - Clery: CSA Identification and Training
- Laser and Radiation Safety Officer (continued to 2025)
- Ethics Meeting (to be Annual)
- EHS - SPCC Plan
- Organized and hosted INAUGURAL SEMI-ANNUAL virtual collaboration meeting with VA Compliance Chiefs (invitees: **UVA, VCU, VSU, JMU, GMU**, ODU, Richmond, VATech)

2023

- ADA – Student Focused: OASIS (Office of Accessibility Services and International Students) Compliance Assessment
- Academic Affairs – Research Misconduct Policy
- OIT Security – Incident Response, Security Assessment and Authorization, and System Information Integrity Policies
- EHS – EHS policy and multiple supporting SOPs
- Facilities - Drivers on Campus Policy and Utility Vehicles and Carts Policy
- Campus Police – Clery Act Compliance Policy (Fire System and Housing Info), and Violence Prevention Committee and Threat Assessment Team Policy

2022

- Environmental, Health and Safety Compliance Assessment
- OIT: Privacy and Data Security Compliance Assessment
- Researcher Compensation Compliance Assessment
- Academic Affairs - Researcher Compensation Policy
- Researcher Conduct Compliance Assessment
- Began Monthly Compliance Partner Monitoring

2021

- Developed University Compliance Inventory
- Developed University Compliance Tracking Matrix including Areas of Responsibility, Compliance Partners and Reporting Requirements
- Founded Compliance Alliance
- Developed University Ethics and Compliance Webpages

Division	Unit	# Compliance Obligations
Finance and Administration (231)	Vice President Finance & Administration	1
	Controller	73
	Controller: Bursar	2
	Controller: Payroll	34
	Planning & Budget	8
	Facilities Management: Administrative Services, Buildings & Grounds	4
	Facilities Management: Capital Planning	7
	Facilities Management: Environmental, Health and Safety	41
	Procurement	36
	University Police	25
	Access and Equal Opportunity	14
Operations and Institutional Effectiveness (141)	Enrollment Management: Admissions and Financial Aid	26
	Enrollment Management: Registrar	12
	Human Resources	35
	Information Technology	22
	Institutional Research	32
	Academic Administration	7
Academic Affairs (32)	Academic Effectiveness	6
	Graduate School & Research	10
	Title III	9
	Dean of Students	3
Student Affairs (18)	Dean of Students: Counseling and Student Support Services	2
	Dean of Students: International Student Services	2
	Dean of Students: Disability Services	4
	Military Student Services	2
	Spartan Health Center	5
	Communication & Marketing	2
	President's Office/Compliance/Ethics	8

2025 Inventory Status

- As of January 16, 2025, an inventory of 432 law/regulation-related compliance requirements applicable to Norfolk State University have been identified.
- 100% of personnel responsible for managing and monitoring compliance with these laws/regulations and submitting required documentation (Compliance Partners) have been identified.

Focus and Plan for 2025 - 2026

Compliance Assessment Title

- Human Resources (and other internal stakeholders):
 - Employment Eligibility Requirements (noted in APA Audit)
 - Candidate selection
 - Background checks
 - I-9's
 - Recruitment packages/documentation
 - Retirement data (noted in APA Audit)
 - Employee Separations (noted in APA Audit)
 - Employee classification changes
 - Compensation analysis
- Controller - Comply with Prompt Payment Provisions (noted in APA Audit)
- Student Affairs Compliance Assessments (developing plans with departments)
- University Compliance will formally document Institutional Compliance Assessment Overview, Framework, and Approach
- Academic Affairs Compliance Assessments (developing plans with departments)

Ongoing Support

- Complete Student-Focused ADA Compliance Gap Closure Plan and support closure
- Support implementation of Policy Management platform
- Continue to support closure of compliance gaps on open issues (examples)
 - Environmental, Health and Safety (Confined Space Program, LOTO Audit Corrective Actions, implementation of Hazardous Commodity Disclosure policy)
 - Campus Security Authorities Training
- % On-Time Compliance Related Training Completion
- % On-Time Compliance Submissions

Leading Practices of an Internal Audit Function

What are other leading IA departments focused on? What are they responsible for? How are they structured?



How IA drives value...

Respected leadership

Direct board access and working relationships with executives

Not just regulations

Greater scrutiny of emerging risk areas, add value to the business and bring insight to management

Add value up front

Increased involvement in strategic projects and advise on risk management up front

Greater focus on challenges

Include non-traditional risk areas in operations, finance, security, privacy and technology risk management

Talent expertise and development

Expertise in subject matter areas and fosters leadership development

Optimize process and technology

Seamless use of data analytics, visualization and other leading practices in security and technology

Leading Practices of an Internal Audit Function

Understanding the maturity of an IA function helps identify areas of improvement and can help the department enhance its value to the organization. As the function progresses towards maturity, knowing the current status helps better align expectations with key stakeholders.

Office of Internal Audit Maturity Model

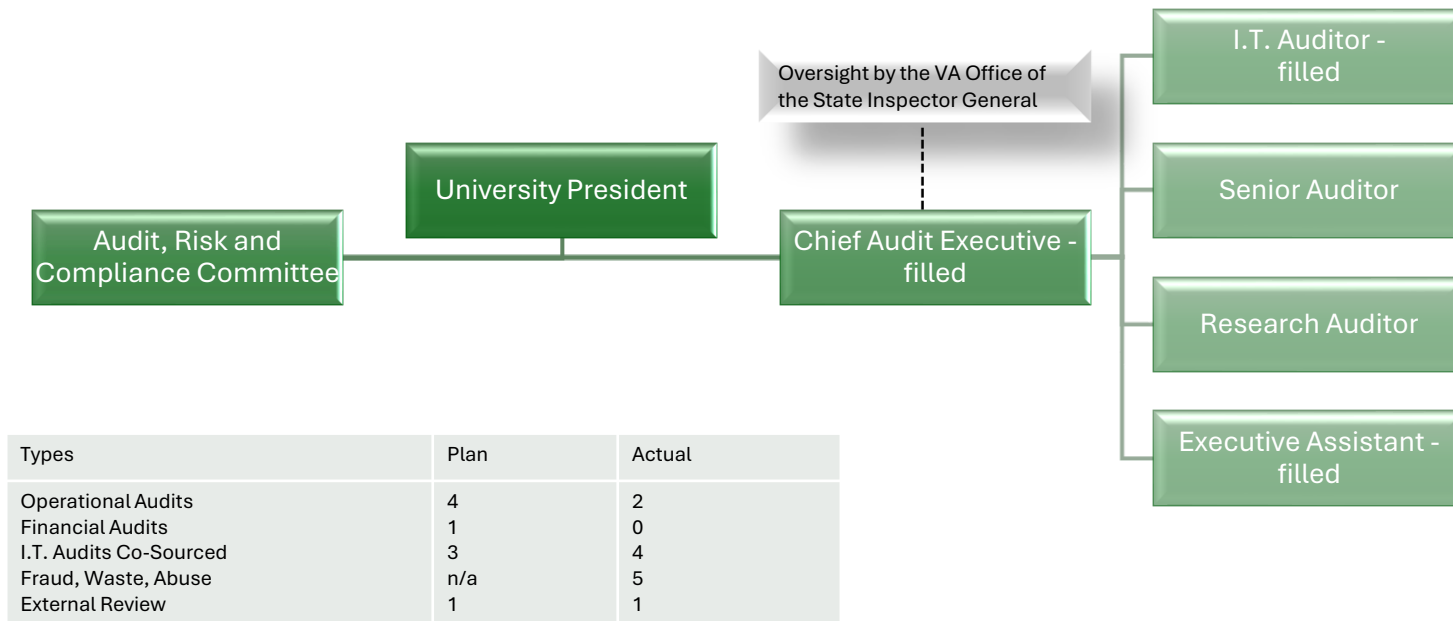
	Immature	OIA	Mature
Perspective	Focus on the past	Focus on present with a retrospective look back to the past	Forward looking, focus on the future
Style	Corporate police	Fact finder and key recommendations	Trusted advisor (auditing and consulting)
Planning/risk focus	Rotational/Based on history (Financial and compliance risks)	Risk-based audit plan (Operational, compliance and financial risks)	Enterprise risk-focused audit plan (Full spectrum of risks)
Leadership Authority	Not likely	IA Director	CAE/Member of mgmt..
Reporting lines	CFO/COO	ARC Chair	Audit Committee
Objective and mandate	Compliance with policies and procedures	Assurance on internal control systems and compliance	Enterprise risk assurance
IT Auditing	Ill-defined	GCs, security, applications	Consulting to improve IT infrastructure
Fraud prevention and detection	Generally, not addressed	Reactive and Proactive	Proactive
Governance	No involvement	Participant	IA as advisor/facilitator
Technology	Limited	Automated workpapers and proficient use of tech for data analysis	Advanced use of technology and continuous assurance approach
Results	Small findings	Assurance on key findings and units	Dynamic reporting

Leading Practices of an Internal Audit Function

Audit utilizes a hybrid work model to provide assurance services for Norfolk State University. The model is designed to blend full time professional staff with co-sourced professionals from regional firms that bring specialized expertise to execute specific audit engagements such as Information Technology and Quality Assessment Reviews.

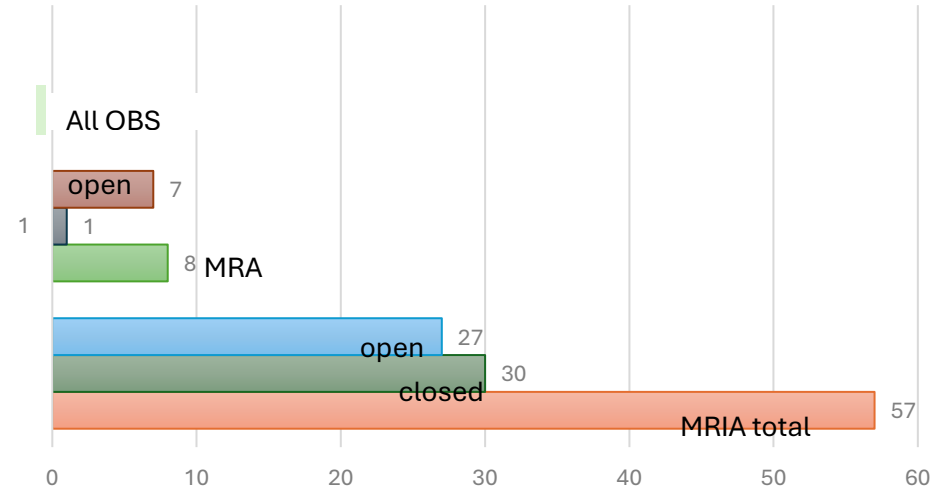
Staffing

Hired!

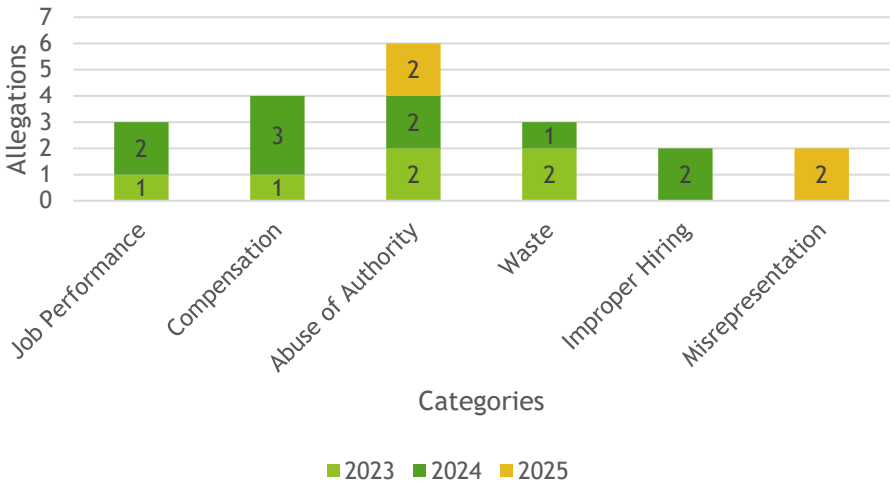


Actions and Trends

Corrective Action Status



Hotline Trends



Corrective Action Aging Report

		MAP		MRIA			MRA				OBS			
Audit	Date	Count	Count	Implemented MR	Overdue MR	Months Overdue	Count	Implemented MR	Overdue MR	Months Overdue	Count	Implemented OBS	Overdue OBS	Months Overdue
LOTO	14-Feb-22	10	9	7	2	31	1	1	0	0	0	0	0	0
Property	19-Aug-22	15	15	8	7	25	0	0	0	0	0	0	0	0
Export Controls	10-Feb-23	17	17	13	4	19	0	0	0	0	0	0	0	0
PreAwards	7-Sep-23	12	9	2	7	13	3	0	3	12	0	0	0	0
Employment	6-Nov-23	11	7	0	7	10	4	0	4	9	0	0	0	0
Total		65	57	30	27		8	1	7		0	0	0	

Questions





CLOSED SESSIONS

Strategic Finance Committee

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

Mr. Jay Jamison, Chair
February 11, 2025
10:00 a.m. -11:30 a.m.

Campus Location

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
Wilson Hall, 5th Fl., Suite 530

Zoom Webinar Participation

https://nsu-edu.zoom.us/webinar/register/WN_m0CRy8mGQICN42Z6o2uWfQ

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the November 21, 2024 and December 5, 2024, Committee Minutes**
- IV. Discussion Items**
 - A. Quarterly Financial Report (Gerald Hunter)
 - B. Spring 2025 Revenue Report (Gerald Hunter)
 - C. Facilities Update (Terry Woodhouse)
 - D. Legislative Affairs Update (Eric Claville)
 - E. Human Resources Update (Justin Moses)
 - F. Institutional Effectiveness Update (Justin Moses)
 - G. Information Technology and Security Update (Justin Moses)
 - H. University Advancement Update (Clifford Porter)
- V. Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**
- VI. Open Meeting**
 - Closed Meeting Certification
- VII. Adjournment**

Strategic Finance Committee

Mr. Jay Jamison, <i>Chair</i>	Ms. Heidi Abbott
Dr. Katrina Chase	Mr. Conrad Hall
Mr. Edward Sanders	Dr. Harold L. Watkins, II

Staff: *Dr. Gerald E. Hunter, VP for Finance and Administration and Chief Financial Officer*
Dr. Justin L. Moses, VP for Operations & Chief Strategist for Institutional Effectiveness
Clifford Porter, VP 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 (BOV)

STRATEGIC FINANCE COMMITTEE MEETING

February 11, 2025

Mr. Jay Jamison, Chair

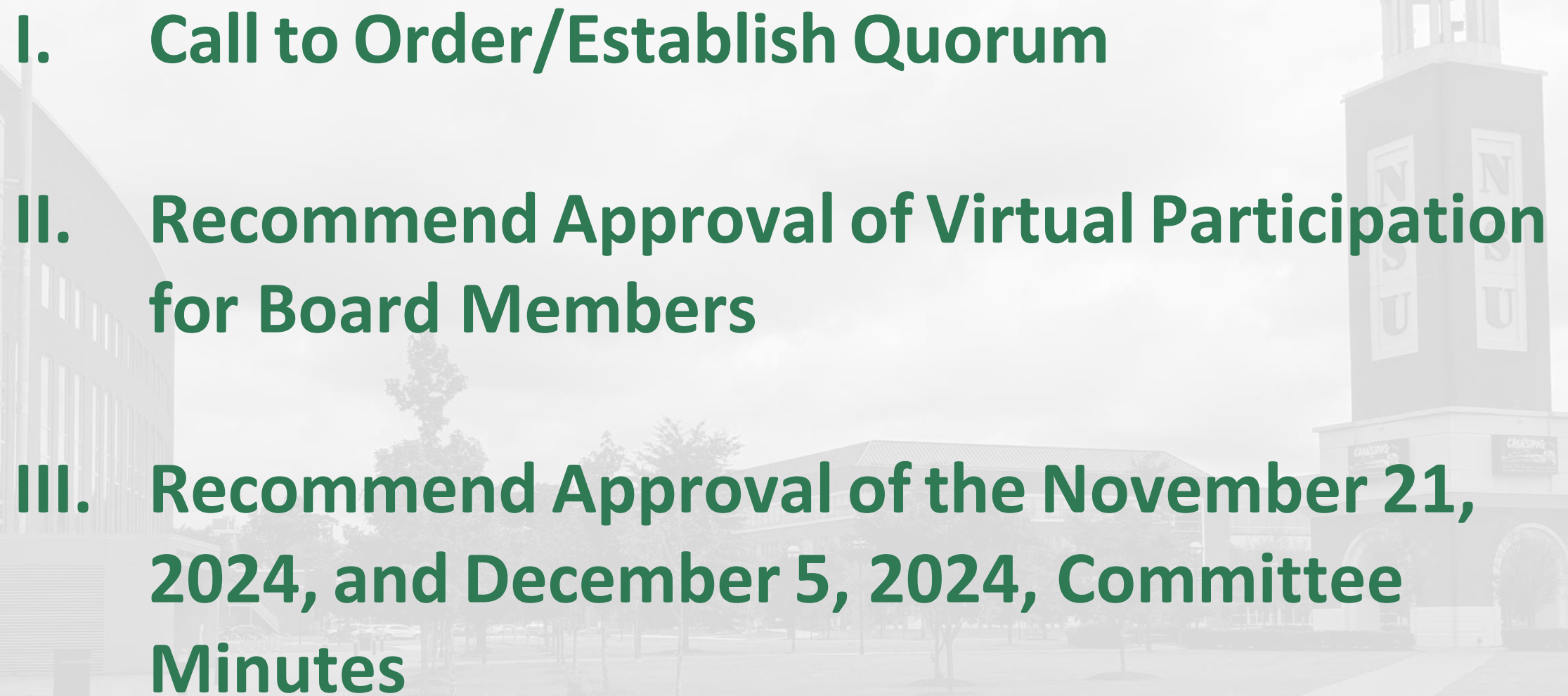
Ms. Heidi Abbott

Dr. Katrina Chase

Mr. Conrad Hall

Mr. 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 November 21, 2024, and December 5, 2024, Committee Minutes**

BOARD OF VISITORS

Strategic Finance Committee Meeting

November 21, 2024

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

Thursday, November 21, 2024

11:30 am – 1:00 pm

Campus Location:

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

Student Center Board Room, 3rd Floor, Suite 301

Committee Members Present:

Mr. Jay Jamison, Chair

Ms. Heidi Abbott (Virtual)

Dr. Dewayne Blake

Mr. Conrad Hall (Virtual)

Mr. Edward Sanders (Virtual)

Mr. Lionel Spruill

Dr. Harold Watkins, II

Committee Members Absent:

Dr. Katrina Chase

Board Members Virtual Participation:

Honorable James Dykes

NSU Administrators and Staff Present:

Dr. Javaune Adams-Gaston, President

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

Ms. Drika Burgess, Chief Audit Executive, Internal Audit

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

Dr. Leonard Brown Jr., Vice President for Student Affairs

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

Ms. Misti D. Goodson, Director, Development Services & Stewardship, University Advancement

Mr. Cornelius C. Graves, Executive Director & CEO, Research & Innovation Foundation

Dr. Dawn Hess, Chief Compliance Officer, President's Office

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

Mr. Dennis Jones, Executive Director, Planning and Budget

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Strategic Finance Committee Meeting

November 21, 2024

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

Mr. Clifford Porter, Vice President, University Advancement

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

Ms. Monique Robinson, Director, Procurement Services

Dr. Melody Webb, Athletic Director

Dr. Tanya White, Chief of Staff, President's Office

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 11:42 a.m. A quorum was established by a 4-0 Roll Call vote.

2. Recommend Approval of Electronic Participations

A motion was made by the Honorable Mr. Spruill and seconded by Mr. Blake for a 4-0 Roll Call vote to approve the electronic participation due to distance for Mrs. Abbott, Mr. Dyke, Mr. Hall, and Mr. Sanders – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

3. Recommended Approval of the Committee Minutes

A motion was made by Mr. Blake and seconded by the Honorable Mr. Spruill with a 4-0 Roll Call vote to approve the October 1, 2024, meeting minutes – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

4. Discussion Items

• Quarterly Financial Report (As of September 30, 2024)

Dr. Gerald Ellsworth Hunter, Vice President for Finance and Administration, presented the Revenue and Expense Budget Report as of September 30, 2024.

- Actual revenue totaled \$243.5 million and Actual expenses totaled \$96.3 for a positive Fund balance of \$36.1 million through September 30, 2024.
- The FY2024 year-end Fund Balance was projected to be approximately \$147.1 million.

• ARMICS Update

Mrs. Amaya Gordon reported on the updates.

- ARMICS annual assessment was conducted to provide reasonable assurance of the integrity of fiscal processes related to the submission of transactions to the Commonwealth's general ledger, submission of financial statements directives materials, compliance with law and regulations, and stewardship over the Commonwealth's assets.
- NSU certified on October 31, 2024, to the Department of Accounts (DOA) that it can provide reasonable assurance as to the internal controls over the recording of

financial reporting requirements, compliance with laws, and stewardship concerning operational effectiveness over assets.

- No significant weaknesses were identified that requires a report to the DOA
- **NSU Radio Station Audit**
 - The Audit for NSU Radio Station is due on January 14, 2025. The Engagement Letter has received its final signature.
- **Clery Report Update**

Chief Covington, NSU Chief of Police presented the Clery Report Update

 - **The Annual Security Report (ASR)**
 - Publication mandated by the Clery Act that institutions of higher education must publish and distribute annually by the required deadline of October 1, 2024.
 - It serves as a reflection of an institution's current policies and procedures.
 - Difference departments provide statistics required for the ASR.
 - **Statement of Policy**
 - Procedures for students and others to report criminal actions or other emergencies.
 - Security of and access to campus facilities and security considerations
 - Campus law enforcement (enforcement authority; jurisdiction; accurate and prompt reporting; voluntary, and confidential (counselors)
 - Possession, use, sale, and enforcement – of alcohol & drugs
 - Dating violence, domestic violence, sexual assault, and stalking (DVSAS-YWCA) prevention, response, and disciplinary procedures.
 - Emergency response and evacuation.
 - Missing student notification.
 - Campus Safety and Security Survey Completion Certificate for NSU was received on September 26, 2024.
- **Level II Renewal/Resolution (December 9, 2024-December 8, 2029)**

Ms. Robinson, Director of Procurement Services, presented the Level II request.

 - Requested to present to the Board of Visitors the Level II Memorandum of Understanding Certification Five Year Renewal and the Resolution to approve continuation of Level II Authority (December 9, 2024-December 8, 2029).

A motion was made by Mr. Watkins and seconded by Mr. Blake with a 4-0 Roll Call vote to recommend to the Norfolk State University Board of Visitors the approval of the Level II Renewal/Resolution as permitted by §2.2-3711A.1,4,7 and 8, Code of Virginia.

BOARD OF VISITORS

Strategic Finance Committee Meeting

November 21, 2024

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- **Facilities Management Update**

Mr. 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, \$153,978,546
 - Construct Wellness, Health and Physical Education Center, \$157,941,926
 - Construct New Dining Facility/Replace Scott Dozier, \$84,332,814
 - Construct Residential Housing Phase II/Replace Rosa & West Café \$84,322,472
 - Campus Security Upgrades \$19,092,475
- **Capital Projects in Progress**
 - Construct New Science Building
 - Replace the Fine Arts Building
 - Replace Physical Plant/Warehouse
 - Bozeman Building Renovations
 - Brooks Library Renovations
 - Robinson Tech Renovations
 - University Shoppes – Police Annex Space
 - Campus Beautification Park Avenue

- **Legislative Affairs Update**

Mr. Claville, Executive Advisor to the President for Governmental Relations discussed the following Legislative Affairs updates and the key dates for the 2025 General Assembly Sessions

- Wednesday, December 18 - Governor presents Budget Bill
- Wednesday, January 8 - Session convenes with prefilings ending at 10:00 a.m. Last day to file legislation creating or continuing a study.
- Friday, January 10 - Last day to submit budget amendments.
- Friday, January 17 - Bill cut-off (last day to introduce bills and certain joint resolutions)
- Sunday, February 2 - House Appropriations and Senate Finance & Appropriations Committees to complete action on Budget Bills
- Tuesday, February 4 - Crossover (last day for each house to act on its own legislation, except Budget Bills). Amendments to Budget Bills available
- Thursday, February 6 - Houses of origin to complete action on Budget Bills
- Wednesday, February 12 - Last day to act on Budget Bills and revenue bills of other house and appoint conferees
- Monday, February 17 - Last day for committee action on remaining bills
- Thursday, February 20 - Last day to act on remaining bills and appoint conferees
- Saturday, February 22 - Session adjourns sine die
- Monday, March 24 - Last day for Governor's action on legislation
- Wednesday, April 2 or April 9 Reconvened session

- Tuesday, July 1 - Effective date of enacted legislation
- **Division of Operations Update**
Dr. Moses, Vice President for Operations & Institutional Effectiveness, provided the Division of Operations Updates:
 - **Human Resources**
 - Employee Evaluations - transition to digital process
 - Year/End Recruitment activities
 - Recruitment for Compliance and HRIS positions underway Information.
 - **Information Technology**
 - Networking/wireless infrastructure upgrades
 - Additional security monitoring activities
 - Continued development of Client Services function
 - **Institutional Effectiveness and Planning**
 - Data Governance framework (in progress)
 - Development of a new Institutional Data Paradigm
- **University Advancement Update**
Mr. Porter, Vice President for University Advancement, presented a thorough assessment of the following University Advancement accomplishments and goals:
 - **The Campaign for Norfolk State University - Now is Our Time**
 - Campaign Kickoff Reception
 - Building confidence in the campaign
 - Expanding the donor base
 - Next steps
 - Campaign finale plans.
 - **BOV Policy#14 (2020) - Naming Policy**
 - Suggestion/recommendation is to revise BOV Naming Policy #14 (2020) to include a recommended level of \$10 million and a minimum level of \$500 thousand to reserve rights for naming recognitions.

A motion was made by Dr. Watkins and seconded by Mr. Blake with a 4-0 Roll Call vote to recommend to the Norfolk State University Board of Visitors approval to revise the BOV Naming Policy #14 (2020) to include a recommended level of \$10 million and a minimum level of \$500 thousand to reserve rights for naming recognitions as permitted by §2.2-3711A.1,4,7 and 8, Code of Virginia.

- **Building Confidence in the Campaign**
 - WNSB Interview with Dr. J for the “Now Is Our Time Campaign” - September 13, 2024
 - The Kickoff (Wavy Channel 10) – September 14, 2024; NSU v. Hampton football
 - NSU Web Article- September 17, 2024
 - Hampton Roads Show Interview with Dr. J – September 20, 2024
 - Virginian Pilot Article- October 19, 2024

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Strategic Finance Committee Meeting

November 21, 2024

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- **Special Presentations**
 - Additional Gift by BOV member Mr. Conrad Hall for total support of \$5M.
 - 2024 Homecoming contributions totaling \$100k.
 - Extension of matching fund to support endowment gifts.
- **Closeout Campaign Activities**
 - Solicit Major Gift Prospects
 - Philanthropists
 - Corporate leaders
 - 90th Anniversary Gala & Campaign finale
 - VIP guests and induction of Lyman Beecher Brooks Class of 2025
 - Seek feedback from donors. Donor satisfaction survey
 - Reflect on campaign performance metrics. (Total raised, alumni giving rate, total donations, corporate support)
 - Distribute document summarizing campaign success and use of funds raised.

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

Mr. Jamison stated that the Strategic Finance Committee Meeting will move into close session.

6. **Open Meeting**

- Closed Meeting Certification

Mr. Jamison stated, I move that we adjourn and reconvene in Closed Meeting pursuant to:

Section 2.2-3711(A) 1, 3, 4, 6, 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, appointments, promotions, performance, salaries, of specific employees, and evaluation of performance of departments or schools where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and
- (3): To discuss, or consider the acquisition of real property for a public purpose or of the disposition of public held real property, where a discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; and
- (4): To protect the privacy of individuals in personal matter not related to public business; and
- (6): To discuss or consider the investment of public funds where competition or bargaining is involved, where if made public initially, the financial interest of the governmental unit would be adversely affected; and

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Strategic Finance Committee Meeting

November 21, 2024

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(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, 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, in person, 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.

State all that apply:

- ___ that the President
- ___ University Counsel
- ___ Vice President for Finance and Administration
- ___ Vice President for University Advancement
- ___ Chief Strategist for Operations & Vice President for Institutional Effectiveness
- ___ and the Auditor

Chair Now that we have a motion to go into closed session for the reasons stated, is there a second? All those in favor?

Motion carried?

(Immediately following closed session, after going back into open session)

Reconvene in open session

Chair: 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.

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7. Adjournment

There being no further business the Committee meeting adjourned at approximately 2:15 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 for
Finance and Administration

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Roll Call Vote November 21, 2024
Strategic Finance Committee

Item	Mr. Jay Jamison (Chair)	Mrs. Heidi Abbott (virtual)	Mr. Dwayne Blake	Mr. Conrad Hall (virtual)	Mr. Edward Sanders (virtual)	Honorable Lionell Spruill	Dr. Harold Watkins, II	Totals
Quorum	Yes	-	Yes	-	-	Yes	Yes	4.0
Recommend Approval of Electronic Participation	Yes	-	Yes	-	-	Yes	Yes	4.0
Approval of the Minutes	Yes	-	Yes	-	-	Yes	Yes	4.0
Adjourned	Yes	-	Yes	-	-	Yes	Yes	4.0

Virtual attendees were not able to attend due to distance

BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING MINUTES
Thursday, December 5, 2024
10:00 a.m. -11:30 a.m.

Virtual

Committee Members Virtual Participation:

Mr. Jay Jamison, Chair
Ms. Heidi Abbott
Dr. Katrina Chase
Mr. Conrad Hall
Mr. Edward Sanders
Dr. Harold Watkins, II

Board Members Virtual Participation:

Rector Kim W. Brown

NSU Administrators and Staff Virtual Participation:

Dr. Javaune Adams-Gaston, President
Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General
Mr. Hudnell Croasdale, Research & Innovation Foundation
Dr. Gerald Ellsworth Hunter, Vice President for Finance and Administration & Chief Financial Officer
Cornelius C. Graves, Executive Director & Chief Executive Officer, Research & Innovation Foundation
Dr. Justin L. Moses, Vice President for Operations & Chief Strategist for Institutional Effectiveness
Mr. Clifford Porter, Vice President for University Advancement
Dr. Tanya White, Chief of Staff, President's Office
Ms. Martha M. Wilson, Executive Assistant, Finance and Administration
Ms. Sher're Dozier, Clerk to the President for the Board of Visitors

Guest Virtual Participation:

Mr. Edwin Green
Mr. Walter Goldsmith
Mr. Rob Ketner
Mr. Robert Hobson
Mr. T.W. Bruno

Mr. Jay Saunders

1. Call to Order/Establish Quorum

Mr. Jamison, Chair, called the Committee meeting to order at approximately 10:05 a.m. A quorum was established by a 6-0 Roll Call vote.

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

Mr. Jamison recommended that the Strategic Finance Committee Meeting move into closed session.

Motioned by Dr. Chase, seconded by Mr. Hall with a 6-0 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.

3. Open Meeting

Closed Meeting Certification

Mr. Jamison stated, I move that we adjourn and reconvene in Closed Meeting pursuant to **Section 2.2-3711(A) 1, 3, 4, 6, 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, appointments, promotions, performance, salaries, of specific employees, and evaluation of performance of departments or schools where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and
- (3):** To discuss, or consider the acquisition of real property for a public purpose or of the disposition of public held real property, where a discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; and
- (4):** To protect the privacy of individuals in personal matter not related to public business; and
- (6):** To discuss or consider the investment of public funds where competition or bargaining is involved, where if made public initially, the financial interest of the governmental unit would be adversely affected; 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

Draft

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, in person, 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.

State all that apply:

- ___ that the President
- ___ University Counsel
- ___ Vice President for Finance and Administration
- ___ Vice President for University Advancement
- ___ Chief Strategist for Operations & Vice President for Institutional Effectiveness
- ___ and the Auditor

Chair Now that we have a motion to go into closed session for the reasons stated, is there a second? All those in favor?

Motion carried?

(Immediately following closed session, after going back into open session)

Reconvene in open session

Chair: 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.

7. Adjournment

There being no further business the Committee meeting adjourned at approximately 11:43 a.m.

Respectfully submitted,

Draft

Jay Jamison, Chair
Strategic Finance Committee

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

Martha M. Wilson, Executive Assistant for
Finance and Administration

Draft

**Roll Call Vote December 5, 2024
Strategic Finance Committee**

Item	Mr. Jay Jamison (Chair)	Mrs. Heidi Abbott	Dr. Katrina Chase	Mr. Conrad Hall	Mr. Edward Sanders	Dr. Harold Watkins, II	Totals
Quorum	Yes	Yes	Yes	Yes	Yes	Yes	6.0
Motion to go into Closed Meeting Pursuant to 2.2-3711. A. 1, 4, 7 and 8 of the Code of Virginia	Yes	Yes	Yes	Yes	Yes	Yes	6.0
Motion for Open Meeting	Yes	Yes	Yes	Yes	Yes	Yes	6.0
Adjourned	Yes	Yes	Yes	Yes	Yes	Yes	6.0

NORFOLK STATE UNIVERSITY



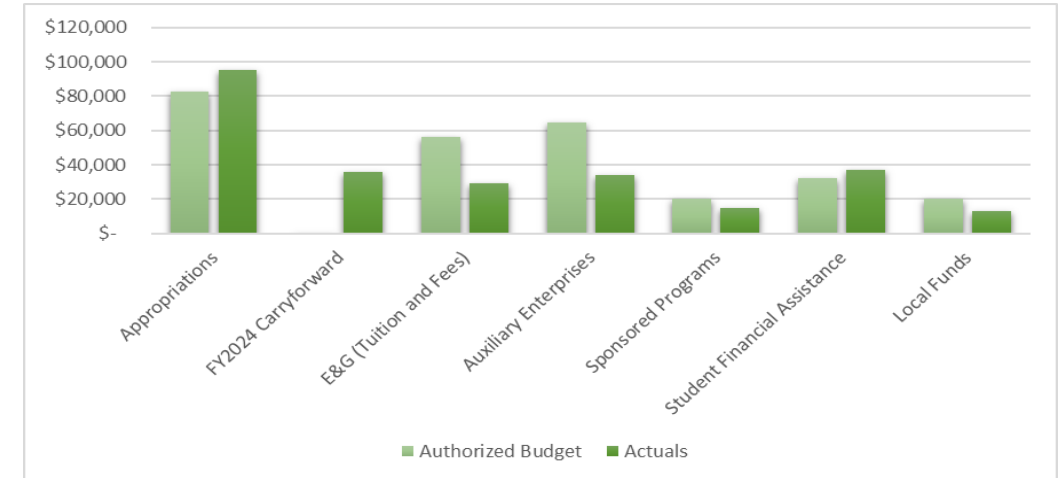
NORFOLK STATE
UNIVERSITY

We see the future in you.

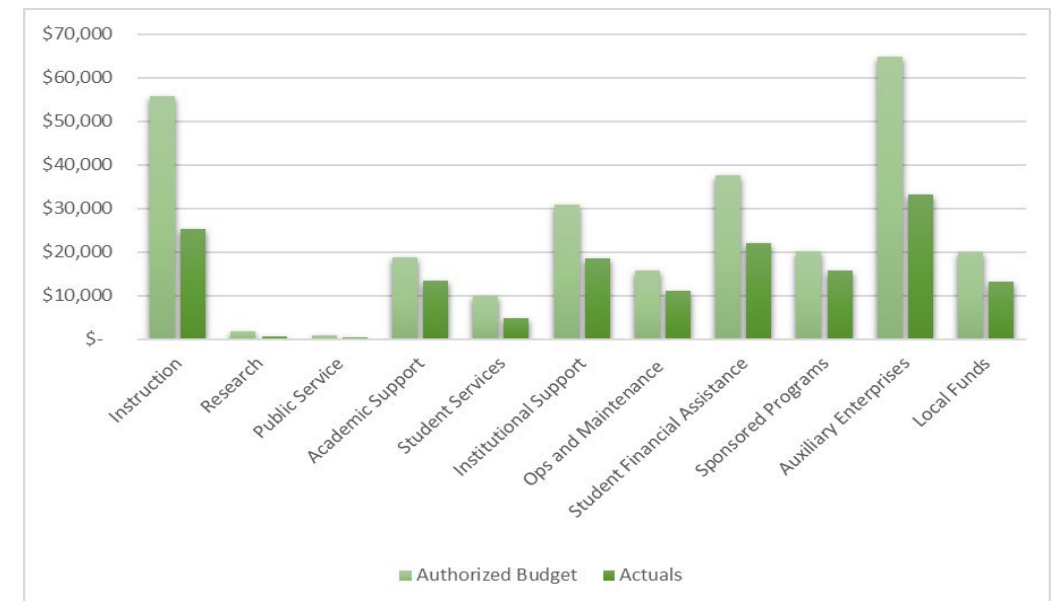
Gerald Ellsworth Hunter, PhD
Vice President & Chief Financial Officer
Strategic Finance Committee Meeting

FY 2025 - Condensed Summary of Revenues and Expenses Budget Report - All Funds (Cash Basis) As of December 31, 2024 (amounts in thousands)

<u>Revenues</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>	<u>Year-end Projection</u>
Appropriations	\$ 82,502	\$ 95,441	116%	\$ 95,441
FY2024 Carryforward	-	36,102	0%	36,102
E&G (Tuition and Fees)	56,393	28,927	51%	56,804
Auxiliary Enterprises	64,932	34,123	53%	64,932
Sponsored Programs	20,232	14,965	74%	20,232
Student Financial Assistance	32,443	37,210	115%	37,210
Local Funds	20,000	13,141	66%	20,000
Total Revenues	\$ 276,503	\$ 259,910	94%	\$ 330,722

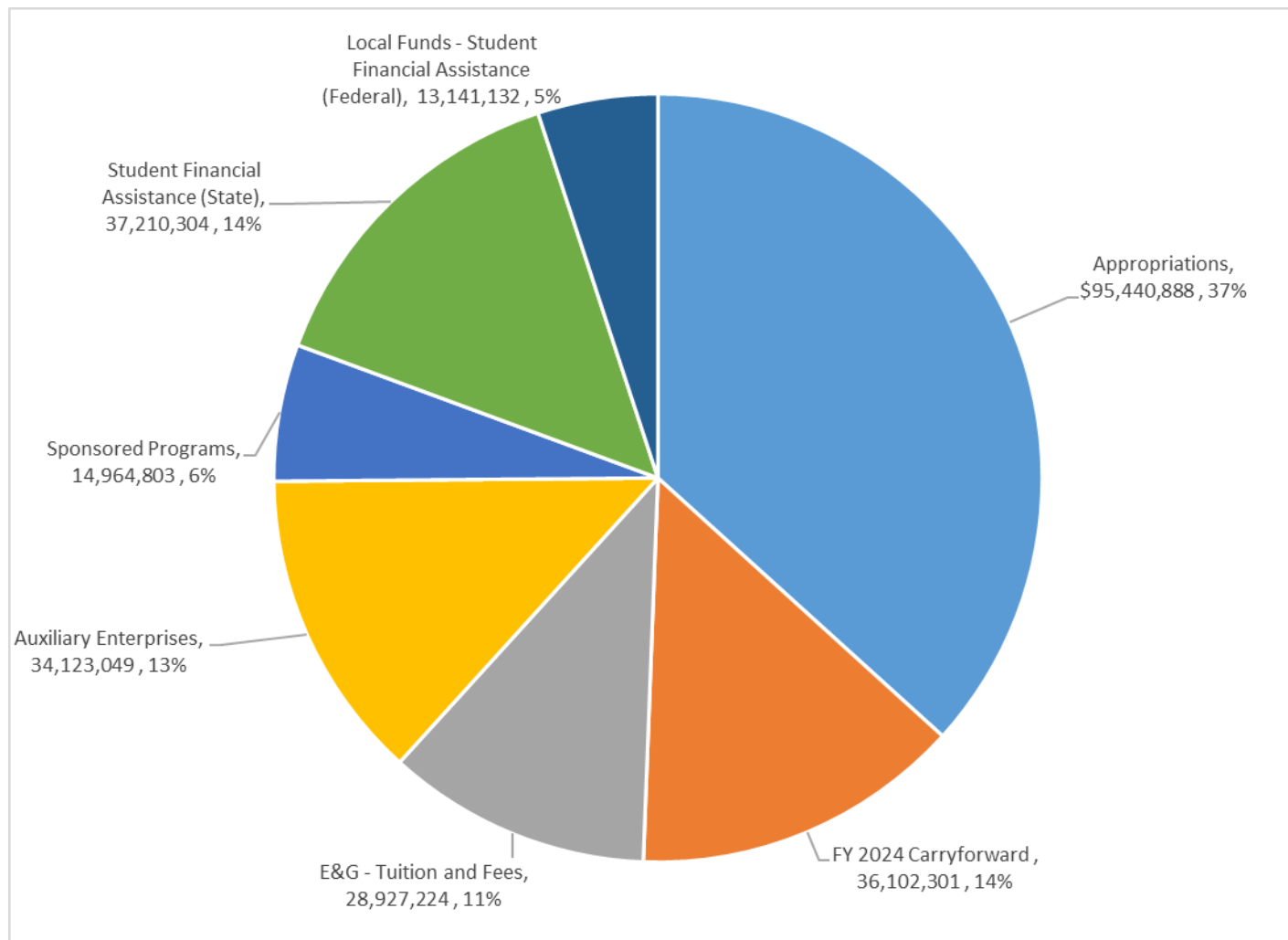


<u>Expenses</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>	<u>Year-end Projection</u>
Instruction	\$ 55,711	\$ 25,261	45%	\$ 55,711
Research	1,715	762	44%	2,182
Public Service	858	405	47%	893
Academic Support	18,813	13,479	72%	23,934
Student Services	9,905	4,894	49%	10,567
Institutional Support	30,889	18,633	60%	39,364
Ops and Maintenance	15,871	11,100	70%	17,976
Student Financial Assistance	37,576	21,947	58%	47,281
Sponsored Programs	20,232	15,808	78%	20,232
Auxiliary Enterprises	64,932	33,118	51%	64,932
Local Funds	20,000	13,164	66%	20,000
Total Expenses	\$ 276,503	\$ 158,571	57%	\$ 303,073
Revenue Over Expenses	\$ -	\$ 101,338		\$ 27,648



SOURCE OF FUNDS

Actuals through December 31, 2024

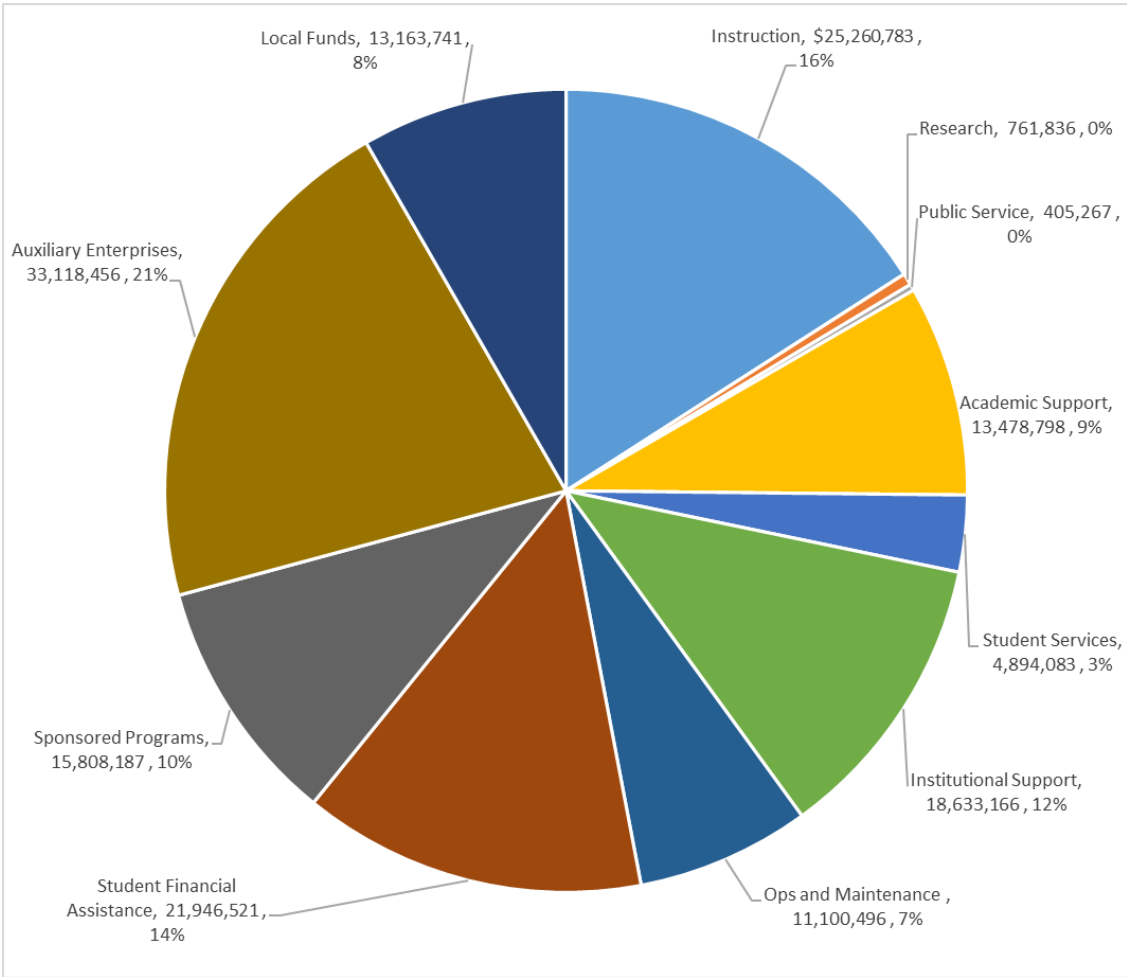


Sources Of Funds
Actuals through December 31, 2024

<u>Revenues</u>	<u>Actuals</u>
Appropriations	\$ 95,440,888
FY 2024 Carryforward	36,102,301
E&G - Tuition and Fees	28,927,224
Auxiliary Enterprises	34,123,049
Sponsored Programs	14,964,803
Student Financial Assistance (State)	37,210,304
Local Funds - Student Financial Assistance (Federal)	13,141,132
Total Revenues	<u>\$ 259,909,701</u>

USES OF FUNDS

Actuals as of December 31, 2024



<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 25,260,783
Research	761,836
Public Service	405,267
Academic Support	13,478,798
Student Services	4,894,083
Institutional Support	18,633,166
Ops and Maintenance	11,100,496
Student Financial Assistance	21,946,521
Sponsored Programs	15,808,187
Auxiliary Enterprises	33,118,456
Local Funds	13,163,741
Total Expenses	\$ 158,571,334

SPRING 2025 FINANCIAL REPORTS



Norfolk State University
Spring 2025 Enrollment Tracking ¹
Number of Enrolled Students as of: January 30, 2025

	ENROLLMENT						
	Final Spring 2024	Budgeted Spring 2025	Enrolled as of January 28, 2025	Actual # Enrolled TODAY Spring 2025	Daily Change	Enrolled vs. Budgeted	Enrolled vs. Spring 2023
IN-STATE							
Undergraduates							
Full-time	3,099	3,169	3,140	3,180	40	11	81
Part-time	341	370	392	389	(3)	19	48
Graduate Students							
Full-time	216	205	241	243	2	38	27
Part-time	69	58	86	87	1	29	18
Online Masters ¹	54	59	55	55	0	(4)	1
Total In-State	3,779	3,861	3,914	3,954	40	93	175
OUT-OF-STATE							
Undergraduates							
Full-time	1,198	1,235	1,205	1,242	37	7	44
Part-time	58	106	89	89	0	(17)	31
Graduate Students							
Full-time	79	86	84	86	2	0	7
Part-time	42	32	49	49	0	17	7
Online Masters ¹	38	41	33	33	0	(8)	(5)
Total Out-of-State	1,415	1,500	1,460	1,499	39	(1)	84
ENROLLMENT GRAND TOTAL	5,194	5,361	5,374	5,453	79	92	259

	Final Spring 2024	Budgeted Spring 2025	Enrolled as of January 28, 2025	Actual # Enrolled TODAY Spring 2025	Daily Change	Enrolled vs. Budgeted	Enrolled vs. Spring 2023
PART-TIME HOURS							
IN-STATE							
Undergraduate (hours)	2,430	2,220	2,760	2,757	(3)	537	327
Graduate Students (hours)	303	290	403	409	6	119	106
Online Masters ¹	438	466	381	381	0	(85)	(57)
Total Part - time In - State (hours)	3,171	2,976	3,544	3,547	3	571	376
OUT-OF-STATE							
Undergraduate (hours)	448	636	601	639	38	3	191
Graduate Students (hours)	137	128	183	183	0	55	46
Online Masters ¹	288	324	222	228	6	(96)	(60)
Total Part - time Out of State (hours)	873	1,088	1,006	1,050	44	(38)	177
Total Part - time Hours	4,044	4,064	4,550	4,597	47	533	553

Note:

1. 88 financially cleared students are enrolled in accelerated online masters degree programs. Students enrolled in on-line programs may be full-time or part-time. The tuition charged to all students in the online masters degree programs is the same regardless of domicile.

Norfolk State University
Spring 2025 E&G Tuition Revenue Projection
As of January 30, 2025

	Actual # Enrolled TODAY Spring 2025	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	3,180	3,038	9,660,840	9,627,422	33,418
Part-time	389				
Graduate Students					
Full-time	243	4,654	1,130,922	954,070	176,852
Part-time	87				
Online Masters	55				
Total In-State	3,954		10,791,762	10,581,492	210,270
OUT-OF-STATE					
Undergraduates					
Full-time	1,242	8,789	10,915,938	10,854,415	61,523
Part-time	89				
Graduate Students					
Full-time	86	10,861	934,046	934,046	0
Part-time	49				
Online Masters	33				
Total Out-of-State	1,499		11,849,984	11,788,461	61,523
ENROLLMENT GRAND TOTAL	5,453		22,641,746	22,369,953	271,793
	Actual # Enrolled TODAY Fall 2025	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
PART-TIME HOURS					
IN-STATE					
Undergraduate (hours)	2,757	463	1,276,491	1,027,860	248,631
Graduate Students (hours)	409	789	322,701	228,810	93,891
Online Masters	381	450	171,450	0	171,450
Total Part - time In - State (hours)	3,547		1,770,642	1,256,670	513,972
OUT-OF-STATE					
Undergraduate (hours)	639	986	630,054	627,096	2,958
Graduate Students (hours)	183	1,519	277,977	194,432	83,545
Online Masters	228	450	102,600	0	102,600
Total Part - time Out of State (hours)	1,050		1,010,631	821,528	189,103
Total Part - time Hours	4,597		2,781,273	2,078,198	703,075
Total Revenue			25,423,019	24,448,151	974,868

Norfolk State University
Spring 2025 AE Mandatory Fee Revenue Projection
As of January 30, 2025

	Actual # Enrolled TODAY Spring 2025	Mandatory Fee Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	3,180	1,992	6,334,560	6,401,435	(66,875)
Graduate Students					
Full-time	243	1,992	484,056	450,805	33,251
Total In-State	3,423				
OUT-OF-STATE					
Undergraduates					
Full-time	1,242	1,992	2,474,064	2,457,869	16,195
Graduate Students					
Full-time	86	1,992	171,312	150,922	20,390
Total Out-of-State	1,328				
ENROLLMENT GRAND TOTAL	4,751				
Total Revenue			9,463,992	9,461,031	2,961

Norfolk State University
Spring 2024 Out of State Capital Outlay Revenue Projection
As of January 30, 2025

OUT-OF-STATE

Undergraduates

Full-time

Graduate Students

Full-time

Total Out-of-State

ENROLLMENT GRAND TOTAL

Annual Obligation

Actual # Enrolled TODAY Spring 2025	Out of State Capital Outlay Fee	Calculated Revenue	Budgeted Revenue	Variance
1,242	380	471,960	185,489	286,471
86	380	32,680	12,282	20,398
1,328				
420,789		504,640	197,771	306,869

Norfolk State University
Revenue Schedule
For Fiscal Years 2020 - 2025 (Y-T-D)

Description	FY20	FY21	FY22	FY23	FY24		5 Yr Avg		FY25 Y-T-D
Appropriations	64,165,616	76,067,722	92,268,101	112,926,917	118,874,263		92,860,524		132,651,192
Tuition	47,289,665	44,282,718	47,538,171	48,295,262	54,760,892		48,433,342		30,324,916
Capital Outlay Fee	845,733	820,544	904,263	904,390	970,385		889,063		577,705
Mandatory Fee - Athletics	7,910,599	6,438,018	7,755,875	8,184,472	8,582,453		7,774,283		4,816,450
Mandatory Fee - Comp Fee	3,055,497	2,760,892	3,015,942	3,222,620	3,305,003		3,071,991		1,845,089
Mandatory Fee - Debt Service Fee	3,573,797	3,137,139	3,427,509	3,633,150	3,864,267		3,527,173		2,160,868
Mandatory Fee - Student Activity Fee	1,718,690	3,253,499	3,399,520	3,638,439	3,115,932		3,025,216		1,850,902
Mandatory Fee - Student Center	1,742,249	162,321	163,072	191,437	12,322		454,280		3,377
AE Room	13,536,355	10,173,759	16,883,724	20,895,495	21,731,414		16,644,150		12,317,726
AE Board Revenue	9,880,993	5,541,476	9,054,412	10,370,422	11,201,450		9,209,750		6,201,917
AE - Athletic Revenue	1,041,307	1,057,900	1,682,170	1,749,556	1,623,377		1,430,862		1,647,112
Aux Ent - Revenue	5,992,432	3,714,455	6,174,458	5,842,743	8,534,789		6,051,775		4,520,696
IDC	2,211,868	1,429,246	1,819,084	1,843,296	1,816,903		1,824,079		1,289,509
Misc Rev	2,544,370	916,740	1,058,034	1,728,130	1,209,983		1,491,452		933,415
Spon Prog	21,740,563	47,433,804	43,939,950	55,897,868	19,228,748		37,648,187		13,885,663
Bond Disbursement	2,790,940	3,759,732	3,686,601	6,253,516	7,413,377		4,780,833		5,127,158
Spon Prog - Stu Fin Asst	64,999,230	55,568,125	56,224,467	55,683,686	60,307,882		58,556,678		32,500,679
	255,039,902	266,518,090	298,995,355	341,261,399	326,553,440		297,673,638		252,654,375

BOV-DIVISION CAMPUS UPDATES

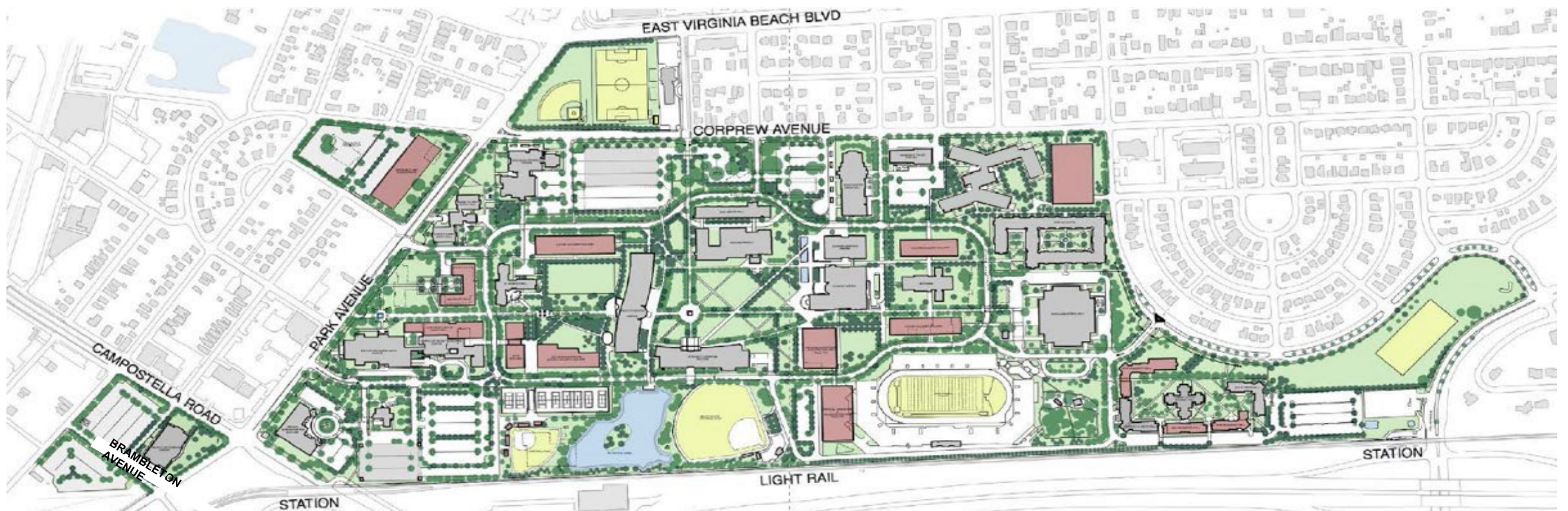
Facilities Management

Terry G. Woodhouse

Interim Associate Vice President



CAMPUS MASTER PLAN



CURRENT CAPITAL PROJECTS

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	\$84,322,472
5	Campus Security Upgrades	\$19,092,475

In Progress Projects

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



CURRENT CAPITAL PROJECTS-CONTINUED

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

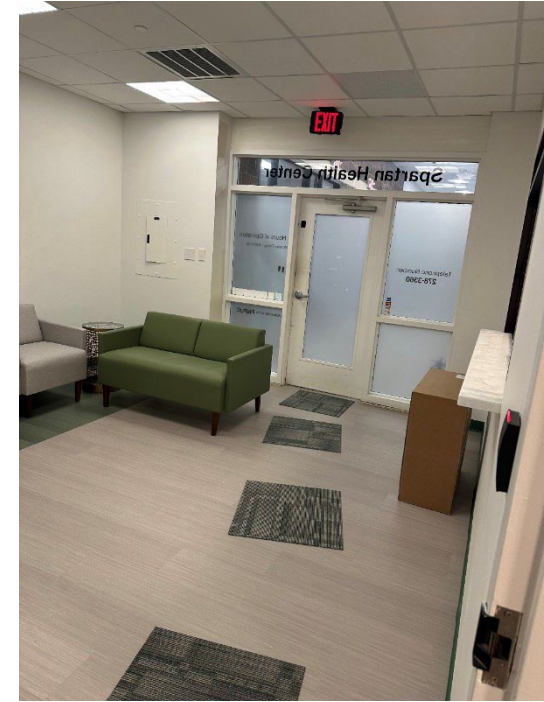
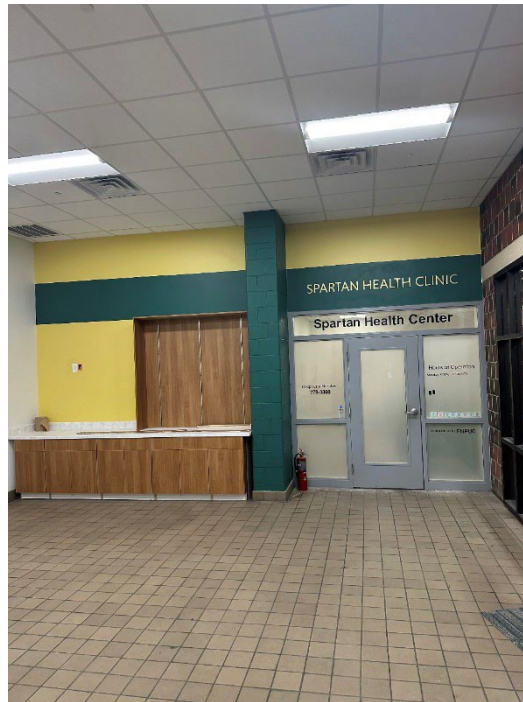
- Design Architect: RRMM Architects
- Project Cost: \$30 million
- Square Feet: 80,000
- Construction Delivery Method:
Design-bid-build



CURRENT CAPITAL PROJECTS-CONTINUED

Spartan Station – Spartan Health Clinic Renovations:

- New Flooring
- Painting
- Ceilings and Lighting
- New Lobby



CURRENT CAPITAL PROJECTS-CONTINUED

Echols Hall HVAC Upgrades:

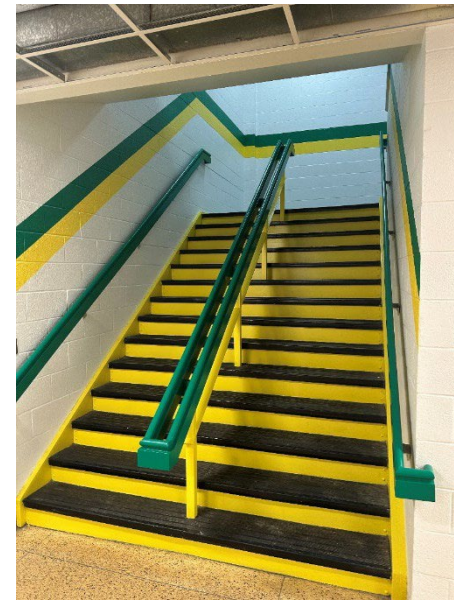
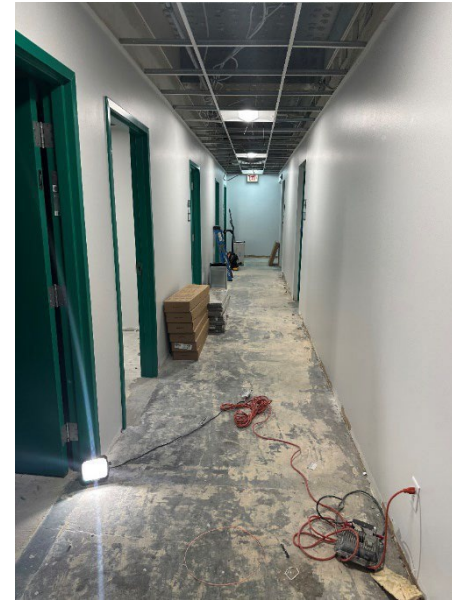
- This project includes removing existing air handling units, terminal boxes, and controls.
- Replacing the demolished systems in-kind with upgraded air handling units, terminal boxes, and mechanical controls.
- The work requires selective demolition and repairs to support mechanical systems installation.



CURRENT CAPITAL PROJECTS-CONTINUED

Gill Gym Renovations:

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



FACILITIES MANAGEMENT ACCOMPLISHMENTS - 2025

- **Successfully Transported Students to and from Hotels to Campus daily**
 - Started new shuttle run this Semester from Proximity at ODU every half hour, throughout the day from 7:00 A.M. to 10:30 P.M., to and from campus
 - New Hires throughout Facilities Management
- **Hired (7) new Housekeepers:**
 - Martha Bissah
 - Germecca Harrison
 - Dasha Johnson
 - Brittney Hawkins
 - Michelle Brown
 - Elijah Henderson
 - Vernon Jones
- **Hired a new (Storeroom Specialist) – Juan Forcardo**
- **Hired a new (Building Maintenance Technician – Resident Life) – Rory Moore**
- **Hired a new (Electrician III) – Darrin King**
- **Hired a new (Plumber II) – Lance Hinton**
- **Hired a new (Painter I) – Antwan Howard**
- **Renovated Bozeman, Robinson Tech and West Cafe**
- **Purchased new vehicles for Transportation Fleet**

Thank You



LEGISLATIVE UPDATES

Eric W. Claville, JD, MLIS
Executive Advisor to the President, Governmental Relations

February 11, 2025



Key Dates for the 2025 General Assembly Session

Wednesday, December 18	Governor presents Budget Bill
Wednesday, January 8	Session convenes Prefiling ends at 10:00 a.m. Last day to file legislation creating or continuing a study
Friday, January 10	Last day to submit budget amendments
Friday, January 17	Bill cut-off (last day to introduce bills and certain joint resolutions)
Sunday, February 2	House Appropriations and Senate Finance & Appropriations Committees to complete action on Budget Bills
Tuesday, February 4	Crossover (last day for each house to act on its own legislation, except Budget Bills) Amendments to Budget Bills available
Thursday, February 6	Houses of origin to complete action on Budget Bills
Wednesday, February 12	Last day to act on Budget Bills and revenue bills of other house and appoint conferees
Monday, February 17	Last day for committee action on remaining bills
Thursday, February 20	Last day to act on remaining bills and appoint conferees
Saturday, February 22	Session adjourns sine die
Monday, March 24	Last day for Governor's action on legislation
Wednesday, April 2 or April 9	Reconvened session
Tuesday, July 1	Effective date of enacted legislation

UPDATES

☐ BUDGET AMENDMENTS: 2025 General Assembly Legislative Session

☐ HB1600/SB800: Modernize / Replace Enterprise Resource Planning (ERP) System - \$3,200,000.00 – FY26

- ☐ This amendment requests funding to begin moving forward with the replacement of existing finance, human resources and student information systems over the next three years.

☐ HB1600/SB800: HBCU Partnership – \$10,000,000.00 / \$35,000,000.00 – FY26

- ☐ This amendment requests funding to continue and expand the ongoing HBCU collaboration, including Norfolk State University, Virginia State University, Hampton University, and Virginia Union University.

☐ HB1600: Environmental Justice Incubator – \$1,500,000.00 FY26

- ☐ This amendment requests funding for a three-year study to address the long-term environmental harm caused by highways like I-95, I-64, I-264 and I-464, which were built through historically Black communities in Norfolk, Portsmouth, and Richmond.



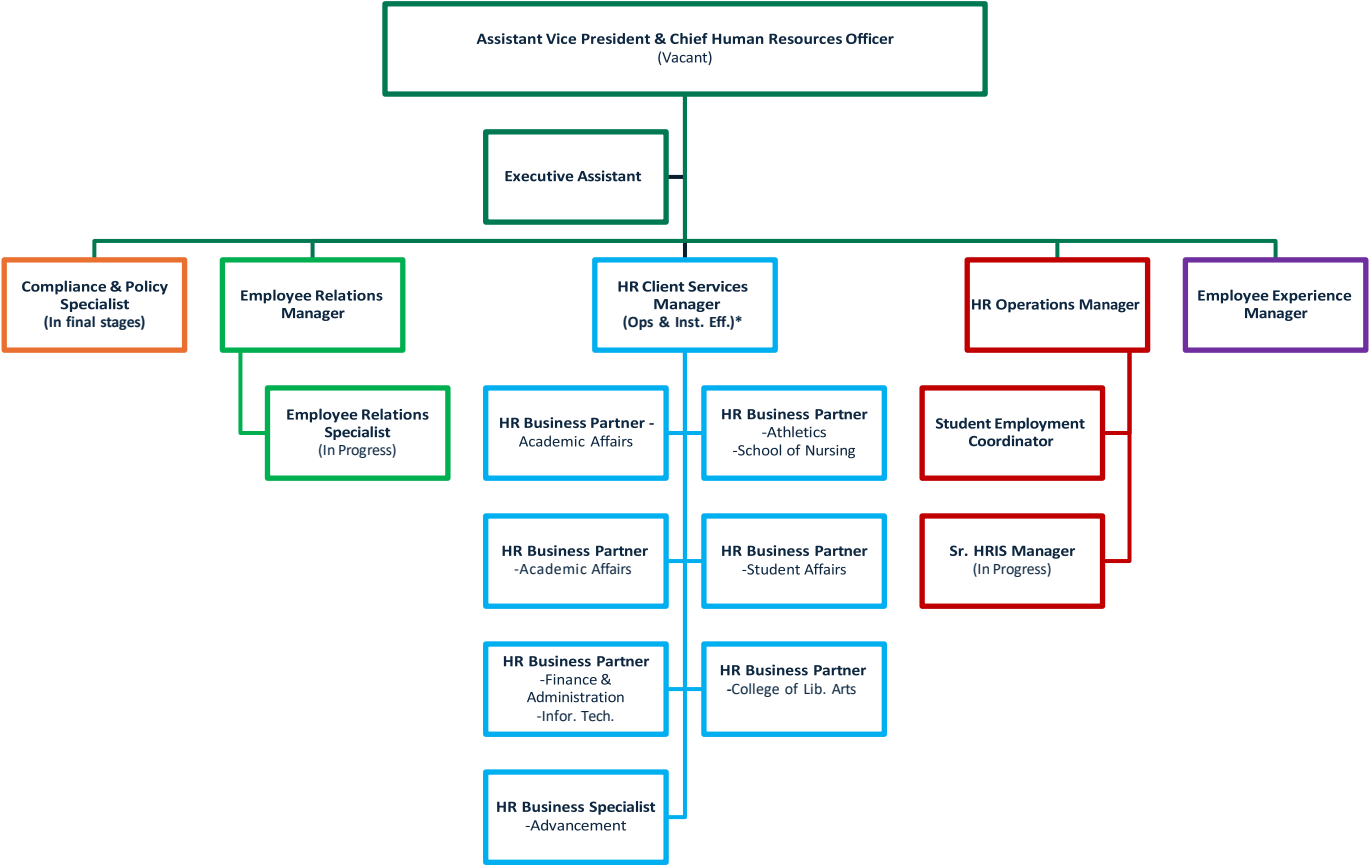
QUESTIONS & DISCUSSION

Operations and Institutional Effectiveness Update

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



Human Resources



*HR Client Services Manager also serves as business partner to the Division of Operations and Institutional Effectiveness

- **HRIS Selection Update**

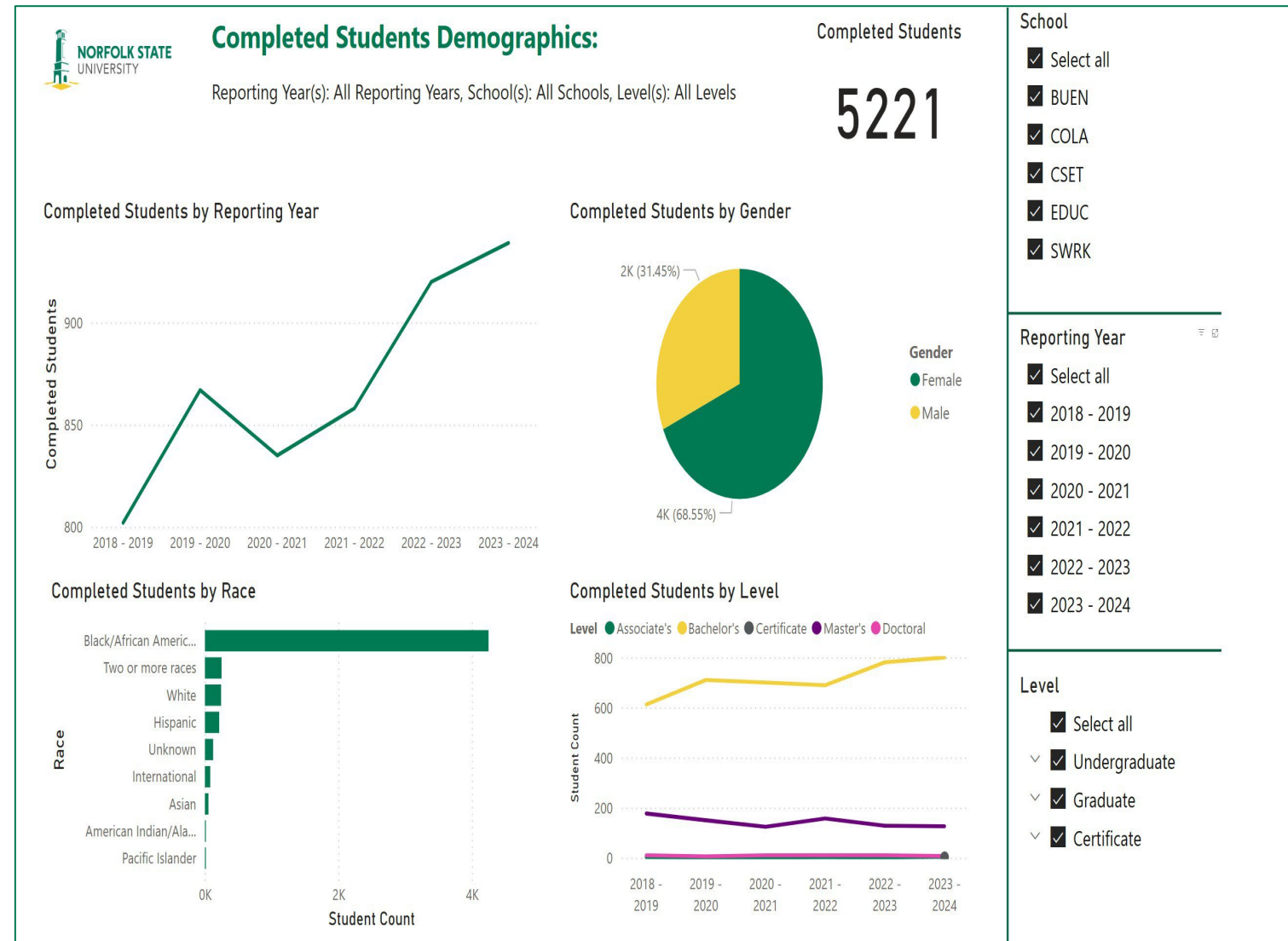


- **New Organizational Structure**

- **New Staff members:**
 - HR Client Services Manager
 - 5 HR Business Partners
 - HR Business Specialist
 - Employee Experience Manager
 - Compliance Specialist
 - Student Employment Coordinator
 - HR Business Specialist
 - Executive Assistant

Institutional Effectiveness & Research

- Development of two Data Portals developing two data portals
 - Portal 1:** public facing portal includes the university fact book and dashboards for enrollment, completions, and retention
 - Portal 2:** restricted access portal for NSU faculty and staff members.
- University Fact Book** launched in January
- Public facing dashboards** to be launched in February
- Restricted access portal** will go live in February 2025
- Data Governance “soft launch” phase will be complete by February 2025.
 - Initial outcomes include the following:
 - Data Governance Committee Team Charter
 - Definition of Student Success to guide the team’s subsequent work
 - Inventory of all data systems related to student success
 - Complete needs analysis for data repository to support student success reporting and analysis.



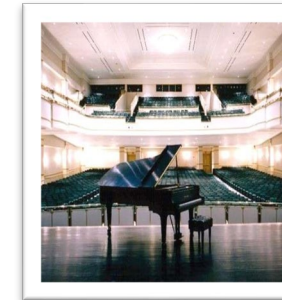
Information Technology and Security

- **Fiber Plant Renovation**

- First major fiber runs complete between McDemmond, NGE, and Spartan Station
- Fiber installations to increase bandwidth and redundancy
- Next phase include loops around east and west campus
- Target Completion – Spring 2026

- **Wireless Refresh Project**

- The following buildings/facilities have new wireless installations for increased density and range.
 - **Administrative Buildings:**
 - Wilder Center for Performing Arts
 - Nursing and General Education
 - **Residential Halls:**
 - Spartan Suites
 - Mid-Rise
 - Charles Smith Hall
 - Lee Smith Hall
 - Samuel Scott Hall
 - **Future Refresh Projects to be done by July 2025:**
 - New Residential Complex
 - Babbette Smith South
 - Babbette Smith North
 - Gills Gym



NOW IS OUR TIME

THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY



**NOW IS OUR TIME TO
REACH HIGHER**

For more information regarding the
Now Is Our Time campaign, scan the QR code
or visit www.nsu.edu/nowisourtime

Text NowIsOurTime to 41444

BOV Strategic Finance Committee University Advancement Update

Clifford Porter, Jr., J.D.
Vice President for University Advancement



HIGHLIGHTS FROM 2024



2024 EMERALD SOCIETY INDUCTEES

Not Pictured: Willie L. Brown; Malcomb D. Coley; Elizabeth C. Dooling, M.D.; Devon M. Henry & Angela Henry; James H. Hunt, Jr. & Laura B. Hunt; COL (Ret.) Timothy E. Lamb; Dr. Janet M. McKenzie; Carolyn W. Meyers, Ph.D.; Jeff Moore & Rosel Moore; Donnell C. Parham; John E. Warren; and Walter R. Wall & Heather A. Johnson Wall

President Javaune Adams-Gaston, Ph.D. & Dmitri Gaston
 Dr. Howard G. Adams (B.S. '64) & Dr. Eloise C. Adams (B.S. '64)
 Rev. Jeffrey D. Belfield & Kathy Pope Belfield '87
 Willie L. Brown '79
 Malcomb D. Coley
 Charles R. Cone '95 & Clementine S. Cone
 Clifton J. Crocker & Eunice R. Crocker '69
 Elizabeth C. Dooling, M.D.
 Tony A. Fisher, Jr. & Dr. Patricia H. Fisher (B.S. '71)
 Dr. Deborah S. Foreman (B.S. '76)
 Estherine J. Harding '74
 Devon M. Henry '00 & Angela Henry '00
 James H. Hunt, Jr. & Laura B. Hunt
 Gerald E. Hunter, Ph.D.
 The Honorable Raymond A. Jackson '70
 COL (Ret.) Timothy E. Lamb '83
 Leatha M. Lamison-White '74
 Dr. Janet M. McKenzie (B.S. '73)
 Carolyn W. Meyers, Ph.D.
 Jeff Moore & Rosel Moore
 Donnell C. Parham '80
 Langston B. Powell, Jr. '76
 Charles T. Saunders, C.P.A. & Judith Saunders
 John E. Warren
 Walter R. Wall & Heather A. Johnson Wall
 Clyde D. Wiggins '67
 Dr. Albert J. Williams (B.S. '69) & Brenda W. Williams '68



DONOR WALL – WILSON HALL



Norfolk State University, in conjunction with local marketing and media company, Studio Center, took home a Silver Telly Award in Local TV Editing for the “We See The Future in You” television advertising campaign.

The Telly Awards have been honoring excellence in video and television since 1979. Today, in addition to video and TV, the Telly Awards also honor branded content, documentaries, social media and immersive video.

NSU COMMERCIAL RECEIVES TELLY AWARD

COMMUNICATIONS and MARKETING

Social Media

Top Post (Dec. 8, 2024 -Jan. 22, 2025)
Facebook –132,963 Engagements
Announcement about Michael Vick being named the NSU football coach.

Publications

Behold Magazine – Finalizing the winter issue of the Behold Magazine.
This issue will feature the “Now Is Our Time” Campaign.

From the Desk of the President
Norfolk State University

As we look forward to our 90th anniversary at Norfolk State University in September 2025, the collective work we do NOW and in the next 11 months will have a lasting impact for this institution and for future generations of Spartans. The clock is ticking. *Now Is Our Time: The Campaign for Norfolk State University* is the most ambitious in the history of our institution. The success of this campaign—meeting and exceeding our \$90 million goal—will allow the University to transform itself in ways we’ve never seen before.

I encourage you to think about the transformative impact your donation can have on the lives of students at our beloved university. By giving to our fundraising campaign, you are not only supporting their academic journey but also ensuring their growth as future leaders and change-makers. Your generosity can help fund scholarships, research initiatives, and campus improvements that will enrich the university experience for current and future students alike.

Imagine the difference you can make through your contribution to the university’s fundraising efforts. Your involvement in our campaign has the potential to create a legacy that will reverberate throughout generations to come. It has the power to shape the future of education and innovation. Our strategic mission as an institution requires us to evolve—to strive for and achieve a higher tier in the higher education realm. We have been developing, striving and advancing ever since we opened our doors as a two-year institution in 1935 against the backdrop of the Great Depression.

Over the last 89 years, we have produced leaders and achievers in their professions and in their communities. This issue of Behold Magazine highlights the enormous impact Norfolk State has had. Alumni such as Mary Miller, Dr. Melvin Smith and Bishop Kim Brown (page X2) came to the university with little—Miller only a one-way ticket to Norfolk and \$10 in his pocket. Dr. Smith hitched a ride with a relative to make it here from rural Greenville County, while Bishop Brown didn’t have the grades to be admitted. The university took a chance on each of them and today, they stand as examples of how transformative a Norfolk State University education can be. NSU is a place for first and second chances, and many of our Spartans have those same success stories.

By coming together as a collective force, we can champion the cause of higher education and empower ambitious minds to fulfill their potential. Your investment in Norfolk State’s mission is an investment in knowledge, progress, and the shaping of tomorrow’s leaders. Let us stand united in our commitment to excellence and seize this remarkable chance to make a difference.

Because Now is Our Time. Donate today.
Sincerely,
Jessamine Adams-Gaston, Ph.D.
Jessamine Adams-Gaston, Ph.D.
President, Norfolk State University



The word “Behold” is often used by those who love Norfolk State. It sums up the excellence of the University and pride felt for it. That is why when it came to naming the magazine featuring the accomplishments and progress taking place at Norfolk State, “Behold” easily came to mind.

Jessamine Adams-Gaston, Ph.D.
University President

BOARD OF VISITORS 2023-2024

Bishop Kim W. Brown '84
Dr. Wayne B. Miller
Dr. Katrina L. Chase
Houli W. Abbott
T. Michael Andrews
Gilbert T. Bland
The Honorable James W. Dyer, Jr.
Cornell Mercer III
James Jamison

PRESIDENT'S CABINET

Dr. DeWanna Fulton
Dr. Justin L. Moses
Dr. Gerald E. Hunter
Dr. Leonard E. Brown
Clifford Porter, J.D.
Dr. Melody Webb
Eric W. Claville, J.D., M.L.S.
Pamela F. Boston, Esq.
Dr. Tampa S. White

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Regina Lightfoot
Michelle D. Hill '96
Jelani Heston
Christopher Satter '97
Donald Spencer
Anthony B. Tilden '11
Sharon Huggard (M.A.'84)
Steve Opler
Kisha Williams

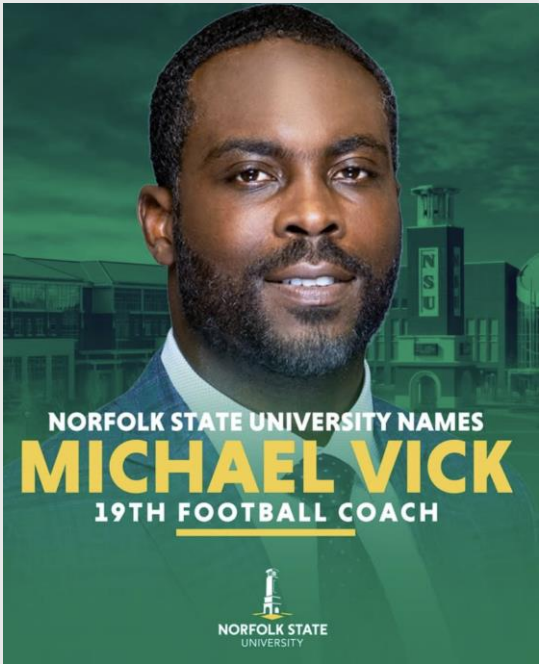
BEHOLD is published twice a year by the NSU Office of Communications and Marketing.
Contact: Stevallynn Adams | sadams@nsu.edu | www.nsu.edu
Call us: 757.823.2036



Norfolk State University launched the public phase of its most ambitious fundraising campaign in University history Saturday, September 14, 2024. The comprehensive campaign has a goal of \$90 million and will culminate during the University's 90th anniversary in 2025. It is only Norfolk State's second major campaign. The first took place 30 years ago.

"The Now Is Our Time campaign is an investment in not only the future of our students but also for the future of Norfolk State to continue providing the very best educational opportunities for those who will enroll here for generations to come," NSU President Jessamine Adams-Gaston said at the reception.

CONTINUED ON PG. 4



Norfolk State Univer...
Fri 12/20/2024 3:06 pm EST

Norfolk State University, the largest I
Black College and University (HBCU)
has called on a Hampton Roads lege



Total Engagements	132,963
Reactions	63,206
Comments	9,077
Shares	3,722
Post Link Clicks	494
Other Post Clicks	56,464



NORFOLK STATE
UNIVERSITY

Advertising

C&M and University Advancement have been busy purchasing advertising and preparing creative graphic assets to promote NSU and the *Now Is Our Time Fundraising Campaign*.

Lynnhaven Mall (Out of Home Ad)

- One Digital Kiosk Ad – Ran during the Holiday season to expose the University to holiday shoppers.

New Journal and Guide (Print Ad)

- Three full-page ads – A **THANK YOU** to the community for donating to the *Giving Tuesday Campaign* and two ads to promote the *Now Is*

Our Time Campaign.

WAVY Channel 10 (TV Ad)

- Multi-month TV campaign – Brand awareness to promote NSU.

MYTVZ - WTVZ (TV Ad)

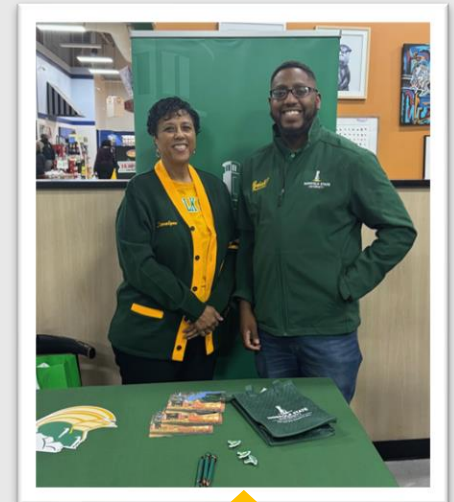
- One month TV ad – NSU sponsored MLK Advertising

STREETZ (Radio Ad, Social Media and Sponsorship)

- Community Relations - One month radio advertising and participation in the “Thanksgiving Turkey Giveaway” at Elmer’s Supermarket in Berkley.

I-Heart Media (Podcast, Email, Social Media and Display)

- Five Month Campaign – *Now Is Our Time Campaign*.



STREETZ – Thanksgiving Turkey Giveaway event

Fundraising Goals

CY 2024

\$9.1M

Actual - \$10.8M*

CY 2023

\$7.9M

Actual - \$8.7M

CY 2022

\$6.7M

Actual - \$11.7M

CY 2021

\$5.5M


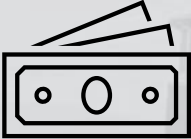




Actual - \$10.5M

*preliminary total






**NORFOLK STATE
UNIVERSITY**

CY 2024 Performance

					
Total Dollars Raised	Cash	Pledges	Planned gifts	Total # of Overall Donors	Total # of Alumni Donors
\$10,812,348*	\$6,654,442	\$4,157,906	--	3,963	2,302
*preliminary total					

5 Year Performance

Calendar Year	 Total Dollars Raised	 Cash	 Pledges	 Planned gifts	 Total # of Overall Donors	 Total # of Alumni Donors
2024	\$10,812,348*	\$6,654,442	\$4,157,906	--	3,963	2,302
2023	\$8,784,756	\$6,743,464	\$2,041,291	--	4,158	2,505
2022	\$11,749,907	\$7,499,694	\$4,250,213	--	5,017	3,113
2021	\$10,511,509	\$9,660,978	\$759,421	--	4,132	2,524
2020	\$45,838,417	\$43,127,142	\$2,711,275	--	3,846	2,547

*preliminary total

2025 Fundraising Goal

**\$10
MILLION**





NOW IS OUR TIME CAMPAIGN PROGRESS

NOW IS OUR TIME CAMPAIGN PROGRESS

Goal: \$90 million

Total Amount Raised: \$84.1 million

Percentage of Goal: 93%



Investing In People
128% of goal

Goal: \$42 million
Total Raised: \$53.6 million



Strengthening Academic Programs
83% of goal

Goal: \$30 million
Total Raised: \$24.9 million



Elevating Athletics
31% of goal

Goal: \$12 million
Total Raised: \$3.7 million



Advancing Excellence Year After Year
31% of goal

Goal: \$6 million
Total Raised: \$1.9 million

NOW IS OUR TIME

| THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY

CLOSING THE CAMPAIGN



NORFOLK STATE UNIVERSITY

We see the future in you.



Founders Day Celebration

September 18, 2025

90th Anniversary Gala

September 19, 2025



NAMING RESOLUTIONS



BOYD GAMING

DEPARTMENT OF TOURISM & HOSPITALITY



DEVON & ANGELA HENRY COMMUNICATIONS TOWER

NOW IS OUR TIME

| THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY

NORFOLK STATE
UNIVERSITY

Governance Committee

AGENDA
BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING

Tuesday, February 11, 2025

Heidi Abbott, Chair

Campus Location:

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
Wilson Hall 5th Floor, Suite 530

Zoom Webinar Participation:

https://nsu-edu.zoom.us/webinar/register/WN_m0CRy8mGQICN42Z6o2uWfQ

- I.** Call to Order/Establish Quorum
- II.** Recommend Approval of Electronic Participation
- III.** Recommend Approval of the November 21, 2024, Governance Committee Minutes
- IV.** Old Business
- V.** New Business
- VI.** Update: University Policies
- VII.** Update: General Assembly Proposed Bills and SCHEV Policies
- 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*

The President participates in all Committee meetings.

**BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING**

November 21, 2024

MINUTES

1. Call to Order

The Governance Committee Meeting was called to order at approximately 2:22 p.m. A quorum was established with a 4-0 Roll Call Vote.

Committee Members Present

Mr. Mike Andrews

The Honorable Lionell Spruill, Sr.

Other Board Members Present

Mr. Jay Jamison

Mr. Dwayne Blake

Committee Members Virtual

Mrs. Heidi Abbott, Chair

Committee Members Absent

Dr. Katrina Chase Mr. Delbert Parks

Mr. Gilbert Bland (attempted to join via landline)

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

Dr. Leonard Brown, Vice President for Student Affairs

Dr. Melody Webb, Athletics Director

Mrs. Drika Burgess, Chief Audit Executive

Dr. Tanya White, Chief of Staff

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

Mr. Christopher Gregory, Office of Information Technology

2. Recommend Approval of Electronic Participation

Mrs. Heidi Abbott provided her reason for Electronic Participation. The Honorable Lionell Spruill, Sr. motioned, seconded by Mr. Jay Jamison and with a 4-0 Roll Call vote, the Committee unanimously approved the virtual participation of Board Members, Mrs. Heidi Abbott.

3. Recommend Approval of the October 1, 2024, Governance Committee Minutes

The Committee voted and unanimously approved with a 4-0 Roll Call Vote, the Minutes for the October 1, 2024, Committee Meeting, motioned by Mr. Dwayne Blake, and seconded by The Honorable Lionell Spruill, Sr.

4. Old Business

None

5. New Business

None

6. Update Board of Visitors SCHEV Training

Mrs. Abbott acknowledged the Norfolk State University Board Members, that attended the SCHEV Training. Members shared their experiences, and highlighted panel discussions that took place. Mr. Blake informed of packages that are available through SCHEV, which highlights the universities within the Commonwealth; that information can be found at collegeoutcomes.schev.edu. The relationships amongst local colleges was discussed with a goal of working towards improving opportunities for students within the Commonwealth. Formal relationships with Thomas Nelson and Tidewater Community College were highlighted.

7. Board of Visitors Policies and Procedures Update

Mr. Eric Claville discussed the Board Policies and Procedures and highlighted that the BOV Policy #14, naming policy was conducted under Strategic Finance.

8. Other Discussion Items

None

9. Adjournment

There being no further business, Ms. Heidi Abbott adjourned the meeting at 2:39p.m. The Committee voted and unanimously approved with a 4-0 Roll Call Vote. Motioned by The Honorable Lionell Spruill, Sr. and second Mr. Jay Jamison.

BOARD OF VISITORS

Governance Committee Meeting

November 21, 2024

DRAFT

Respectfully submitted,

Heidi Abbot, Chair Governance Committee

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

BOARD OF VISITORS

Governance Committee Meeting

November 21, 2024

DRAFT**NSU BOV GOVERNANCE COMMITTEE
ROLL CALL VOTE NOVEMBER 21, 2024**

Item	Mrs. Heidi Abbott (Chair) Virtual	Mr. Delbert Parks (Absent)	Dr. Katrina Chase (Absent)	Mr. Mike Andrews	Mr. Gilbert Bland (Absent)	Mr. Jay Jamison	The Honorable Lionell Spruill, Sr.	Mr. Dwayne Blake	Totals
Quorum	V	A	A	Yes	A	Yes	Yes	Yes	4-0
Recommendation Approval of Electronic Participation	V	A	A	Yes	A	Yes	Yes	Yes	4-0
Approval of the Minutes	Yes	A	A	Yes	A	Yes	Yes	Yes	4-0
Adjournment	Yes	A	A	Yes	A	Yes	Yes	Yes	4-0

Mr. Gilbert Bland (attempted to join via landline)

NSU B.O.V. GOVERNANCE COMMITTEE

February 11, 2025

AGENDA

- ☐ Call to Order/Establish Quorum
- ☐ Recommend Approval of Electronic Participation
- ☐ Recommend Approval of November 21, 2024, Governance Committee Minutes
- ☐ Old Business
- ☐ New Business
- ☐ Update: University Policies
- ☐ Update: General Assembly Proposed Bills and SCHEV Policies
- ☐ Other Discussion Items
- ☐ Adjournment

QUESTIONS & DISCUSSION

Academic and Student Affairs Committee

AGENDA
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING
Tuesday, February 11, 2025
Delbert Parks, Chair
1:30 –3:00pm

Zoom Webinar Participation:
https://nsu-edu.zoom.us/webinar/register/WN_m0CRy8mGQICN42Z6o2uWfQ

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of the November 21, 2024, Committee Minutes**
- IV. Discussion Items**
 - a. Academic Affairs UpdateDr. DoVeanna Fulton
 - i. Proposed General Education Curriculum Reform
 - ii. Teaching Faculty Handbook Revisions
 - iii. Proposed Promotion and Tenure Evaluation Timeline Revisions
 - b. Student Affairs Update Dr. Leonard Brown
 - 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
- Ms. 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
Thursday, November 21, 2024

I. Call to Order/ Establish Quorum

Mr. Delbert Parks, Chair, called the Academic and Student Affairs Committee meeting to order at 9:01 a.m. A quorum was established with a 5-0 roll call vote.

Committee Members Present

Mr. Delbert Parks, Chair
Mr. Jay Jamison
Mr. Mike Andrews

Mr. Dwayne Blake
The Honorable Lionell Spruill, Sr.
The Honorable James Dyke Jr.

Committee Members- Virtual

Other Board Members Present

Counsel Present

Pamela Boston, University Counsel and Senior Assistant Attorney General

NSU Administrators and Staff Present

Dr. Javaune Adams- Gaston, President
Bishop Kim Brown, Rector
Dr. Dawn Hess, Chief Compliance Officer
Dr. Aurelia T. Williams, Academic Affairs
Dr. Terry Venable, Assistant to the Vice
President for Student Affairs
Brandn Gilchrist, OIT
Christopher Jones, OIT
Ms. Sher're Dozier, Clerk to the President/BOV
Mrs. Sharea' Williams, Executive Asst. for VP
Of Operations/ Chief Strategist

Dr. Melissa Barnes, Enrollment Management
Mr. David Simon Jr., Dean of Students
Ms. Drika Burgess, Internal Audit
Dr. Aixi Zhou, Research & Innovation
Brian Covington, NSU Police Department
Jaidin Brooks, Dean of Students (Work Study)
Dr. Gerald Hunter, DFA
Dr. Tanya S. White, Office of the President
Raesha Jones, Health and Wellness (Intern)
Yohance Goodrich III, Career Services

II. Recommend Approval of Electronic Participation

N/A

III. Recommend Approval of the October 1, 2024, Committee Meeting Minutes

Mr. Dwayne Blake, motioned, second by The Honorable Lionell Spruill, with a 6-0 roll call vote, the Committee unanimously approved the April 3, 2024, Academic and Student Affairs Committee Meeting minutes.

IV. Discussion Items

- a. **Academic Affairs Update-** Provost DoVeanna S. Fulton
Provost Fulton provided updates on the following SACSCOC action items:
 1. Standard 6.2.c- revisions have been made.
 2. Standard 13.6

3. Standard 14.1- Statements updated on all websites, etc. Revise teaching faculty handbook request board approval.
- b. Dr. Fulton reviewed the academic program review and disciplinary accreditations.
- c. Software Acquisition: Gray Decision Intelligence will be available for all staff by fall 2025.
 1. Digital solution for faculty evaluations
 2. Alignment with workforce needs
 3. Provides growth potential
 4. Provides areas for improvement

The floor was opened for questions:

1. Mr. Jamison- Is MHA a joint venture between ODU, EVMS, and Norfolk State, or is that our program?
Dr. Fulton- That is our program.
2. How is the tourism and hospitality management program accredited?
Dr. Fulton- AAC/ School of Business
3. How did Faculty respond to the Watermark?
Dr. Fulton- Faculty finds that it's not as difficult as they thought it would be.

b. Student Affairs Update- Dr. Leonard Brown

1. Review of BOV policies
 - a. Policy #20- Parental Notification of Dependent Students in Instances of Psychological Emergencies.

A motion was made by The Honorable James Dyke and second by The Honorable Lionell Spruill. With a 6-0 roll call vote, the Committee unanimously approved BOV policy #20.

- b. Policy #33- Freedom of Speech and Expressions.

The motion was made by The Honorable Lionell Spruill and second by Mr. Dwayne Blake. With a 6-0 roll call vote, the Committee unanimously approved BOV policy #33.

- c. Update the University's Accreditation Statement

The motion was made by the Honorable James Dyke and second by The Honorable Lionell Spruill. With a 6-0 roll call vote, the Committee unanimously approved updating the University's Accreditation Statement.

2. Develop an on-campus employment program.
 - a. Benefits of working on campus.
 - b. Developing real work-based skills.

Dr. Brown introduced 3 students to explained why a campus employment program would be beneficial. Yohance Goodrich III, Raesha Jones, and Christopher Jones.

c. Enrollment Management Update- Dr. Justin Moses

1. Over 100 recruitment events for the Fall semester, which included the Midnight Golf Program.
2. Increase in Admissions Applications
3. Fall 2024 Open House was held on November 16, 2024, where approximately 1500 guests attended.

The Floor was opened for Questions:

1. Can you provide a breakdown of the students who attended Open House?

Dr. Melissa Barnes- We can break down the students based on race, sex, in- state vs. out-of-state, etc.

d. Athletics Update- Dr. Melody Webb

1. Just secured the men and women's cross-country championship.
2. Women's basketball program ranked top ten in the nation.
3. Discussed challenges with the NCAA and university athletics.

The Floor was opened for Questions:

The Honorable James Dyke- How are we addressing retention? What is the plan to retain students?

Dr. Adams- Gaston- Yes! That is something that we are working on. Our students have very high economic needs. We need ways of closing the gap. The state must give us more support. 71% of our seniors are working students. Need to have on campus work options for students.

V. Public Comments- there were no public comments.

- VI.** There being no further business, Mr. Delbert Parks adjourned the meeting at 10:20a.m.
The motion was made by Mr. Blake and second by the Honorable Lionell Spruill, with a 6-0 roll call vote, the Committee unanimously approved the Adjournment.

Respectfully Submitted,

Mr. Delbert Parks, Chair

Date

Dr. Justin Moses, Vice President for Operations

Date

Sharea' Williams, Executive Administrative Assistant
To the VP for Operations

Date



Accreditation statement update:

The official statement on Norfolk State University's institutional accreditation status as required by Standard 14.1, Principles of Accreditation (2024), of the Southern Association of Colleges and Schools Commission on Colleges is as follows:

Norfolk State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate, baccalaureate, masters, and doctorate degrees. Norfolk State University also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Norfolk State University may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website (www.sacscoc.org).



BOV POLICY #20 (2017) PARENTAL NOTIFICATION OF DEPENDENT STUDENTS IN INSTANCES OF PSYCHOLOGICAL EMERGENCY

Policy Title:	Parental Notification of Dependent Students in Instances of Psychological Emergencies
Policy Type:	Board of Visitors
Policy Number:	BOV Policy # 20 (2017)
Approval Date:	March 19, 2021
Responsible Office:	Counseling Center and Spartan Health Center
Responsible Executive:	Vice President for Student Affairs
Applies to:	Campus Community

POLICY STATEMENT

The Norfolk State University Board of Visitors is authorized under the Code of Virginia § 23.1- 1301 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 23.1-1303 (B)(5) of the Code of Virginia (the Code) requires that the governing board establish policies and procedures requiring the notification of the parent of a dependent student when such student receives mental health treatment at the institution's student health or counseling center, and such treatment becomes part of the student's educational record in accordance with the federal Health Insurance Portability and Accountability Act (42 U.S.C. § 1320d et seq.) and may be disclosed without prior consent as authorized by the federal Family Educational Rights and Privacy Act (20 U.S.C. § 1232g) and related regulations (34 C.F.R. Part 99). This policy establishes requirements for the institution for parental notification of tax-dependent students in instances of psychological emergencies.

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BOV POLICY #20 (2017) PARENTAL NOTIFICATION OF DEPENDENT STUDENTS IN INSTANCES OF PSYCHOLOGICAL EMERGENCY

CONTACT(S)

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.

DEFINITIONS

Dependent Student: means a student under the age of 24 who is claimed for federal income tax purposes as a dependent by his/her parents.

POLICY CONTENTS

Section 23.1-1303(B)(5) of the Code of Virginia requires a parent of dependent student to be notified in the following instances:

- (a) When such student receives mental health treatment at the institution's student health or counseling center; and
- (b) When such treatment becomes part of the student's educational record in accordance with the federal Health Insurance Portability and Accountability Act (42 U.S.C. § 1320d et seq.) and may be disclosed without prior consent as authorized by the federal Family Educational Rights and Privacy Act (20 U.S.C. § 1232g) and related regulations (34 C.F.R. Part 99); and
- (c) if it is determined that there exists a substantial likelihood that, as a result of mental illness the student will, in the near future, (i) cause serious physical harm to themselves or others as evidenced by recent behavior or any other relevant information or (ii) suffer serious harm due to his/her lack of capacity to protect themselves from harm or to provide for his/her basic human needs.

Such notification may be withheld if any person licensed to diagnose and treat mental, emotional, or behavioral disorders by a health regulatory board within the Department of Health Professions who is treating the student has made a part of the student's record a written statement that, in the exercise of his/her professional judgment, the notification would be reasonably likely to cause substantial harm to the student or another person.

The Norfolk State University Counseling Center and Spartan Health Center shall notify the Vice President for Student Affairs (or his/her designee) at the earliest known opportunity whenever a student is treated by their respective offices and meets the criteria for parental notification under Code of Virginia § 23.1-1303(B)(4). A record of all notifications will be maintained.



BOV POLICY #20 (2017) PARENTAL NOTIFICATION OF DEPENDENT STUDENTS IN INSTANCES OF PSYCHOLOGICAL EMERGENCY

The Vice President for Student Affairs (or his/her designee) is responsible for contacting the parent of any such dependent student. The Vice President for Student Affairs (or his/her designee) is also responsible for reviewing this policy.

Upon making a disclosure pursuant to the Code, Norfolk State University and its employees are not civilly liable for any harm resulting from such disclosure unless such disclosure constitutes gross negligence or willful misconduct by the institution or its employees.

EDUCATION AND COMPLIANCE

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

REVIEW SCHEDULE

- Next Scheduled Review: March 2024
- Approval by, date: Board of Visitors,; March 19, 2021
- Revision History: August 29, 2008; August 28, 2017; September 15, 2017; December 11, 2020

Supersedes: Policy # 24.001 Parental Notification of Tax-Dependent Students in Instances of Psychological Emergency (2008); Policy #24-01 Parental Notification of Tax-Dependent Students in Instances of Psychological Emergency (2014)

RELATED DOCUMENTS

- Code of Virginia § [23.1-1303\(B\)\(5\)](#) (eff. July. 23, 2024)

FORMS

There are no forms associated with this policy.



BOV Policy #33 (2019) Freedom of Speech and Expression and Campus Space Utilization

Policy Title: Freedom of Speech and Expression and Campus Space Utilization

Policy Type: Board of Visitors

Policy Number: BOV Policy #33 (2019)

Approval Date: December 6, 2024

Responsible Office: Vice President for Student Affairs **Responsible Executive:** Vice President for Student Affairs

Applies to: University Community

POLICY STATEMENT

Norfolk State University is committed to creating an environment that fosters the exercise of protected speech and other expressive activity on university property while maintaining an atmosphere free of disruption to the mission of the university. It recognizes that the free expression of ideas and open inquiry are essential in fulfilling its academic mission by embracing rigorous open discourse, and the exploration of ideas. As such, the university has established requirements for use of its property to pursue its academic mission, provide a safe environment, and preserve the functional and aesthetic integrity of the campus. Expression by individuals or groups, as described in this policy is not speech made by, on behalf of, or endorsed by the University.

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BOV Policy #33 (2019) Freedom of Speech and Expression and Campus Space Utilization

DEFINITIONS

Expressive Activity: For the purpose of this policy, expressive activity may include, but is not limited to, speaking, silent protest, distributing literature such as leaflets or pamphlets, displaying signs, wearing certain clothing or accessory items, dancing, meetings, performances, demonstrations, rallies, and vigils.

Solicitation: Selling or promoting products, goods or services; using staff and faculty listings for the purpose of selling/promoting goods and/or services; seeking contributions or pledges, including distributing printed materials; and conducting membership drives.

University Property: Buildings, grounds, and land owned or controlled by NSU. This includes property leased, rented, or otherwise contractually reserved for NSU operations, either permanently or on a temporary basis.

CONTACT(S)

The Vice President for Student Affairs officially interprets this policy. The Assistant Vice President for Campus Life & Diversity is responsible for obtaining approval for any revisions as required by the policy *Creating and Maintaining Policies and Procedures* through the appropriate governance structures. Please direct policy questions to the Assistant Vice President for Campus Life & Diversity.

FREEDOM OF SPEECH AND EXPRESSION AND CAMPUS SPACE UTILIZATION POLICY CONTENTS

This policy applies to activities conducted on university property. The restrictions are designed to comply with Code of Virginia sections 23.1-900.1 and 23.1-401 and are narrowly tailored to serve the university's interest in maintaining the safe and effective educational and administrative operations of the university without regard to the viewpoint of any speech or expression.

NSU supports an environment free from retaliation. Retaliation against any employee who brings forth a good faith concern, asks a clarifying question, or participates in an investigation is strictly prohibited.



BOV Policy #33 (2019) Freedom of Speech and Expression and Campus Space Utilization

General Prohibitions

The U.S. Constitution, its First Amendment, and the Code of Virginia do not protect certain expressions. Such expressions include the following, all of which are prohibited by NSU on NSU property: defamation, incitement to unlawful conduct, imminent threats of actual violence or harm, obscenity, fighting words, copyright or trademark violation, criminal or civil harassment, sexual harassment, trespass, and false advertising. The university further prohibits any person from interfering with university and authorized functions, activities, and events and from participating in unlawful conduct on university property. As such, in engaging in expressive activity no person may do any of the following on university property:

1. Obstruct or impede vehicular, bicycle, pedestrian, or other traffic;
2. Obstruct any entrance or exit to any building, assembly space, driveway, parking lot, vehicular path, stairway or walkway or impede entry to or exit from any such area;
3. Disrupt, disturb, or interfere with educational or administrative activities, events, or operations inside or outside any building;
4. Enter into any building or facility or occupy any university property without appropriate authorization;
5. Violate any applicable federal, state, or local law, rule, or ordinance;
6. Fail to comply with any reasonable instruction by university police or any university official acting in the performance of their duty;
7. Cause any threat to the health or safety of any passerby or member of the university community;
8. Obstruct, disrupt, or attempt by physical force to cancel or discontinue speech by any speaker, or the observation of speech by any person intending to see or hear a speaker;
9. Damage university property, including structures, grass, shrubs, trees, or other landscaping;
10. Mark university property, including any vertical or horizontal surface, other than in accordance with written requirements, such as rules for authorized chalking;
11. Use amplified sound, including bullhorns, except as approved in advance under applicable policy and within sound limits that will not disrupt university operations; or
12. Organize or lead any major event, as described in this policy without written authorization as set forth in that section.

Use of University Property

University property, including outdoor areas, is designated primarily for use by students, faculty, and staff to advance the educational mission of the university. Any university student or employee may generally use campus spaces in accordance with university policy. However, any other person may use university property for assembly or organized expressive activity only (1) if sponsored or hosted by a member of the university community with authority under an applicable university policy or (2) by reserving a specifically designated area through the process set forth in this policy.



BOV Policy #33 (2019) Freedom of Speech and Expression and Campus Space Utilization

The university may require any person to pay applicable rental or usage fees and comply with appropriate contractual obligations. In addition to complying with the restrictions set forth in this policy, persons desiring to use certain university spaces must comply with standard requirements established by the university office responsible for the specific space. Such requirements, including restrictions for reservation, scheduling, insurance, posting and other use of such space, must be consistent with this policy and other reasonable time, place and manner restrictions and not based on the content or viewpoint of the expressive activity or the persons involved. If any such restriction conflicts with this policy, this policy governs.

Instructions for Specific Uses of University Property

A. Non-University Commercial Use

Any commercial use of university space must be authorized in writing by the vice president with oversight of the administrative unit managing the space or designee authorized by that vice president. Commercial door-to-door activities and commercial solicitations are prohibited. The university does not permit the solicitation, distribution or selling of products or services of any kind at any time on university property by university employees other than as a required job function.

B. Events

Any person organizing an event must comply with this policy regardless of any expressive purpose of the event and whether the event is planned in advance. Advance notice and written authorization are required only for major events and event reservations, as described below. However, NSU Police request notice prior to commencement of any event or activity to promote the safety and security of all persons on campus. University officials will coordinate with the primary organizer or responsible person regarding appropriate logistical issues related to safety, time, and location.

Advance notification must include the day, time, anticipated attendance, items or equipment associated with the event, the planned location(s), and the full name and detailed contact information for the primary organizer and/or person responsible for the activity. University officials will also consider factors such as required accommodations, traffic, noise, time, relationship to nearby areas and activities, security needs, and other relevant viewpoint-neutral facts and circumstances to determine to what extent (a) a suitable location exists and (b) special precautions or arrangements are necessary.

a. Events requiring authorization (major events):

All major events require advance notice and permission from the university because they may disrupt university functions or activities, destroy property, or present insurmountable



BOV Policy #33 (2019) Freedom of Speech and Expression and Campus Space Utilization

In addition, a student or employee may host or sponsor an event in cooperation with members of the public as invited guests. The sponsor or host may reserve university space for such sponsored or hosted events according to applicable reservation requirements and may be held accountable under applicable university conduct policies for use under the reservation, including for use by an invited guest. In such cases, invited guests may use the reserved space consistent with restrictions applicable to the sponsor or host. The university may rescind the invitation of a guest for failure to comply with applicable restrictions. Unsponsored public speaking, distribution of literature, or other expressive activity by members of the public is prohibited on campus other than by reservation under this section.

iii. Event Fees and Charges

All persons and event organizers are responsible for costs of damage, repair and clean up arising from their use of university facilities. Examples of such costs related to event reservations include the cost of providing tents, platforms, special fixtures and equipment, or the assignment of maintenance or security personnel. The university will determine any fee for security based on viewpoint-neutral standards used to assess risk, such as the number of expected attendees as determined by the university, the location of the event, the time of day, and presence of alcohol or special equipment. Consistent with lawful protection of expressive activity, NSU will not charge security-related fees based on the content of the expressive activity, the likelihood of disruption caused by others than event attendees, or the actions of those who may protest the expressive activity.

C. Placement of Materials on Campus

Printed materials, writings, or other tangible means of expression may not be attached to University property, including sidewalks, trees, walls, or other property (including on vehicles parked on campus), except: (1) that such materials may be placed on outdoor bulletin boards designated as public bulletin boards--all postings on public bulletin boards will be removed at regular intervals; and (2) banners promoting a University or NSU sponsored event may be displayed at location designated as approved locations in advance.

Printed materials, writings, or other tangible means of expression may not be placed on any interior surface of any University building without the written permission of the relevant Building Supervisor and in accordance with the rules established for each building. Permission shall include a designated date for removal.

Individuals and organizations are responsible for cleanup, property restoration, and for any associated costs incurred by the University from their activities. Individuals and organizations



BOV Policy #33 (2019) Freedom of Speech and Expression and Campus Space Utilization

are also responsible for the content of any signage, pamphlets, or structure that they post, distribute, or erect on campus. Furthermore, the University reminds any organization distributing materials to be aware of laws concerning defamation, obscenity, fair labor practices, etc.

D. Reporting Violations of this Policy

Any suspected violation of this policy shall be promptly investigated by the university, and corrective action will be taken when warranted. Members of the public who are suspected of violating this policy may be removed from University property by the Campus Police. Students who are suspected of violating this policy may be referred to the Dean of Students Office for possible Code of Conduct violations. Employees who are suspected of violating this policy may be referred to the Office of Human Resources for possible job action. Students should report suspected violations to the Assistant Vice President for Campus Life & Diversity at 757-785-3866. Employees should report such violations to the Human Resource at (757) 823- 8160.

EDUCATION AND COMPLIANCE

The Division of Students Affairs will provide annual training on the provisions of this policy to all members of the University Community. Training will incorporate accepted best practices in the area of Freedom of Speech on Campus.

PUBLICATION

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

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



BOV Policy #33 (2019) Freedom of Speech and Expression and Campus Space Utilization

REVIEW SCHEDULE

- Next Scheduled Review: March 2027
- Approved by date: Board of Visitors, December 7, 2024
- Revision History: May 3, 2019; December 11, 2020, December 9, 2024

Supersedes: *None*

RELATED DOCUMENTS

- NSU Conference Services and Events Policies for Facility Use and Fees Manual <http://www.nsu.edu/auxiliary-services/forms>
- Virginia law governing speech on campus, Va. Code § [23.1-401](#) and [23.1-401.1](#)

FORMS

Conference Website:

<https://www.nsu.edu/auxiliary-services/forms>

REFERENCE

<https://www.equalityhumanrights.com/en/our-work/news/freedom-speech-education- foundation-effective-society>

<https://www.aclu.org/other/speech-campus>

<https://mtsu.edu/first-amendment/post/637/college-students-support-free-speech-with- exceptions>

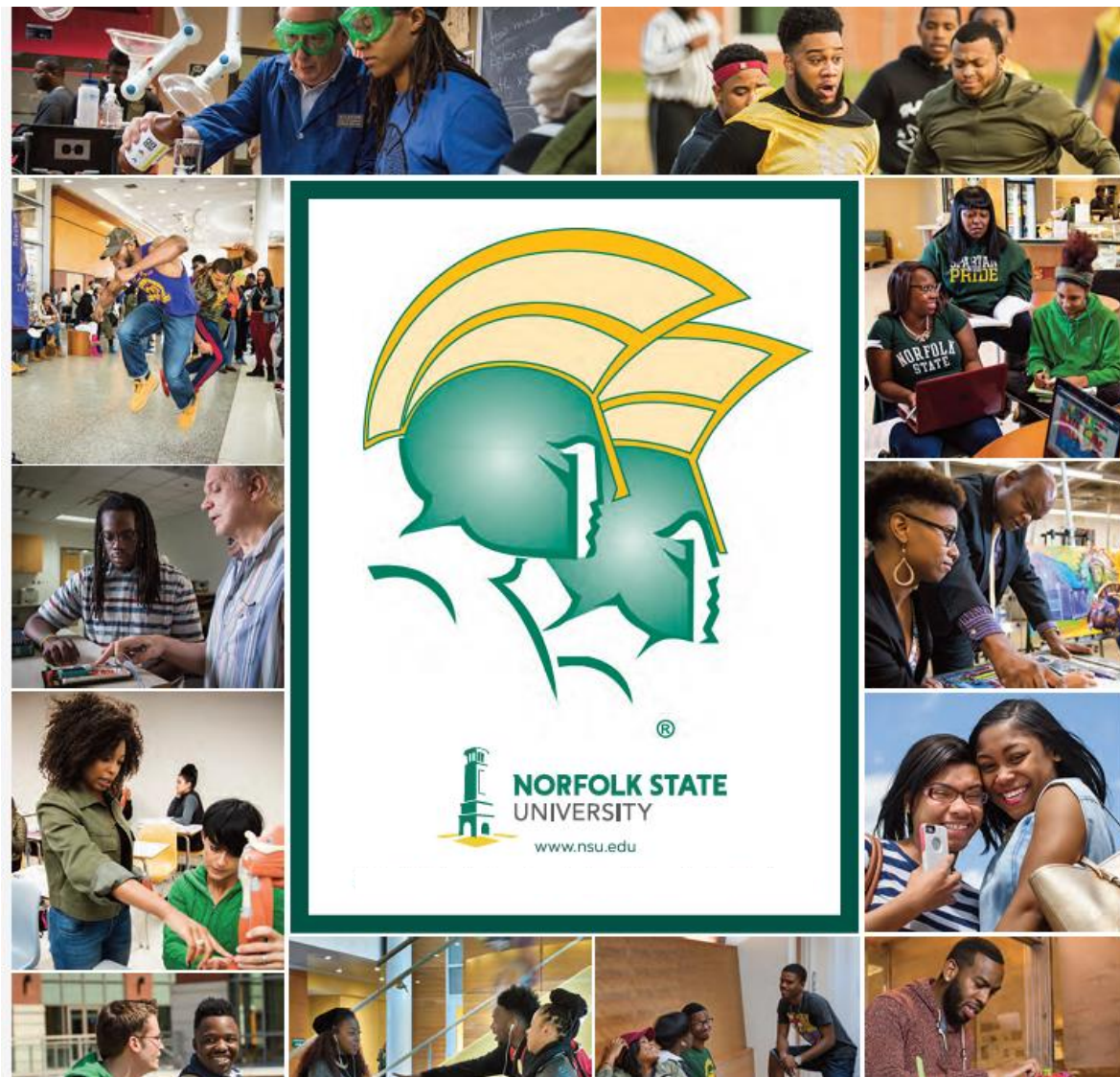
<https://www.insidehighered.com/news/2019/09/16/states-passing-laws-protect-college- students-free-speech>

Item	Mr. Delbert Parks (Chair)	Mr. Mike Andrews	Mr. Dwayne Blake	The Honorable James Dyke	The Honorable Lionell Spruill, Sr.	Mr. Jay Jamison	Totals
Quorum	Yes	Yes	Yes	Yes	Yes	Yes	6-0
Recommend Approval of Electronic Participation	-	-	-	-	-	-	-
Approval of the Minutes	Yes	Yes	Yes	Yes	Yes	Yes	6-0
Update the University's Accreditation Statement	Yes	Yes	Yes	Yes	Yes	Yes	6-0
Approval of BOV Policy #20 Parental Notification of Dependent Students in Instances of Psychological Emergency	Yes	Yes	Yes	Yes	Yes	Yes	6-0
Approval of BOV Policy #33 Freedom of Speech and Expression and Campus Space Utilization	Yes	Yes	Yes	Yes	Yes	Yes	6-0
Adjournment	Yes	Yes	Yes	Yes	Yes	Yes	6-0

NSU – B.O.V. Academic and Student Affairs Sub-Committee Meeting

February 11, 2025

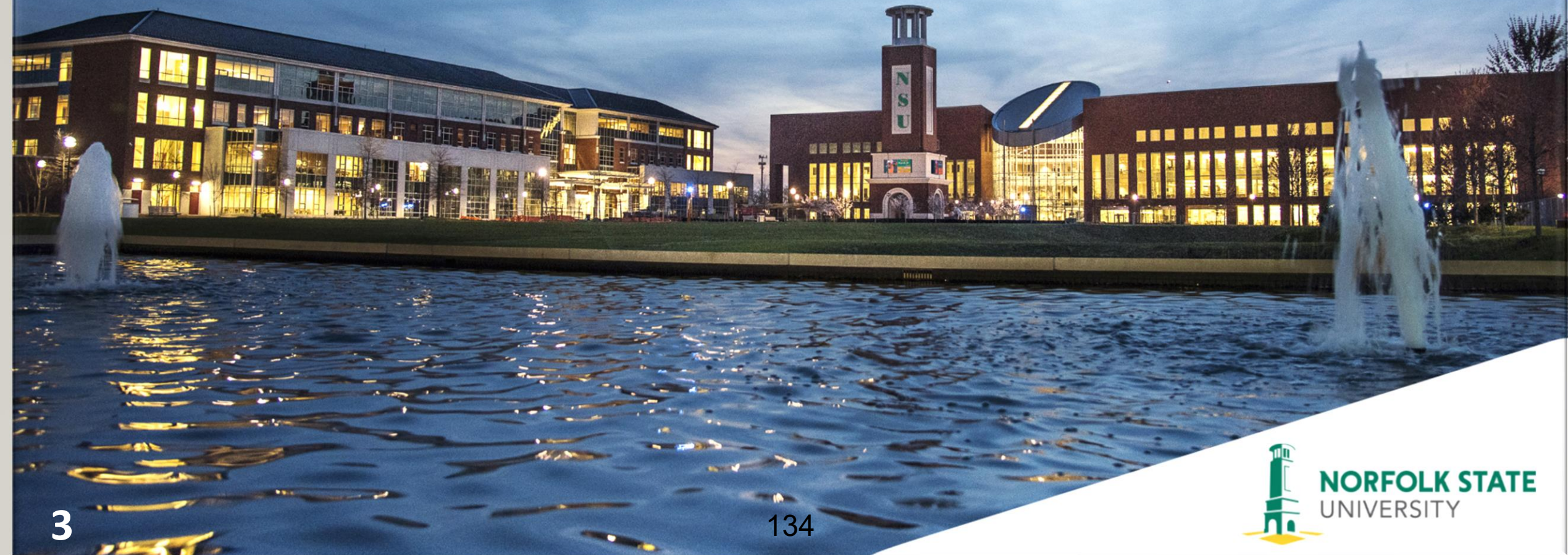




Agenda

- **Academic Affairs Update**
- **Student Affairs Update**
- **Enrollment Management Update**
- **Athletics Update**

Proposed General Education Curriculum Reform



Academic Affairs: General Education Curriculum Reform

Spartan Perspectives on Global Issues

- **Mission Statement**

The mission of the new general education program is to provide transformative, integrative learning experiences that empower NSU students to lead, adapt, and positively impact a global society. Through academic discovery, students develop and utilize skills to be ethical, resourceful, culturally astute citizens, and lifelong learners.

- **General Education Goals: Successful NSU students will be**

1. Culturally astute and global citizens
2. Analytical and critical thinkers
3. Effective communicators
4. Life-long learners

Academic Affairs: Proposed General Education Curriculum Reform

Structure of the Proposed General Education Curriculum

The proposed general education program is organized around two major areas requiring students to complete a total of 40 credit hours across a wide variety of disciplines at the university:

- A. Foundation Area (22 credit hours), and
- B. Themes (18 credit hours) – a main theme required of all students, Dynamics of Democracy and Leadership (12 credits), and one additional theme of their choosing from the following three options:
 - Population Wellness: Health, Wealth, and Happiness (6 credits)
 - Design Thinking, Technology, and Society (6 credits)
 - Environmental Sustainability and Global Awareness (6 credits)

The main theme includes two required courses:

ENG 102: College English II (3 credits)

INT 200: Foundations of Democracy and Leadership (3 credits)

Academic Affairs: Proposed General Education Curriculum Reform

NSU's General Education Curriculum is comprised of 22 credits of foundational competencies that are actualized through an additional 18 credits of thematic pathways which reflect our ever-changing global world.

PROPOSED SPARTAN CORE

THEMES (18 credits)

Main Theme: **Dynamics of Democracy and Leadership**
(12 credits)
Required for all students

+1

Population
Wellness: Health,
Wealth, and
Happiness
(6 credits)

Design Thinking,
Technology, and
Society
(6 credits)

Environmental
Sustainability, and
Global Awareness
(6 credits)

Humanities & Fine Arts
(One course required in a Theme)

FOUNDATION (22 credits)

Quantitative
Reasoning
(3 credits)

Written
Communication
(3 credits)

Civic Engagement
(3 credits)

Scientific
Reasoning
(4 credits)

Digital Literacy
(3 credits)

Oral Communication
(3 credits)

Spartan Seminar
(3 credits)

Critical Thinking
(assessed across all courses)

Teaching Faculty Handbook Revisions Summary

Associate and Assistant Deans (Section 2.2.3)

Removal of Department Chair (Section 3.2.4)

Scholar in Residence and Artist in Residence (Sections 3.1.3 & 3.3.3.3)

Verification of Eligibility for Promotion and Tenure (Sections 3.5.3 & 3.6.3.2)

Academic Years Required for Service (Sections 3.4.1, 3.4.2, 3.5.1.1, 3.5.1.2, 3.6.2.1, 3.6.2.2, & 3.6.2.3)

Departmental Tenure and Promotion Review Committee (Section 3.6.3)

Denial of Promotion (Section 3.5.4)

Timeline for Application Process for Promotion, Mid-Tenure-Track Review, and Tenure (Sections 3.5.3, 3.6.3.1, & 3.6.3.2)

1.7 ACCREDITATION

Norfolk State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award associate, baccalaureate, masters, and doctorate degrees. Contact the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Norfolk State University. Colleges/schools and programs are accredited separately and listed in the Norfolk State University Catalog.

Norfolk State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate, baccalaureate, masters, and doctorate degrees. Norfolk State University also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Norfolk State University may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website (www.sacscoc.org).

2.2.3 Associate/Assistant Deans

Associate/assistant deans in the academic division support the deans in all matters related to management and oversight of the instructional programs within the respective colleges/schools. Associate/assistant deans are tenured faculty within the college/school and are appointed by the dean and approved by the Provost. The qualifications and experience of the associate/assistant dean must complement those of the dean. Associate/assistant deans will be evaluated annually by the dean of the college/school. The annual evaluation of the Association/Assistant Deans will include evaluations by full-time faculty in each college/school. Because Associate/Assistant Deans are expected to teach at least one (1) class per semester as part of their duties, they will be

evaluated annually by the Dean of the college/school as well as their respective department committee and chair.

3.2.4 Removal of Department Chair

Departmental faculty may petition to have a department chair's term of office truncated. A department may seek to remove the chair by a petition to the dean by ~~two (2) or more~~ a majority (51% or more) of the voting (tenured and tenure-track) faculty of a department. In such instances, the college or school dean will inquire into the circumstances for the request for removal of the chair and forward a recommendation for removal to the Provost, if it is determined to be in the best interest of the department or the University. With the concurrence of the Provost, department chairs may be removed for failure to adequately perform duties and responsibilities upon recommendation of the dean. Prior to removal, the dean and Provost will meet with department faculty. The Provost will make the final decision.

If a chair does not complete a term or fails to execute the administrative duties of the position, the dean, in consultation with the voting (tenured and tenure-track) faculty and with the concurrence of the Provost, shall appoint an acting chair, until new elections are completed. This process shall not exceed the semester in which the vacancy occurred, after which procedures as set forth in 3.2.3 shall apply.

3.1.3 Visiting Scholar, ~~or Scholar in Residence~~ and Artist in Residence

The distinction of Visiting Scholar, ~~or Scholar in Residence~~ or Artist in Residence is given to scholars or artists known nationally or internationally for their exemplary teaching, prestigious research, business or political expertise, outstanding community service, or exceptional creativity in the arts. Based on the availability of funding, qualified candidates, and priorities at the time of consideration, the University may host a Visiting Scholar, ~~or Scholar~~ or Artist in Residence who may work with faculty and students on specific research and creative projects, offer lectures about their research or art, develop curricula, attend study groups, participate in

seminars or presentations, or provide substantive input into the teaching, research, or creative program of a department, college, school, or the University at large. These appointments usually extend up to one year but may exceed one year at the discretion of the Provost.

3.3.3.3 Visiting Scholar, ~~and Scholar in Residence~~ and Artist in Residence

- Visiting Scholars, ~~Scholars in Residence and Artists in Residence~~ and ~~Scholars in Residence~~ are individuals who hold a terminal degree in their field or are widely recognized as experts in their field. Their primary purpose for residence on the NSU campus is to engage in ~~conduct independent~~ research or creative projects, develop curricula, or provide specialized instruction based on their expertise.
- The length of stay for a Visiting Scholar, ~~or Scholar in Residence~~ or Artist in Residence is at least one month and appointments are granted for not more than one year at a time, with a maximum cumulative appointment time of two years.
- Visiting Scholars, ~~and Scholars in Residence~~ and Artists in Residence are granted a variety of privileges, including access to the University library and access to certain campus parking facilities.
- Visiting Scholar, ~~or Scholar in Residence~~ or Artist in Residence status does not guarantee assignment of an office or workspace. These must be negotiated with the sponsoring department or research unit.
- Visiting Scholars, ~~and Scholars in Residence~~ and Artists in Residence do not hold academic rank or tenure, serve on the Faculty Senate, or vote in departmental elections.

3.4 ACADEMIC RANKS

Tenure, tenure-track, and term faculty hold academic rank. The minimum qualifications for appointment to each academic rank are as follows:

3.4.1 Professor

Appointment at the rank of professor requires the earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring) and at least seven (7) academic years (7) of outstanding teaching, scholarship, and service with a minimum of five (5) academic years of teaching at the associate professor level. Outstanding scholarship may be demonstrated through refereed publications, creating and performing artistic and creative works, regional or national recitals or exhibitions, substantive grants for research, or honors as a result of scholarly achievement. Regional, national, and/or international prominence in the discipline is expected at the academic rank of professor.

3.4.2 Associate Professor

Appointment at the rank of associate professor requires the earned doctorate (or equivalent terminal degree from an accredited institution in the appointee's teaching discipline or a related discipline as justified by the department chair and approved by the dean at the time of hiring) and at least five (5) academic years (5) of excellent teaching, scholarship, and service with a minimum of three (3) academic years of teaching at the assistant professor level. Excellent scholarship may be demonstrated through scholarly publications in one's area(s) of specialization or creative works and performances in the arts. A documented scholarly record towards regional, national, and/or international prominence in the discipline or field is expected at the academic rank of associate professor.

3.4.3 Assistant Professor

Appointment at the rank of assistant professor requires the earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring). The appointee must show strong potential for development as an excellent teacher, scholar, and contributor to the discipline, to the University, and to the professional community.

3.5.1 Eligibility Requirements

The following criteria are the minimum requirements for promotion to the ranks of associate professor, and professor.

3.5.1.1 Promotion to Associate Professor

1. An earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring).
2. Prior to submission of the application, a minimum of five (5) **academic** years of full-time teaching at the college/university level with at least three (3) **academic** years at the rank of assistant professor at Norfolk State University.
3. Documented evidence of excellent ratings in teaching, research (scholarly activity and grantsmanship), and service (professional and University service).

3.5.1.2 Promotion to Professor

1. An earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring).
2. Prior to submission of the application, a minimum of seven (7) **academic** years full-time teaching experience at the college/university level with at least five (5) **academic years** at the rank of associate professor at Norfolk State University.
3. Documented evidence of outstanding ratings in teaching, research (scholarly activity and grantsmanship), and service (professional and University service).

3.6.2 Criteria for Tenure

...

3.6.2.1 Assistant Professor

An assistant professor must have the earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline for a related discipline as justified by the department chair and approved by the dean at the time of hiring.) and An assistant professor may apply for tenure and promotion after completing a minimum of five (5) academic years of full-time teaching at the college/university level with at least three (3) academic years at the rank of assistant professor at Norfolk State University no earlier than the fall semester of the fourth year, but no more than six (6) later than the fall semester of the sixth continuous academic years at Norfolk State University. Granting of tenure requires documented evidence of excellence in teaching, research (scholarly activity and grantsmanship), and service (professional and University service).

3.6.2.2 Associate Professor

An associate professor who is not yet tenured must have the earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline for a related discipline as justified by the department chair and approved by the dean at the time of hiring.) and An associate professor may apply for tenure after completing a minimum of three (3) academic years and a maximum of four (4) no earlier than the fall semester of the third year, but no later than the fall semester of the fourth continuous academic years at Norfolk State University. Granting of tenure requires documented evidence of excellence in teaching, research (scholarly activity and grantsmanship), and service (professional and University service).

3.6.2.3 Professor

The rank of professor is the highest academic rank and must reflect exemplary service. A professor who is not yet tenured must have the earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline for a related discipline as justified by the department chair and approved by the dean at the time of hiring.) and A professor may apply for tenure after completing a minimum of two (2) academic years and a maximum of three (3) no earlier than the

fall semester of the second continuous academic years at Norfolk State University. Granting of tenure requires documented evidence of excellence in teaching, research (scholarly activity and grantsmanship), and service (professional and University service).

3.6.3 Application for Tenure Procedures

The tenure application process has two stages, the mid-tenure-track review and the formal application for tenure. Each department will designate a Tenure and Promotion Review Committee composed of the senior (associate and full professors), tenured faculty in the department. In departments where there are fewer than three tenured members, the chair, in consultation with the dean, will appoint enough additional tenured faculty members from other departments within the same college/school to form a committee of at least three. The departmental Tenure and Promotion Review Committee shall employ standards for measuring the quality of teaching activities consistent with University policies, University, and college/school, departmental rubrics.

3.5.4 Denial of Promotion

Faculty not recommended for promotion may submit an application for promotion in the next review cycle. An explanation for denial is included in the notification at every level in the process. The levels include the departmental Tenure and Promotion Review Committee, the department chair, the college/school dean, the University Review Committee, and the Provost. The applicant has the right to appeal the final decision made by the Provost to the President of the University.

3.5.3 Application Process for Promotion

...

The process for applying for promotion and tenure is described below. Only tenure-track faculty can apply for tenure, and only tenured or tenure-track faculty can apply for promotion and must adhere to the following:

1. Faculty holding the rank of Assistant Professor must concurrently apply for tenure and promotion. Applications for promotion singly are ~~tenure~~ is only awarded to faculty holding Associate Professor rank or higher.
2. By ~~November~~ the second Monday in May 1 of the year preceding the promotion decision, the applicant submits Declaration of Intent to Apply for a Change in Academic Status to the department chair, who acknowledges receipt and forwards a copy to the college or school dean who will be responsible for confirming that the applicant has served the minimum requisite number of years and thus is eligible to apply for promotion and/or tenure. Verification of Eligibility:- By the fourth Monday in May or the following Tuesday if the fourth Monday falls on Memorial Day, the dean verifies eligibility and notifies in writing the applicant of eligibility status. The dean notifies the Office of the Provost so that the verification of eligibility may be affirmed.
3. The applicant downloads the Application(s) for Promotion and/or Tenure form from the University website and submits the completed application to the departmental Tenure and Promotion Review

Committee via the department chair by ~~February~~ ~~January 15~~ the second Monday in November of each calendar year. The completed application shall include the scores from the annual reviews that were conducted in the previous calendar years ~~data~~ and requested supportive documents. It should be noted that the ~~schedule calendar~~ timeline for Promotion and Tenure review is separate and apart from the ~~timeline~~ calendar for annual review. Applicants should ascertain that all materials provided in their electronic portfolios are accessible to the reviewers. If there are technical issues that prevent the reviewers from accessing the materials within the portfolios due to missing links, invalid links, or links that do not open, the reviewers should alert the applicants so that they can resolve such issues and make the necessary edits within ~~one (1)~~ two (2) working days before a full review is conducted.

4. The chair and the departmental Tenure and Promotion Review Committee conduct independent reviews of the tenure and promotion documents and complete separate written assessments (i.e., recommendations and justifications) by ~~the end of February~~ ~~January~~ the second Monday in January of each calendar year. If the department chair is an applicant for promotion, all chair responsibilities for reviewing their application for promotion will be delegated by the dean to a chair from another department within the same college/school. The substitute chair must be familiar with the policies, practices, assignments, and duties of the applicant's department, and if they are already a member of the University Review Committee, they should recuse themselves from the deliberations or votes regarding the applicant.
5. On or before ~~March~~ the second Monday in January ~~February 4~~ of each calendar year, the chair forwards the promotion and/or tenure documents, along with the departmental recommendations and justifications, to the dean. The chair forwards a copy of the recommendations and justifications to the faculty member.
6. The dean reviews the promotion and/or tenure documents and the department's recommendations and justifications and ensures that the

department followed established procedures and guidelines. The dean sends the tenure and promotion documents, along with all recommendations and justifications from the committee, chair, and dean, to the University Review Committee on or before ~~March~~ February 15 the second Monday in February of each calendar year. The dean forwards a copy of the recommendation and justification to the faculty member.

7. The University Review Committee reviews the promotion and/or tenure documents and the recommendations and justification of the department and the dean. The University Review Committee sends the promotion and/or tenure documents, along with the recommendations and justifications to the Provost on or before ~~March 31 the end of February~~ the second Monday in March of each calendar year. The University Review Committee forwards a copy of the recommendation and justification to the faculty member.
8. The Provost reviews the promotion and/or tenure documents and the recommendations and justifications of the department, dean, and the University Review Committee. The Provost sends the tenure and promotion documents, along with a recommendation and justification, to the President. The Provost forwards a copy of the recommendation and justification to the faculty member on or before ~~April 30 the end of March~~ April 30 of each ~~calendar~~ year.
9. The President reviews the recommendations received from the Provost and takes appropriate action. Recommendations receiving favorable endorsement are presented to the Board of Visitors for final action. Once the board has acted, the Provost will forward written notification to all applicants and their respective deans and chairpersons.
10. Elements of the evaluation shall be based on those outlined in the annual evaluation criteria and any additional criteria appropriate for the rank sought.

~~3.5.4 Denial of Promotion~~

~~Faculty not recommended for promotion may submit an application for~~

promotion in the next review cycle. An explanation for denial is included in the notification at every level in the process. The levels include the departmental Tenure and Promotion Review Committee, the department chair, the college/school dean, the University Review Committee, and the Provost. The applicant has the right to appeal the final decision made by the Provost to the President of the University.

3.6.2 Criteria for Tenure

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3.6.2.1 Assistant Professor

An assistant professor must have the earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring.) and An assistant professor may apply for tenure and promotion after completing a minimum of five (5) academic years of full time teaching at the college/university level with at least three (3) academic years at the rank of assistant professor at Norfolk State University no earlier than the fall semester of the fourth year, but no more than six (6) later than the fall semester of the sixth continuous academic year at Norfolk State University. Granting of tenure requires documented evidence of excellence in teaching, research (scholarly activity and grantsmanship) and service (professional and University service).

3.6.2.2 Associate Professor

An associate professor who is not yet tenured must have the earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring.) and An associate professor may apply for tenure after completing a minimum of three (3) academic years and a maximum of four (4) no earlier than the fall semester of the third year, but no later than the fall semester of the fourth continuous academic years at Norfolk State University. Granting of tenure requires documented evidence of excellence in teaching, research (scholarly

activity and grantsmanship), and service (professional and University service).

3.6.2.3 Professor

The rank of professor is the highest academic rank and must reflect exemplary service. A professor who is not yet tenured must have the earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring.) and A professor may apply for tenure after completing a minimum of two (2) academic years and a maximum of three (3) no earlier than the fall semester of the second continuous academic years at Norfolk State University. Granting of tenure requires documented evidence of excellence in teaching, research (scholarly activity and grantsmanship), and service (professional and University service).

3.6.3 Application for Tenure Procedures

The tenure application process has two stages, the mid-tenure-track review and the formal application for tenure. Each department will designate a Tenure and Promotion Review Committee composed of the senior (associate and full professors), tenured faculty in the department. In departments where there are fewer than three tenured members, the chair, in consultation with the dean, will appoint enough additional tenured faculty members from other departments within the same college/school to form a committee of at least three. The departmental Tenure and Promotion Review Committee shall employ standards for measuring the quality of teaching activities consistent with University policies, University, and college/school, departmental rubrics.

3.6.3.1 Mid-Tenure-Track Review

The tenure application process begins with a mid-tenure-track review in January of the faculty member's third academic year of employment. For associate professors, the mid-tenure-track review begins during the second year of employment. For full professors, the mid-tenure-track review

begins during the end of the first year of employment. The following timeline must be observed:

1. By ~~February~~ **January** 15, the faculty member submits mid-tenure-track review documents to the departmental Tenure and Promotion Review Committee via the department chair.
2. By the end of ~~February~~ **January**, the departmental Tenure and Promotion Review Committee will meet with the applicant to discuss the documents and determine one of the following options:
 - Recommend the continuation of service until the faculty member becomes eligible to apply for tenure;
 - Recommend a plan for improvement for the subsequent two years if deficiencies are noted; or
 - Recommend termination of the tenure-track appointment and give a one-year terminal contract.
3. By ~~March~~ **February** 15, the departmental Tenure and Promotion Review Committee and the dean will sign and submit to the Provost a letter summarizing the assessment of the pre-tenure documents. A copy of the letter will be forwarded to the faculty member. If a faculty member disagrees with the contents of the letter, the faculty member should address those concerns to the dean in a letter.

If a tenure-track faculty member is hired in the spring semester, the timeline for mid-tenure-track review will be adjusted accordingly based on the starting date of appointment.

3.6.3.2 Application Process for Tenure

Before submitting an application for tenure, it is the responsibility of the eligible faculty member to become thoroughly familiar with all established criteria related to the acquisition of tenure.

The process for applying for tenure is described below. Only faculty on tenure-track positions may apply for tenure, and must adhere to the following:

1. By the second Monday in May of the year preceding the tenure decision~~November 1~~, the applicant submits Declaration of Intent to Apply for a Change in Academic Status to the department chair, who acknowledges receipt and forwards a copy to the college/school dean **who will be responsible for confirming that the applicant has served the minimum requisite number of years and thus is eligible to apply for promotion and/or tenure.** Verification of Eligibility. By the fourth Monday in May or the following Tuesday if the fourth Monday falls on Memorial Day, the dean verifies eligibility and notifies in writing the applicant of eligibility status. The dean notifies the Office of the Provost so that the verification of eligibility may be affirmed.
2. The applicant downloads the Application for Tenure from the University website and submits the completed application to the departmental Tenure and Promotion Review Committee via the department chair by ~~February~~ **the second Monday in November** ~~January 15~~ of each calendar year. The completed application shall include the scores from the annual reviews data that were conducted in the previous calendar years and requested supportive documents. It should be noted that the timeline schedule calendar for Promotion and Tenure review is separate and apart from the timeline calendar for annual review. Applicants should ascertain that all materials provided in their electronic portfolios are accessible to the reviewers. If there are technical issues that prevent the reviewers from accessing the materials within the portfolios due to missing links, invalid links, or links that do not open, the reviewers should alert the applicants so that they can resolve such issues and make the necessary edits ~~within one (1)~~ **two (2)** working days before a full review is conducted.
3. The chair and the departmental Tenure and Promotion Review Committee conduct independent reviews of the tenure and promotion documents and complete separate, written assessments (i.e., recommendations and justifications) by the second Monday in January ~~the end of February~~ **January** of each calendar year. In the case of a newly hired department chair, if the department chair is an applicant for

tenure, all chair responsibilities for reviewing their application for tenure will be delegated by the dean to a chair from another department within the same college/school. The substitute chair must be familiar with the policies, practices, assignments, and duties of the applicant's department, and if they are already a member of the University Review Committee, they should recuse themselves from the deliberations or votes regarding the applicant.

4. In the case of a newly hired dean, if the dean is an applicant for tenure, all dean responsibilities for reviewing their application for tenure and/or promotion will be delegated by the provost to a dean from another college/school at NSU or a dean from a similar college/school at another institution. This substitute dean must be familiar with the policies, practices, assignments, and duties of the applicant's college/school.
5. On or before ~~March~~ the second Monday in January ~~February 4~~ of each calendar year, the chair forwards the promotion and/or tenure documents, along with the departmental recommendations and justifications, to the dean. The chair forwards a copy of the recommendations and justifications to the faculty member.
6. The dean sends the tenure documents with all recommendations and justifications from the committee, chair, and dean to the University Review Committee on or before ~~March~~ the second Monday in February ~~February 15~~ of each calendar year. The dean forwards a copy of the recommendation and justification to the faculty member.
7. The University Review Committee reviews the promotion and/or tenure documents and the recommendations and justifications of the department and the dean. The University Review Committee sends the promotion and tenure documents, along with the recommendations and justifications to the Provost on or before ~~March 31~~ the second Monday in March ~~the end of February~~ of each calendar year. The University Review Committee forwards a copy of the recommendation and justification to the faculty member.

8. The Provost reviews the promotion and/or tenure documents and the recommendations and justifications of the department, dean, and the University Review Committee. The Provost sends the tenure and promotion documents, along with a recommendation and justification, to the President. The Provost forwards a copy of the recommendation and justification to the faculty member on or before ~~April 30 the~~ April 30 ~~end of March~~ of each **calendar** year.
9. The President reviews the recommendations received from the Provost and takes appropriate action. Recommendations receiving favorable endorsement are presented to the Board of Visitors for final action. Once the Board has acted, the Provost will forward written notification to all applicants and their respective deans and chairpersons.
10. Elements of the evaluation shall be based on those outlined in the annual evaluation criteria and any additional criteria appropriate for the rank sought.

Proposed Promotion & Tenure Evaluation Timeline

2 nd Monday in May	Applicant submits Declaration of Intent
2 nd Monday in May	Department Chair acknowledges receipt of Declaration of Intent and forwards it to Dean
4 th Monday in May	Dean verifies eligibility, notifies applicant of status, and notifies Office of Provost
2 nd Monday in November	Applicant submits completed application to Departmental T&P Review Committee via Department Chair
2 nd Monday in January	Departmental T&P Review Committee completes independent review and written assessment of application
2 nd Monday in January	Department Chair completes independent review and written assessment of application, forwards it to Dean, and forwards copy of departmental recommendations and justifications to applicant
2 nd Monday in February	Dean completes review, forwards application and all recommendations and justifications to URC, and forwards copy of recommendation and justification to applicant
2 nd Monday in March	URC completes review, forwards application and all recommendations and justifications to URC, and forwards copy of recommendation and justification to applicant
April 30	Provost completes review, forwards application and all recommendations and justifications to President, and forwards copy of recommendation and justification to applicant

Promotion & Tenure Evaluation Timeline (Current & Proposed)

Action	Completed By	Current Due Date	Proposed Due Date
- Submit Declaration of Intent to Dept. Chair	Applicant	November 1	2 nd Monday in May
- Acknowledge receipt of Declaration of Intent - Forward copy to College/School Dean	Dept. Chair	November 1	2 nd Monday in May
- Verify eligibility - In writing, notify applicant of eligibility status - Notify Office of Provost of verification of eligibility	Dean	None	4 th Monday in May
- Download Application(s) for P and/or T from University website - Submit completed application to dept. P&T Review Committee via Dept. Chair	Applicant	February 15	2 nd Monday in November
- Conduct independent review of P and/or T documents - Complete separate written assessment (i.e., recommendation and justification)	Dept. P&T Committee	End of February	2 nd Monday in January
- Conduct independent review of P and/or T documents - Complete separate written assessment (i.e., recommendation and justification) - Submit P and/or T documents, along with dept. recommendations and justifications, to Dean - Forward copy of recommendations and justifications to Applicant	Dept. Chair	March 4	2 nd Monday in January
- Review P and/or T documents and dept. recommendations and justifications - Send P and/or T documents, along with all recommendations and justifications from Committee, Dept. Chair, and Dean, to University Review Committee - Forward copy of recommendation and justification to Applicant	Dean	March 15	2 nd Monday in February
- Review P and/or T documents and recommendations and justifications of Dept. and Dean - Send P and/or T documents, along with recommendations and justifications, to Provost - Forward copy of recommendation and justification to Applicant	University Review Committee	March 31	2 nd Monday in March
- Review P and/or T documents and recommendations and justifications of Dept., Dean, and University Review Committee - Send P and/or T documents, along with recommendation and justification, to President - Forward copy of recommendation and justification to Applicant	Provost	April 30	April 30

Division of Student Affairs

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



Spartan Health Center



Housing & Residential Life



Student Support



Internships/Employment



Enrollment Management Update



Enrollment Snapshot

Spring 2025							Spring 2024	
	Headcount	Change(#)	Change (%)	FTE	Change(#)	Change (%)	Headcount	FTE
School of Business	725	47	7%	693.73	30.87	5%	678	662.87
School of Education	565	39	7%	480.97	8.38	2%	526	472.58
College of Liberal Arts	1757	-26	-1%	1594.63	-51.25	-3%	1783	1645.88
College of Science, Eng. & Tech.	1976	74	4%	1816.62	77.09	4%	1902	1739.52
School of Social Work	327	47	17%	307.98	57.78	23%	280	250.20
No Designation	24	-1	-4%	9.12	-2.23	-20%	25	11.35
Total	5374	180	3%	4903.05	120.65	3%	5194	4782.40

As of 1-28-2025 – [14:00hrs]



VCAN @ NSU

The NSU VCAN scholarship initiative provides free tuition funding to first year students. Eligible students must live within 45 miles of NSU's campus and be Pell-eligible.

Cohorts	Originally accepted into the program	Currently enrolled	Retention percentage	Average GPA
1-Seniors (2025)*	200	111	54 %	3.19
2-Juniors (2026)	182	127	68%	3.17
3-Sophomores (2027)	230	211	91%	3.02
4- Freshman (2028)	223	223	100%	2.50
TOTAL	820	673	86.7%	2.97

*88 VCAN are scheduled to graduate in Spring of 2025 – 7 graduated at the end of the Fall 2024 semester.

- The NSU VCAN Program operates under the Department of Enrollment Management – specifically Admissions
- **3 Assistant Directors** provide direct support, program, and mentorship to the participants in the program.
- To promote academic excellence and development, students participate in mandatory meetings with advisors and VCAN staff, study hall, academic workshops, and engage with the NSU Writing Center.
- Students also participate in professional development activities including resume workshops, mock-interviews, and a leadership development program. Nearly all participants attend the NSU Career-Expo.
- VCAN students are heavily involved in Student Life, Athletics, and maintain on-campus employment.



VCAN

SCHOLARSHIP APPLICATION IS NOW LIVE

► Get more information, visit www.nsu.edu/vcan



PRESENTS

VCAN STUDENT SUCCESS Mixer

Come see what services the Student Success Center has to offer for students and meet our team! Join us for light refreshments, door prizes, and more.

THURSDAY, FEBRUARY 24TH

Norfolk State Spartans

Department of Athletics





Athletics Landscape

Hot Topics



1. NCAA Landscape

The NCAA landscape is evolving with shifts in governance, legal challenges, and the increasing influence of media and NIL rights, while also adapting to new technologies and growing financial pressures. These changes are reshaping the priorities of student-athlete well-being and competition structures.

2. Opt-In/Opt-Out

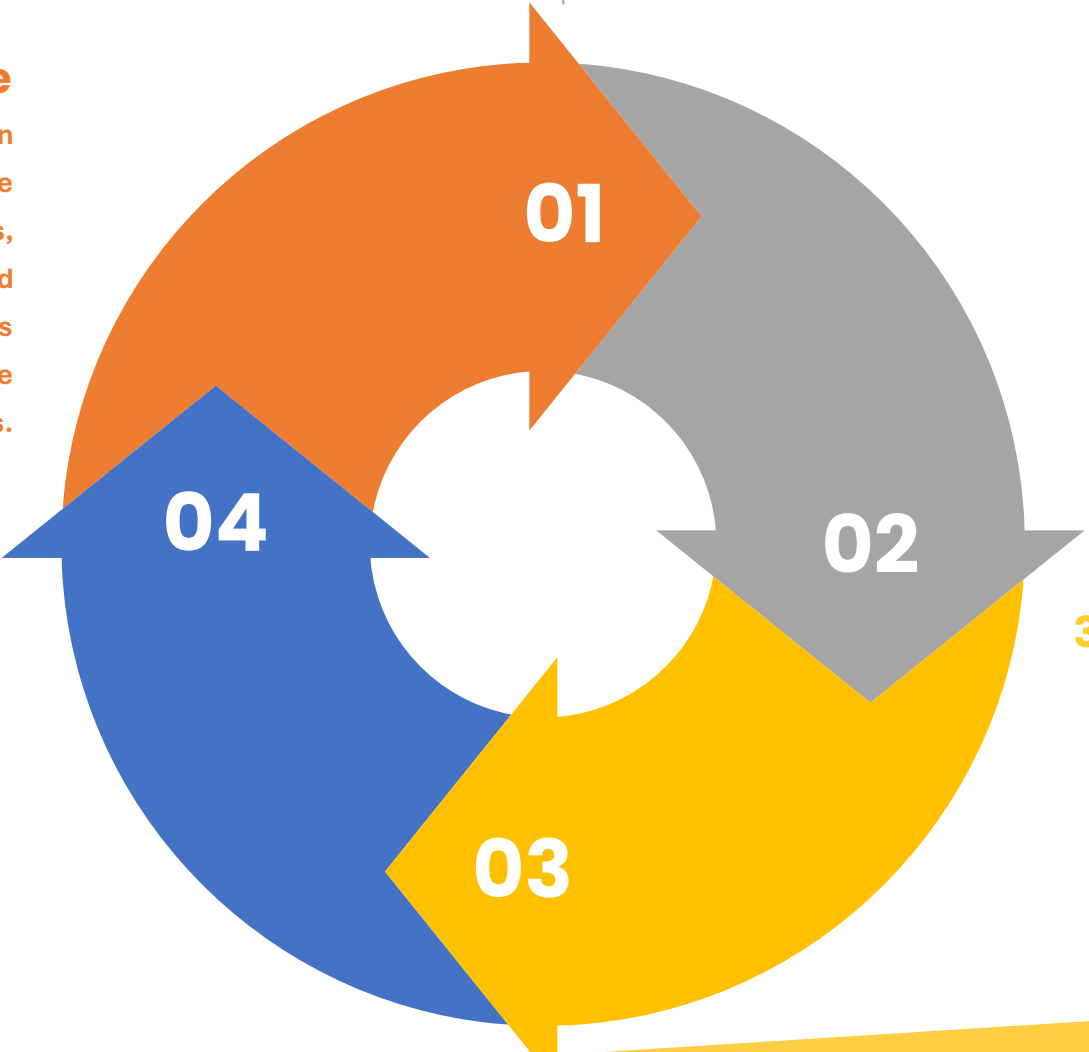
Opting in or opting out provides institutions with the option to exit traditional governance structures or create more flexibility in certain areas, while introducing constraints in others. This choice can impact roster limits, scholarships, direct payments, and Name, Image, and Likeness (NIL) opportunities, shaping the broader landscape of college athletics.

4. Revenue Share Distribution

A revenue share distribution model for student-athletes would allocate a portion of athletic program earnings directly to athletes, based on performance, marketability, or team revenue. This model aims to create a more equitable compensation structure while addressing the growing influence of Name, Image, and Likeness (NIL) rights in college sports..

3. WBB Revenue Distribution

The NCAA Women's Basketball Fund Distribution Unit, recently passed, directs increased funding to support the growth and visibility of women's basketball. This initiative aims to ensure greater equity and opportunities for female athletes, helping to elevate the sport across all levels.





MEDIA EXPOSURE

NSU Athletics – Facebook

- ✓ 19,040 followers (+35.6%)
- ✓ 3 million views in last month (+740.7%)
- ✓ 1.1 million accounts reached in last month (+332.2%)
- ✓ 105.5K content interactions in last month (+635.4%)

NSU FB – Instagram

- ✓ 21.6k followers (+114%)
- ✓ 1.6 million accounts reached in last month (+1400%)

Major Networks

- ✓ ESPN, CNN, Fox, NY Times, CBS Sports, Sports Illustrated, TMZ, ABC



RANKED

#7



Thank You



A grayscale photograph of a Norfolk State University campus scene. In the background, a tall clock tower with 'NSU' on it stands among other university buildings. A wide sidewalk runs along the left side of a road. The text 'Thank You!' is centered in a large, bold, green font.

Thank You!