

DRAFT
BOARD OF VISITORS
Board of Visitors Retreat
March 6, 2025

MINUTES

Present– Board Members

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

Board Members Virtual Participation

Mr. Delbert Parks
Mr. Edward Sanders

Members Absent

Mr. Conrad Hall
Mr. Darrell “DJ” Jordan
Mr. Gilbert Bland

Participant – Counsel

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

Participant – Program Speaker

Chancellor Emeritus Harold L. Martin, Sr., Ph.D. North Carolina Agricultural and Technical (NCAT) State University

Participants

Zamya A. Darthard -Graduate Student-Urban Affairs
Destinee Jackson- SCHEV-Senior-Political Science
Brandon X. Richardson-Freshman-Business/Management

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President

Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration
Dr. Leonard E. Brown, Vice President, Student Affairs
Mr. Eric W. Claville, J.D., M.L.I.S., Executive Advisor to the President, Governmental Relations
Mr. Clifford Porter, Vice President, University Advancement
Dr. Tanya S. White, Chief of Staff
Dr. Dawn Hess, Chief Compliance Officer
Mrs. Derika Burgess, Chief Audit Executive
Dr. Melissa J. Barnes, Interim Associate Vice President for Enrollment Management
Mr. Rasool Shabazz, OIT
Mr. Christopher Gregory, OIT
Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist
Ms. Sher're Dozier, Clerk to the President for the Board of Visitors

Welcome Bishop Dr. Kim Brown, Rector expressed gratitude for the days event, highlighting the Board of Visitors Retreat. Rector Brown provided insight referencing his family's legacy of attending Historical Black Colleges and Universities (HBCU); and the university visions to navigate to the next season.

Dr. Javaune Adams-Gaston, President informed attendees that the Board of Visitors Meeting was recorded. Dr. Adams-Gaston expressed her appreciation to Rector Brown and discussed the importance of the retreat. The benefits of resetting were discussed, and the result of progress being made was highlighted. Dr. Adams-Gaston also addressed the university past accomplishments as a reflection of the legacy. Dr. Adams-Gaston introduced and expressed her gratitude to the facilitator Chancellor Emeritus Harold L. Martin, Sr., Ph.D.

Introduction and Review of Agenda Chancellor Emeritus Harold L. Martin, Sr., Ph.D. reviewed the agenda, with a goal in assisting with the next strategic plan. Dr. Martin reviewed the core strategies at North Carolina Agricultural and Technical (NCAT) State University, through the steps of identifying, positioning, establishing, and reporting. Dr. Martin provided insight into the student housing challenges and focused on the resolution. Dr. Martin also highlighted the use of the Real Estate Foundation. The foundation benefited the university by providing apartment living opportunities for students. The location of apartment settings offered walking options for students, as well as the availability of shuttle services.

Key factors were discussed in reference to Real Estate:

- Acquire land
- Investments
- Competition

- Peer relationship between other institutions

Briefing on NCAT Story - Achievements and the 15-year Journey Dr. Martin informed of the importance of the university mission through advancement. There were three revamping key factors highlighted, which include:

- Academic excellence
- Salary Investments
- Research and Scholarships

The growth of student enrollment and production of graduates, in relation to North Carolina Agricultural and Technical State University were discussed. The increase in enrollment through the redevelopment of programs were highlighted. The importance of incentives which promoted student success was addressed. Dr. Martin provided insight into the importance of student engagement through the opportunity of guest speakers being hosted on campus, with a focus on large topics. The past and current economic impact was also reviewed.

Key Challenges Facing HBCUs over the Next Five Years Dr. Martin highlighted five most pressing concerns regarding the challenges and risk HBCU's face.

- Financial Stability: Awareness of how funds are spent as well as a strategy for revenue.
- Differences and Comparison between Historical Black Colleges and Universities and Predominantly White Institutions.
- Gaps between infrastructure and technology.
- The challenges amongst political and legislative, through awareness.
- Student success, reducing student debt, mental health awareness.
- Enrollment declines across the States

The projection of national enrollment was discussed with a focus on the year 2025-2029/2030. The factors that contributed were birth rate, economic, affordability, and preference.

Key Conversations for Board Discussion Dr. Martin highlighted the process and framework of the roadmap for the university. Board members provided insight through discussion on their top three accomplishments they would like for the university.

- To tell our story more effectively
- R2 institution
- Endowment with a targeted goal
- Achievable goals that require stretching
- Plan regarding infrastructure and technology

Session I: Conversations with the Board Dr. Martin reviewed the topic of the importance of peer awareness. Being aware of the university peers prompts development of the culture to win, through performance. The importance of the university brand was also discussed using social media.

Session II: Conversations with the Board Chancellor Emeritus Harold L. Martin, Sr., Ph.D. expressed his gratitude. Bishop Dr. Kim Brown provided closing remarks and extended thanks to Dr. Martin, and for sharing the success exhibited at North Carolina Agricultural and Technical (NCAT) State University. Bishop Brown also highlighted two key points regarding compacity and peer awareness. Dr. Javaune Adams-Gaston expressed gratitude to Dr. Martin, Board Members, and Executive Team.

Student Panel facilitated by Dr. Leonard Brown, Vice President, Student Affairs. Through a panel discussion students provided their introduction and shared their reason of choice to attend Norfolk State University. Students highlighted the university impact through their experiences of summer programs, honor programs, relationship with professors, and internships. Students also addressed questions presented and highlighted the importance of the Norfolk State University brand. Dr. Brown expressed his gratitude to the students and the Board of Visitors.

Respectfully submitted,

Bishop Kim W. Brown, Rector
Board of Visitors

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