Meeting Book - Board of Visitors Committee Meetings- April 15, 2025

Board of Visitors Committee Meetings

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

700 Park Avenue

Norfolk, VA, 23504

April 15, 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, April 15, 2025 8:00 a.m. – 3:30 p.m.

Campus Location:

Norfolk State University 700 Park Avenue, Norfolk, VA 23504 Wilson Hall, President's Conference Room, 5th Floor, Suite 530

8:00 a.m. Breakfast

8:30 a.m. - 10:00 a.m. Strategic Finance Committee
10:00 a.m. - 10:30 a.m. Executive Committee
10:30 a.m. - 11:30 a.m. Governance Committee
11:30 a.m. - 12:30 p.m. Audit, Risk, and Compliance Committee
12:30 p.m. - 1:30 p.m. Lunch
1:30 p.m.- 3:00 p.m. Academic and Student Affairs Committee
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.

Page 1 of 1 2

STRATEGIC FINANCE UPDATE

Strategic Finance Notification. pdf	4
Strategic Finance Agenda April 15, 2025	5
Strategic Finance Meeting Minutes February 11, 2025	6
Strategic Finance Committee Presentation. pdf	12

EXECUTIVE COMMITTEE UPDATE

Executive Notification. pdf	88
Executive Agenda April 15, 2025	89
Executive Meeting Minutes July 31, 2024	91

GOVERNANCE COMMITTEE UPDATE

	95
Governance Notification. pdf	
Governance Agenda April 15, 2025	96
Governance Meeting Minutes February 11, 2025	97
Governance Committee Presentation. pdf	102

AUDIT, RISK, AND COMPLIANCE UPDATE

Audit, Risk and Compliance Notification. pdf	105
Audit, Risk and Compliance Agenda April 15, 2025	106
Audit, Risk and Compliance Meeting Minutes February 11, 2025	107
Audit, Risk and Compliance Committee Presentation. pdf	121

ACADEMIC AND STUDENT AFFAIRS COMMITTEE UPDATE

Academic and Student Affairs. pdf	147
Academic and Student Affairs Agenda April 15, 2025	148
Academic and Student Affairs Meeting Minutes February 11, 2025	149
Academic and Student Affairs Committee Presentation 3	156

Strategic Finance

Committee



BOARD OF VISITORS STRATEGIC FINANCE COMMITTEE MEETING AGENDA Mr. Jay Jamison, Chair

April 15, 2025 8:30 a.m.

<u>Campus Location</u> Norfolk State University 700 Park Avenue, Norfolk, VA 23504 Wilson Hall, 5th Fl., Suite 530 Zoom Webinar Participation <u>https://nsu-edu.zoom.us/webinar/register/WN cY52eI54Rb-rnj6BXJcYBg</u>

I. Call to Order/Establish Quorum

II. Recommend Approval of Electronic Participation

III. Recommend Approval of February 11, 2025, Committee Minutes

IV. Discussion Items

- A. Quarterly Financial Report (Gerald Hunter)
- B. Debt Management Policy Compliance Board Certification (Gerald Hunter)
- C. WNSB-FM Radio Station Audit (Gerald Hunter)
- D. FY2025-26 Tuition and Fees Recommendation (Gerald Hunter and Dennis Jones)
 - 1. Resolution
- E. FY2025-26 Operating Budget Recommendation (Gerald Hunter and Dennis Jones)
 - 1. Resolution
- F. Legislative Affairs Update (Eric Claville)
- G. Human Resources Update (Justin Moses)
- H. Institutional Effectiveness & Research Update (Justin Moses)
- I. Information Technology and Security Update (Justin Moses)
- J. University Advancement Update (Clifford Porter)
 - 1. Naming Resolution

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

Staff: Dr. Gerald Ellsworth 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.

DRAFT

BOARD OF VISITORS STRATEGIC FINANCE COMMITTEE MEETING February 11, 2025 MINUTES

1. Call to Order/Establish Quorum

Mr. Jamison, Chair, called the Strategic Finance Committee to order at approximately 10:47 a.m.

<u>A quorum was established by a 4-0 Roll Call vote.</u> Mr. Dwayne B. Blake set in to complete the quorum.

Present Committee Members

Mr. Jay Jamison, Chair Mr. Dwayne B. Blake Dr. Katrina Chase Mr. Conrad Hall

Virtual Committee

Ms. Heidi Abbott Mr. Harold Watkins, II Mr. Edward Sanders

Virtual Board Members

Rector Kim W. Brown Mr. Gilbert Bland Honorable James Dyke, Jr.

Participants - NSU Administrators and Staff:

Dr. Javaune Adams-Gaston, President
Ms. Derika 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, Governmental Relations
Mr. Brian K. Covington, Chief of Police, Police Department
Ms. Sher're Dozier, Clerk to the President for the Board of Visitors
Dr. DoVeanna Fulton, Provost and Vice President for Academic Affairs
Dr. Davida Harrell- Williams, Director, Auxiliary Enterprises and Services
Dr. Dawn Hess, Chief Compliance Officer, President's Office
Dr. Gerald Ellsworth Hunter, Vice President for Finance and Administration & Chief
Financial Officer
Ms. Shana Z. James, Assistant Vice President for Development, University Advancement
Mr. Dennis Jones, Executive Director, Planning and Budget

Ms. Faye Monroe-Davis, Chief Information Officer, Office of Information Technology
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Mr. Clifford Porter, Vice President, University Advancement
Ms. Monique Robinson, Director, Procurement Services
Ms. Crystal Square-Williams, Director, University Events, University Advancement
Ms. Bonisha Townsend Porter, Sr. Associate VP, Student Affairs
Dr. Melody Webb, Athletic Director
Dr. Aurelia Williams, Sr. Vice Provost for Academic and Faculty Affairs, Provost Office
Ms. Martha M. Wilson, Executive Assistant, Finance and Administration
Mr. Terry Woodhouse, Interim Associate Vice President, Facilities Management

2. Recommend Approval of Electronic Participations

A motion was made by Mr. Blake and seconded by Mr. Hall for a 4-0 Roll Call vote to approve electronic participation due to distance for Ms. Abbott, Mr. Bland, Mr. Dyke, Mr. Sanders, and Dr. Watkins.

3. Recommended Approval of the Committee Minutes

<u>A motion was made by Mr. Hall and second by Dr. Chase with a 4-0 Roll Call vote to approve the November 21, 2024, and December 6, 2024, meeting</u>

4. Discussion Items

• Quarterly Financial Report (As of December 31, 2024)

Dr. Gerald Ellsworth Hunter, vice president for finance and administration, presented the Revenue and Expense Budget Report as of December 30, 2024.

- Actual revenue totaled \$259,910,000 and Actual expenses totaled \$158,571,000 for a positive Fund balance of \$101,338 million through December 30, 2024.
- The FY 2025 year-end Fund Balance projected to be \$27.6 million.
- Revenue appropriations percentage of budget collected at 116%.
- E&G Tuition and fees 52% at target
- Revenue targeted at 94%.
- Year End total revenue at \$330 Million

Dr. Hunter reported that FY205 will be shutting down early, which will slow down the spending in order to complete the FY spending. In addition, he stated that the University is in a strong financial position and that the HER funds played a big part.

• Spring 2025 Financial Forecast

- The University is \$1 million dollars ahead in revenue for the budget compared to fall which is greater than expected.
- Spring 2025 A&E mandatory fee revenues are projected at \$9,461,031, based on Fall 2025 Headcount Enrollment (4,751):
- Capital Outlay Fee \$1.2 million ahead of budget.
- Revenue Schedule FY2020-FY2025

• Appropriations, tuition, capital outlay fees, mandatory fees, A&E room and board, athletics, auxiliaries, miscellaneous, sponsored programs, and bond disbursements fees are included on the schedule presented as requested by the Board of Visitors.

• Facilities Management Update

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

- Capital Projects included a synopsis of the following new structures:
 - Construct Living Learning Center and Dining Facility, \$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 \$8,633,223

• Capital Projects in Progress

- Construct New Science Building
- Replace the Fine Arts Building
- Construct Physical Plant/Warehouse
- Spartan Station Health Clinic Renovations
- Echol Hall HVAC Upgrades
- Gill Gym Renovations

• Facilities Management Accomplishments 2025

- Hired much needed tradesmen and housekeepers.
- Renovated Bozeman, Robinson Tech, and West Cafeteria
- Purchase new vehicles for transportation fleet.
- Campus Tour will be available for the upcoming BOV Retreat

• Legislative Affairs Update

Mr. Eric Claville, executive advisor to the president for governmental relations, discussed key dates for the 2025 General Assembly Session and the Legislative Affairs Updates:

- Februaryn12, 2025 is the last day to act on Budget Bills and revenue bills of other house and appoint conferees
- o February 22, 2025 is the last day of General Assembly 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.
- o 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.
- Human Resources Update

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

• Human Resources New Organizational Structure/New Staff Members

- ✓ HR Client Services Managers
- ✓ 5 HR Business Partners
- ✓ HR Business Specialist
- ✓ Employee Experience Manager
- ✓ Compliance Specialist
- ✓ Student Employment Coordinator
- ✓ Executive Assistant

• Institutional Effectiveness and Planning

- ✓ 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:
 - 1. Data Governance Committee Team Charter.
 - 2. Definition of Student Success to guide the team's subsequent work.
 - 3. Inventory of all data systems related to student success.
 - 4. Complete needs analysis for data repository to support student success reporting and analysis.

o Information Technology and Security

- ✓ Fiber Plant Renovation
- Wireless Refresh Project
 •Administrative Buildings:
 •Halls
- ✓ Future Refresh Projects to be done by July 2025:
- •New Residential Complex
- •Babbette Smith South
- •Babbette Smith North

• University Advancement Update

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

- ✓ 38 Individuals inducted into the Emerald Society
- ✓ Donor Wall Installed Wilson Hall
- ✓ NSU Received first time Silver Telly Award for "We See The Future in You"
- ✓ Social Media featuring Micheal Vick at the Lynnhaven Mall and Behold Magazine
- ✓ Fundraising Goal \$11.7 Million
- ✓ Five Year Projections CY 2021 through CY 2025

Mr. Porter presented a naming resolution to the Strategic Finance Committee to request approval from the Board of Visitors to name Boyd Gaming who has agreed to donate \$1 million to Norfolk State University. The naming resolution will be called the Boyd Gaming Department of Tourism & Hospitality.

A motion was made by Mr. Hall and seconded by Dr. Chase with a 4-0 Roll Call vote to recommend to the Norfolk State University Board of Visitors the approval of the Boyd Gaming Department of Tourism & Hospitality as permitted by §2.2-3711A.1,4,7 and 8, *Code of Virginia.*

Secondly, Mr. Porter requested also to have the Strategic Finance Committee present to the Board of Visitors the naming resolution of Mr. and Mrs. Devon and Angela Henry, who have also agreed to donate \$1 million to Norfolk State University. The naming resolution is to be called Devon and Angela Henry's Communications Tower.

A motion was made by Mr. Hall 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 naming resolution of the Devon and Angela Henry Communications Tower as permitted by §2.2-3711A.1,4,7 and 8, *Code of Virginia.*

7. Adjournment

There being no further business the Committee meeting adjourned at approximately 12:09 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

Item	Mr. Jay Jamison (Chair)	Mrs. Heidi Abbott (Virtual)	Dr. Katrina Chase	Mr. Dwayne Blake (Quorum)	Mr. Conrad Hall	Mr. Edward Sanders (Virtual)	Dr. Harold Watkins, II (Virtual)	Total s
Quorum	Y	V	Y	Y	Y	V	V	4.0
Recommended Approval of Electronic Participation	Y	V	Y	Y	Y	V	V	4.0
Approval of the Meeting Minutes	Y	V	Y	Y	Y	V	V	4.0
Recommended Approval of Naming Resolution - Boyd Gaming Hospitality & Tourism	Y	V	Y	Y	Y	V	V	4.0
Recommended Approval of Naming Resolution - Devon and Angela Henry Communicatio ns Tower	Y	V	Y	Y	Y	V	V	4.0
Adjourned	Y	V	Y	Y	Y	V	V	4.0

Roll Call Vote February 11, 2025 Strategic Finance Committee

NORFOLKSTATE UNIVERSITY

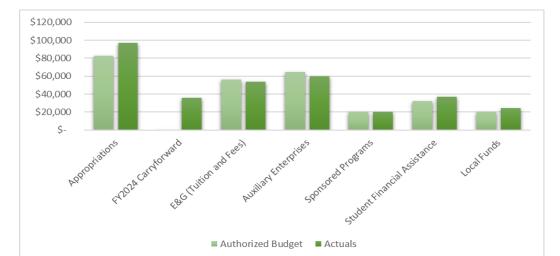


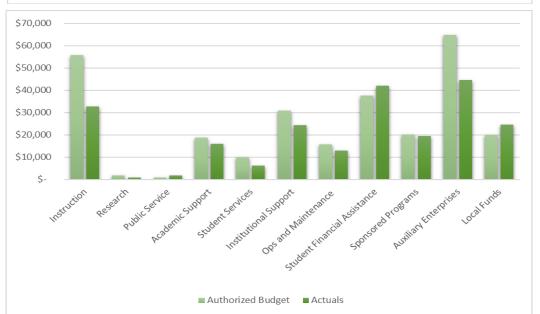
Gerald Ellsworth Hunter, PhD, Vice President Board of Visitors Meeting ~ Finance and Administration Committee

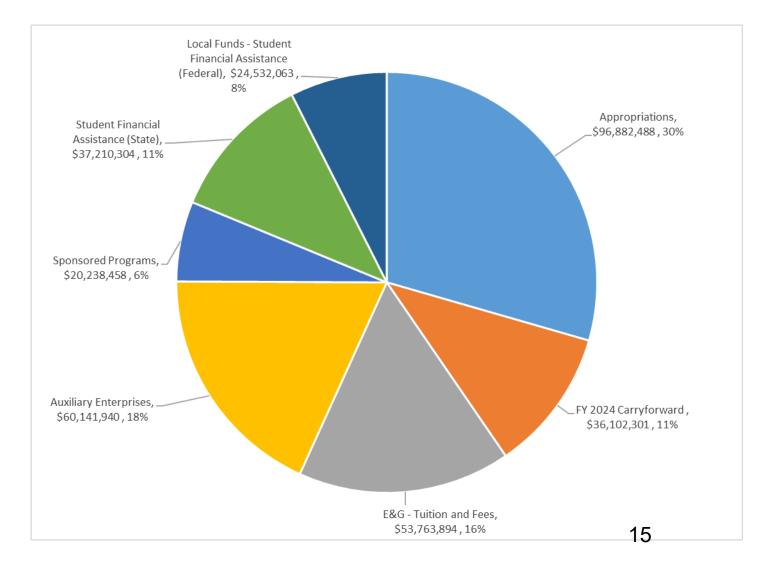
A. QUARTERLY FINANCIAL REPORT

	A	uthorized		% of Budget	
<u>Revenues</u>		<u>Budget</u>	<u>Actuals</u>	Collected	Year-end Projection
Appropriations	\$	82,502	\$ 96,882	117%	\$ 96,882
FY2024 Carryforward		-	36,102	0%	36,102
E&G (Tuition and Fees)		56,393	53,764	95%	56,753
Auxiliary Enterprises		64,932	60,142	93%	64,932
Sponsored Programs		20,232	20,238	100%	20,232
Student Financial Assistance		32,443	37,210	115%	37,210
Local Funds		20,000	24,532	123%	20,000
Total Revenues	\$	276,503	\$ 328,871	119%	\$ 332,112

	A	uthorized		% of Budget	
<u>Expenses</u>		Budget	<u>Actuals</u>	<u>Spent</u>	Year-end Projection
Instruction	\$	55,711	\$ 32,849	59%	\$ 55,711
Research		1,715	883	52%	2,182
Public Service		858	1,926	225%	893
Academic Support		18,813	15,970	85%	23,934
Student Services		9,905	6,239	63%	10,567
Institutional Support		30,889	24,437	79%	39,364
Ops and Maintenance		15,871	12,980	82%	17,976
Student Financial Assistance		37,576	42,077	112%	47,281
Sponsored Programs		20,232	19,400	96%	20,232
Auxiliary Enterprises		64,932	44,559	69%	64,932
Local Funds		20,000	24,597	123%	20,000
Total Expenses	\$	276,503	\$ 225,916	82%	\$ 303,073
Revenue Over Expenses	\$	-	\$ 102,956		\$ 29,039

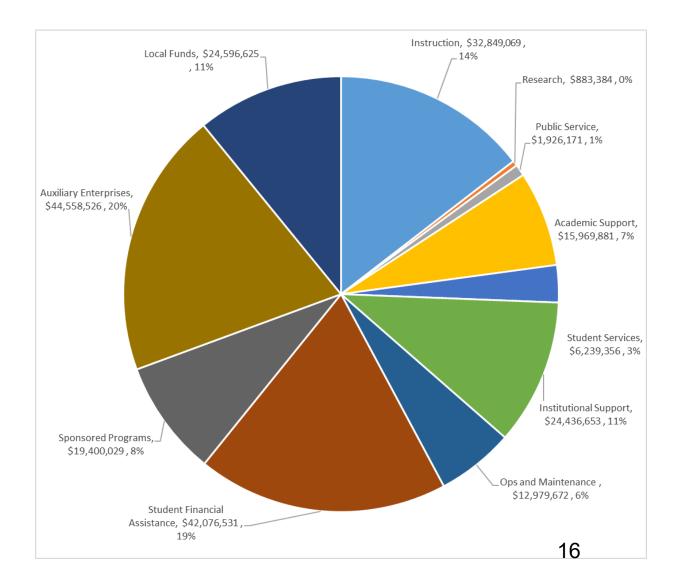






Sources Of Funds Actuals through February 28, 2025

Revenues	<u>Actuals</u>
Appropriations	\$ 96,882,488
FY 2024 Carryforward	36,102,301
E&G - Tuition and Fees	53,763,894
Auxiliary Enterprises	60,141,940
Sponsored Programs	20,238,458
Student Financial Assistance (State)	37,210,304
Local Funds - Student Financial Assistance (Federal)	 24,532,063
Total Revenues	\$ 328,871,448



Uses Of Funds Actuals through February 28, 2025

<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 32,849,069
Research	883,384
Public Service	1,926,171
Academic Support	15,969,881
Student Services	6,239,356
Institutional Support	24,436,653
Ops and Maintenance	12,979,672
Student Financial Assistance	42,076,531
Sponsored Programs	19,400,029
Auxiliary Enterprises	44,558,526
Local Funds	24,596,625
Total Expenses	\$ 225,915,897

B. DEBT MANAGEMENT POLICY COMPLIANCE- BOARD CERTIFICATION



We see the future in you.

April 13, 2025

Mr. Adam Henken, Senior Analyst Virginia Department of Planning and Budget 1111 East Broad Street, Room 5040 Richmond, VA 23219-3418

RE: Debt Management Policy Compliance – Board Certification Statement

Dear Mr. Henken:

Consistent with §23-9.6:1.01 of the Code of Virginia, this Certification Statement is provided in accordance with the following financial and administrative measure:

\$4-9.01 D.2. - Institution complies with a debt management policy approved by its governing board that defines the maximum percent of institutional resources that can be used to pay debt service in a fiscal year, and the maximum amount of debt that can prudently be issued within a specified period.

This is to certify that for the fiscal year ending June 30, 2024, Norfolk State University is in compliance with the Debt Management Policy approved by the Board of Visitors.

Please contact Dr. Gerald Ellsworth Hunter, Vice President & CFO, Division of Finance and Administration, if you require additional information.

Sincerely,

Bishop Kim W. Brown Rector NSU Board of Visitors

 C: Jay Jamison, Chair, BOV Strategic Finance Committee, NSU Javaune Adams-Gaston, PhD, President, NSU Gerald Ellsworth Hunter, PhD, Vice President & CFO, Finance and Administration, NSU

Debt Ratios

FY 2023						
	Principal	3,980,130				
Debt Burden	Interest	2,755,751		Debt Service Coverage Ratio		
	Annual debt Service	6,735,881	2.99%	Operating loss + Non operating Revenue + Depreciation	52,252,292	7.76
	Total Operating Expenses	225,199,146		Annual Debt Service	6,735,881	
Target - less than or eq	qual 7 %			Target - greater than 2 times the annual debt service		
Projection for operatir	ng expenses includes a 3% increase fror	n the previous year				
				Note: Non operating revenues includes non-operating revenues and ne financial statements	t other revenues fro	om the
FY 2024						
	Principal	6,385,888				
Debt Burden	Interest	2,423,594		Debt Service Coverage Ratio		
	Annual debt Service	8,809,482	3.84%	Operating loss + Non operating Revenue + Depreciation	28,607,583	3.25
	Total Operating Expenses	229,566,398		Annual Debt Service	8,809,482	
Target - less than or eq	qual 7 %			Target - greater than 2 times the annual debt service		
Projection for operatir	ng expenses includes a 3% increase fror	n the previous year				
				Note: Non operating revenues includes non-operating revenues and ne	t other revenues fro	om the
,,				······································		

C. WNSB-FM RADIO STATION AUDIT

January 29, 2025

The Board of Visitors Norfolk State University 700 Park Avenue, Suite 306 Norfolk, Virginia 23504

Dear Members of the Board of Visitors:

We have audited the financial statements of WNSB-FM Radio Station, which consist of certain operations of Norfolk State University (the University) and the Norfolk State University Foundation (the Foundation) (collectively, the Station), as of and for the years ended June 30, 2024 and 2023, and have issued our report thereon dated January 29, 2025. Professional standards require that we advise you of the following matters relating to our audit.

Our Responsibility in Relation to the Financial Statement Audit

As communicated in our engagement letter dated October 28, 2024, our responsibility, as described by professional standards, is to form and express an opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in conformity with accounting principles generally accepted in the United States of America. Our audit of the financial statements does not relieve you or management of your respective responsibilities.

Our responsibility, as prescribed by professional standards, is to plan and perform our audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control over financial reporting. Accordingly, as part of our audit, we considered the internal control of the Station solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are also responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.

Planned Scope and Timing of the Audit

We conducted our audit consistent with the planned scope and timing we previously communicated to you.

Compliance with All Ethics Requirements Regarding Independence

The engagement team; others in our firm, as appropriate; and our firm have complied with all relevant ethical requirements regarding independence.

Qualitative Aspects of the Entity's Significant Accounting Practices

Significant Accounting Policies

Management has the responsibility to select and use appropriate accounting policies. A summary of the significant accounting policies adopted by the Station is included in Note 1 to the combined financial statements. There have been no initial selection of accounting policies and no changes in significant accounting policies or their application during the year ended June 30, 2024. No matters have come to our attention that would require us, under professional standards, to inform you about (1) the methods used to account for significant unusual transactions and (2) the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

Significant Accounting Estimates

Accounting estimates are an integral part of the combined financial statements prepared by management and are based on management's current judgments. Those judgments are normally based on knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ markedly from management's current judgments. There were no significant accounting estimates of financial data which would be particularly sensitive and require substantial judgments by management.

Financial Statement Disclosures

Certain financial statement disclosures involve significant judgment and are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the Station's combined financial statements relate to the drafting of the financial statements as the financial records of the Station are a component of Norfolk State University. Additionally, the Station does not have a separate bank account therefore analysis are performed to separate the portion of the University's cash balance associated with the Station.

As disclosed in Note 2 to the combined financial statements, the University supports the Station by providing services for the Station and thus allocates a portion of its expenses to the Station. The Station has no direct employees and is entirely supported by the staff at the University to perform all of its duties. The University allocates certain operating, general, and administrative costs to the Station. This allocation from the University is not necessarily representative of the Station's costs as if it was a stand-alone entity and could significantly change in the future.

Identified or Suspected Fraud

We have not identified or have obtained information that indicates that any fraud may have occurred.

Significant Unusual Transactions

We have not identified any significant unusual transactions identified during our audit.

Significant Difficulties Encountered during the Audit

We encountered no significant difficulties in dealing with management relating to the performance of the audit.

Uncorrected and Corrected Misstatements

For purposes of this communication, professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and communicate them to the appropriate level of management. Further, professional standards require us to also communicate the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures, and the financial statements as a whole.

In addition, professional standards require us to communicate to you all material, corrected misstatements that were brought to the attention of management as a result of our audit procedures. See attached journal entries. There were no passed journal entries.

Disagreements with Management

For purposes of this letter, a disagreement with management is a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter, which could be significant to the Station's financial statements or the auditor's report. No such disagreements arose during the course of the audit.

Circumstances that Affect the Form and Content of the Auditor's Report

For purposes of this letter, professional standards require that we communicate any circumstances that affect the form and content of our auditor's report. There were no circumstances that affected the form and content of our report.

Representations Requested from Management

We have requested certain written representations from management, which are included in the attached letter dated January 29, 2025.

Management's Consultations with Other Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing and accounting matters.

Other Significant Matters, Findings or Issues

In the normal course of our professional association with Station, we generally discuss a variety of matters, including the application of accounting principles and auditing standards, significant events or transactions that occurred during the year, business conditions affecting the entity, and business plans and strategies that may affect the risks of material misstatement. None of the matters discussed resulted in a condition to our retention as Station's auditors.

Recommendation

During the audit, SBC noted that some accounts were mistakenly left out of the original trial balance provided. SBC recommends that written procedures are maintained on the accumulation and financial reporting for the Station. Additionally, there should be oversight and review procedures to ensure are accounts related to the Station are included in the Station's financial statements.

January 29, 2025 Owings Mills, Maryland

SB + Company, SfC

WNSB - FM RADIO STATION

Below are the journal entries:

Adjusting Journal Entry #1

Dr. Academic Support Expenses - \$244,439 (see GLTB for detail transaction)

Cr. University Cash - \$244,439

To record and adjust Account receivable and deferred revenue by \$11989.48 since the amount was collected in 2024 and expensed in 2024 at P2010033 CSG RESTRICTED FY22 : Private Grants & Contracts.

Audit Adjustment – Add Activity for Title III Radio Station Grant

Adjusting Journal Entry #2

Dr. Academic Support Expenses - \$244,439 (see GLTB for detail transaction)

Cr. University Cash - \$244,439

To record payment for expenses that are paid for by the University until the funds are drawn from Title III grant from DOE.

Adjusting Journal Entry #3

Dr. University Cash - \$226,279

Cr. Grant Revenue - \$226,279

To record cash coming from drawdown during the year.

Adjusting Journal Entry #4

Dr. AR - \$18,161

Cr. Revenue - \$18,161

To record AR for expense over revenue received at 6/30/2024. The expenses were drawn on 7/17/2024.



January 29, 2025

SB & Company, LLC 10200 Grand Central Avenue Suite 250 Owings Mills, MD 211117

SB & Company:

This representation letter is provided in connection with your audit of the financial statements of WNSB - FM Radio Station (the Station) which comprise the combined statements of net position as of June 30, 2024 and 2023, and the related statements of revenue, expenses and change in net position and cash flows for the years then ended, and the related notes to the financial statements, for the purpose of expressing an opinion on whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information such that, in the light of surrounding circumstances, there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

Except where otherwise stated below, immaterial matters less than \$23,000 collectively are not considered to be exceptions that require disclosure for the purpose of the following representations. This amount is not necessarily indicative of amounts that would require adjustment to or disclosure in the financial statements.

We confirm that to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves as of January 29, 2025:

Financial Statements

- 1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated October 28, 2024, for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.
- 2. We acknowledge our responsibility for the design, implementation, and maintenance of internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.



- 3. We acknowledge our responsibility for the design, implementation, and maintenance of internal controls to prevent and detect fraud.
- 4. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
- 5. All related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP or disclosure have been adjusted or disclosed.
- 6. All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
- 7. We are not aware of any pending or threatened litigation, claims, and assessments whose effects should be considered when preparing the combined financial statements and have not consulted legal counsel concerning litigation, claims, or assessments.
- 8. We have complied with all contractual agreements, grants, and donor restrictions.
- 9. We have accurately presented the entity's position regarding taxation and tax-exempt status.
- 10. The bases used for allocation of functional expenses are reasonable and appropriate.
- 11. We have included in the financial statements all assets and liabilities under the entity's control.
- 12. We have designed, implemented, and maintained adequate internal controls over the receipt and recording of contributions.
- 13. We believe all receivables are fully collectible.
- 14. Methods and significant assumptions used by management to determine fair values, their consistency in application, and the completeness and adequacy of fair value information for financial statement measurement and disclosure purposes are appropriate.



- 15. There have been no cybersecurity breaches or other cyber events whose effects should be considered for disclosure in the financial statements, as a basis for recording a loss contingency, or otherwise considered when preparing the financial statements.
- 16. With respect to the assistance with the preparation of the financial statements, we have performed the following:
 - Made all management decisions and performed all management functions;
 - Assigned a competent individual to oversee the services;
 - Evaluated the adequacy of the services performed;
 - Evaluated and accepted responsibility for the result of the service performed; and
 - Established and maintained internal controls, including monitoring ongoing activities.

Information Provided

- 1. We have provided you with:
 - a. Access to all information, of which we are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters;
 - b. Additional information that you have requested from us for the purpose of the audit;
 - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence;
 - d. There were no Board Minutes related to the Station during the fiscal year 2024, however, the minutes of the University were provided.
 - October 5, 2023
 - October 6, 2023
 - December 8, 2023
 - March 8, 2024

- May 3, 2024
- October 25, 2024
- December 6, 2024
- December 20, 2024
- 2. All transactions have been recorded in the accounting records and are reflected in the financial statements.
- 3. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.



We see the future in you.

- 4. We are not aware of any fraud or suspected fraud that affects the entity and involves:
 - a. Management;
 - b. Employees who have significant roles in internal control; or
 - c. Others when the fraud could have a material effect on the financial statements.
- 5. We have no knowledge of any noncompliance or suspected noncompliance with laws, regulations, contracts, and grant agreements whose effects should be considered when preparing financial statements.
- 6. We have no knowledge of actual or possible litigation, claims, and assessments whose effects should be considered when preparing the financial statements.
- 7. We have disclosed to you the identity of all the entity's related parties and all the related party relationships and transactions of which we are aware.
- 8. We are in agreement with the adjusting entries that you have recommended, and they have been posted to the entity's accounts.
- 9. The combined financial statements represent the combined net positions and combined results of operations of the Station, which consist of certain operations of the University and Norfolk State University Foundation attributable to the Station. The Station general ledger accounts are part of certain accounts from the University and the Foundation. management agrees all appropriate accounts are included in the general ledger provided.

—signed by: karla J. Amaya Gordon

Karla J. Amaya Gordon Assistant Vice President of Finance

Signed by: Maynard J. Scales 749355554EC.

Maynard Scales NSU – WNSB General Manager

D. FY2026 TUITION AND FEES

Norfolk State University Proposed Full Year Tuition and Fees for Full-Time Students (Residents) For Year 2025 - 2026

Schedule A

	Actual 2024-2025	Proposed 2025-2026	Inc/Dec Amount
Resident Undergraduates			
Tuition	\$6,076	\$6,228	\$152
Mandatory Fees	\$4,104	\$4,228	\$124
Subtotal - Tuition and Mandatory Fees	\$10,180	\$10,456	\$276
Room	\$7,646	\$7,876	\$230
Board	\$3 <i>,</i> 860	\$3,976	\$116
Subtotal Room and Board	\$11,506	\$11,852	\$346
Total Cost	\$21,686	\$22,308	\$622
Resident Graduates			
Tuition	\$9 <i>,</i> 308	\$9,540	\$232
Mandatory Fees	\$4,104	\$4,228	\$124
Subtotal - Tuition and Mandatory Fees	\$13,412	\$13,768	\$356
Room	\$7,646	\$7,876	\$230
Board	\$3,860	\$3,976	\$116
Subtotal Room and Board	\$11,506	\$11,852	\$346
Total Cost	\$24,918	\$25,620	\$702

Annual Room Charges

Residence Hall/Room Type	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$7,876	\$8,964	\$7,876
Alexander/Scott	\$7,988	\$9,098	\$7,988
Charles & Lee Smith	\$8,028	\$9,138	\$8,028
	Double		
Residence Hall/Room Type	Suites	Triple Suite	Resident Assistant Room
Midrise	\$9,640	\$9,228	\$9,640
Overflow - Proximity	TBD		TBD
	N 5 11		
	New Residence H	lall	
	Double		
Room Type	Suites	Single	Resident Assistant Room
Non - ADA Compliant	\$10,324	\$11,358	\$10,324
Non - ADA Compliant - Triple Suite	\$10,738	\$10,944	\$10,324
ADA Compliant - Triple Suite Config 1	\$10,838	\$11,046	\$10,324
ADA Compliant - Triple Suite Config 2	\$10,738	\$10,944	\$10,324
	Double		
Residence Hall/Room Type	Suites	Single	Resident Assistant Room
Village at Park Place	\$10,322	\$11,358	\$11,358

Norfolk State University Proposed Full Year Tuition and Fees for Full-Time Students (NonResidents) For Year 2025 - 2026

Schedule B

	Actual 2024-2025	Proposed 2025-2026	Inc/Dec Amount
Nonresident Undergraduates			
Tuition	\$17,578	\$18,018	\$440
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	\$18,338	\$18,778	\$440
Mandatory Fees	\$4,104	\$4,228	\$124
Subtotal Tuition and Mandatory Fees	\$22,442	\$23,006	\$564
Room	\$7,646	\$7,876	\$230
Board	\$3,860	\$3,976	\$116
Subtotal Room and Board	\$11,506	\$11,852	\$346
Total Cost	\$33,948	\$34,858	\$910
Nonresident Graduates			
Tuition	\$21,722	\$22,266	\$544
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	\$22,482	\$23,026	\$544
Mandatory Fees	\$4,104	\$4,228	\$124
Subtotal Tuition and Mandatory Fees	\$26,586	\$27,254	\$668
Room	\$7,646	\$7,876	\$230
Board	\$3,860	\$3,976	\$116
Subtotal Room and Board	\$11,506	\$11,852	\$346
Total Cost-Boarding	\$38,092	\$39,106	\$1,014

Annual Room Charges

Residence Hall/Room Type	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$7,876	\$8,964	\$7,876
Alexander/Scott	\$7,988	\$9,098	\$7,988
Charles & Lee Smith	\$8,028	\$9,138	\$8,028
Residence Hall/Room Type	Double Suites	Triple Suite	Resident Assistant Room
Midrise	\$9,640	\$9,228	\$9,640
Overflow - Proximity	TBD		TBD
	New Residence Ha		
Room Type	Double Suites	Single	Resident Assistant Room
Non - ADA Compliant	\$10,324	\$11,358	\$10,324
Non - ADA Compliant - Triple Suite	\$10,738	\$10,944	\$10,324
ADA Compliant - Triple Suite Config 1	\$10,838	\$11,046	\$10,324
ADA Compliant - Triple Suite Config 2	\$10,738	\$10,944	\$10,324
Residence Hall/Room Type	Double Suites	Single	Resident Assistant Room
Village at Park Place	\$10,322	\$11,358	\$11,358

Norfolk State University Proposed Tuition for Part-Time Students For Year 2025 - 2026

Schedule C

	Actual 2024-2025	Proposed 2025-2026	Inc/Dec Amount
Resident Undergraduates			
Tuition	\$463	\$475	\$12
Tuition (three) semester hours	\$1,389	\$1,425	\$36
Resident Graduates			
Tuition	\$789	\$809	\$20
Tuition (three) semester hours	\$2,367	\$2,427	\$60
Nonresident Undergraduates			
Tuition	\$986	\$1,011	\$25
Tuition (three) semester hours	\$2,958	\$3,033	\$75
Nonresident Graduates			
Tuition	\$1,519	\$1,557	\$38
Tuition (three) semester hours	\$4,557	\$4,671	\$114
Online Masters Programs			
Tuition	\$450	\$462	\$12
Tuition (three) semester hours	\$1,350	\$1,386	\$36

Norfolk State University Proposed Miscellaneous Fees For Year 2025 - 2026

Schedule D

Other Miscellaneous Fees

	Proposed 2025-2026
Required Fees For New Students:	
Undergraduate Application Fee	\$25
Graduate School Application Fee	\$50
Orientation Fee	\$100
Described Descrite For New Students	
Required Deposits For New Students:	¢100
Orientation Deposit	\$100 \$100
Matriculation Deposit	\$100
Room Deposit (All Students)	\$300
Total Deposits For New Students	\$500
Graduation Application Fee (Mandatory)	\$30
Commencement Fee (Mandatory)	\$130
Continuing Registration Fee	\$746
Connected Campus Break Fix Charge	\$25
Duplicate ID Fee (Faculty, Staff and Students)	\$25
Education TK20 Fee	\$100
Fine Arts Fee	\$360
Spartan All Inclusive Learning - SAIL (Digital Course Materials)/PCH	\$25
Undergraduate Readmission Fee	\$25
Graduate School Readmission Fee	\$50
Accelerate Online Programs	\$450 - 500
Late Registration Fee	\$100
Laundry Fee	\$120
Laundry Fee - Summer Weekly Rate	\$4
Medical Technology Didactic Courses	\$40
Music Applied Individual Fee	\$250
Reclamation Program Administrative Fee (Grade forgiveness only)	\$96
Replacement Key Fee	\$75
Lock Core Replacement Fee	\$75
Return Check Fee	\$50
Science - Laboratory Fee (Lower Division)	^a \$30
	^a \$40 - \$80
Special Health Services	\$10
Special Nursing	\$170
Special Physical Education Fee	\$10 - \$70
Transcript	\$3
	¹ \$238
University Withdrawal Fee	\$50

Single Room Rate (per semester)	а	\$5 <i>,</i> 396

Meal Plan Type		Per Semester
19 Meal Plan w/\$150	а	\$1,930
160 -Block w\$275	а	\$1,930
130 -Block w\$325	а	\$1,858

Other Miscellaneous Fees

		Proposed 2025-2026
7 Meal Plan w/ \$400	а	\$1,636
10 Meal Plan w/\$325	a	\$1,858
14 Meal Plan w/\$275	а	\$1,930
Commuter Meal Plan Type		
100-Block w/\$100	a	\$860

а	\$860
а	\$681
а	\$492
а	\$295
	a

Summer Housing Rates	Session		Room Rate	Board Rate	Total
	A (6-weeks)	а	\$1,553	\$775	\$2,328
	B (4-weeks)	а	\$1,033	\$517	\$1,550
	A&B (10-weeks)		\$2,586	\$1,292	\$3,878

esidence Hall Fines		
Use of Fire Exit Door (non-emergency)	\$300	
Graffiti Cleaning Cost	\$100	plus Cost of Cleaning
Theft/Use of Fire Safety Equipment (including Fire Alarms)	\$300	
Repair of Walls	\$50	plus Cost of Repair
Unsanitary Living/Dirty Room (first offense)	\$25 to \$100	
Unsanitary Living/Dirty Room (second offense)	\$50	plus Mandatory Class
Unsanitary Living/Dirty Room (third offense or end of semester charge)	\$100	plus Disciplinary Action
Co-ed Visitation Violation	\$200	
Repair Hole in Drywall	\$50	plus Cost of Repair
Throwing objects out of Window	\$100	plus Disciplinary Action
Replace Door Knob	\$75	
Replace Mini Blinds	\$50	
Replace Window Screens	\$50	
Use of Window as Entrance or Exit to Room	\$100	
Smoking in Prohibited Areas	\$50	plus Disciplinary Action
Noise (second offense)	\$25	
Lock-out Key Charge (first offense)	\$10	
Lock-out Key Charge (second offense)	\$25	
Replacement Key Fee	\$75	
Lock Core Replacement Fee	\$75	
Storage Fee	\$75	
Port Damage	\$100	
Cooking Appliances/Apparatus	\$50	
Unauthorized Microwave	\$50	
Extension Cords	\$50	
Candles/Incense	\$50	
Items Blocking Sprinkler(s) (first offense)	\$25	
Items Blocking Sprinkler(s) (second offense)	\$50	
Dirty Room Charge during Check Out	\$100	
Improper Check-Out	\$125	
Failure to return room key	\$75	

Parking Decal Type	Sept. 1	Jan. 1	June 1	
Reserved	\$550	\$280	N/A	
Faculty/Staff	Varies ¹	Varies ¹	Varies ¹	
Commuter Student	\$150	\$85	\$60	
Resident Student	\$150	\$85	\$60	
Part-time (Faculty/Staff)	\$85	\$50	\$40	
Part-time (Student)	\$85	\$50	N/A	

Other Miscellaneous Fees

	Proposed 2025-2026			
Temporary/Contract Employees	\$25 Per month	\$160	\$85	
Replacement	\$50	\$50	\$50	
Parking Fines				
Parking or operating an unregistered or unauthorized vehicle(s) on University Property			\$50	(\$35 if paid in 5 business days)
Improper display of decal			\$25	
Parking in Reserved lot or space (subject to wheel-lock or tow)			\$75	
Blocking another vehicle			\$50	
Parking anytime on grassy area, or specific areas			\$50	
Parking in space reserved for handicapped (subject to wheel-lock or tow)			\$100	
Parking in No-Parking Zone (yellow curb or line)			\$75	
Parking Overtime			\$25	
Obstructing Traffic			\$75	
Parking in a lot other than for which vehicle is registered			\$50	
Parking within fifteen (15) feet of fire hydrant			\$100	
Improper parking			\$25	
Unlawful removal of a wheel-lock			\$100	
Wheel-lock fee (additional fee of \$5.00 will be charged each day after vehicle is wheel-locked)			\$25	
Parking against right flow of traffic			\$25	
Altered parking permit			\$125	
Leaving unattended motor vehicle with engine running			\$50	

Note:

1. The charges for faculty/staff parking stickers will vary based on the salary earned by the employee. The salary earned and the proposed charge are indicated.

Faculty/Staff	Fall	Spring	Summer
<\$37,000	\$210	\$115	\$85
\$37,001-\$60,000	\$265	\$145	\$105
\$60,001-\$85,000	\$290	\$155	\$115
\$85,001-\$110,000	\$330	\$180	\$130
>\$110,000	\$420	\$230	\$170

Footnotes:

a - Adjusted fee.

n - New or not previously presented fee.

r - reciprocal (fee/deposit)

w - Wording Change

Norfolk State University Proposed Schedule of Mandatory Auxiliary Enterprise Fees For Year 2025 - 2026

ATTACHMENT I

Category	FY 2023 Annual Fee	FY 2024 Annual Fee	FY 2025 Annual Fee	Proposed FY 2026 Annual Fee	Change FY25 - FY26	Change FY23 - FY26
Student Activities Fee	\$370	\$379	\$388	\$400	\$12	\$30
Athletic Fee	\$1,698	\$1,750	\$1,804	\$1,886	\$82	\$188
Debt Service Fee	\$768	\$791	\$816	\$816	\$0	\$48
Fitness Center	\$32	\$33	\$34	\$36	\$2	\$4
Auxiliary Security Fee	\$324	\$334	\$344	\$354	\$10	\$30
Student Center Bldg. Maint.	\$246	\$254	\$262	\$270	\$8	\$24
Student Center	\$132	\$135	\$140	\$144	\$4	\$12
Transportation Fee	\$68	\$70	\$72	\$74	\$2	\$6
Auxiliary Technology Fee	\$12	\$12	\$12	\$12	\$0	\$0
Auxiliary Contingency Fee	\$82	\$84	\$86	\$86	\$0	\$4
Health Service Fee	\$138	\$142	\$146	\$150	\$4	\$12
Campus Improvement Fund	\$0	\$0	\$0	\$0	\$0	\$0
Total Auxiliary Mandatory Fees	\$3,870	\$3,984	\$4,104	\$4,228	\$124	\$358

Norfolk State University Schedule of Full-Time In State Undergraduate Student Charges For Fiscal Years 2021 to 2025

		Tuition	G Fees	G Fees		
Institution	2020-21	2021-22	2022-23	2023-24	2024-25	FY24 - FY25
UVA-Wise	\$5,866	\$6,042	\$6,224	\$6,348	\$6,348	\$0
RU	\$7,980	\$8,018	\$8,252	\$8,521	\$8,648	\$127
NSU	\$5,752	\$5,752	\$5,752	\$5,926	\$6,076	\$150
UMW	\$8,678	\$8,678	\$8,998	\$8,998	\$9,177	\$179
LU	\$8,180	\$8,180	\$8,420	\$8,660	\$8,840	\$180
VSU	\$5,769	\$5,769	\$6,269	\$6,269	\$6,452	\$183
ODU	\$7,047	\$7,047	\$7,257	\$7,608	\$7,836	\$228
JMU	\$7,250	\$7,460	\$7,684	\$7,914	\$8,150	\$236
CNU	\$9,100	\$9,100	\$9,375	\$10,001	\$10,288	\$287
VMI	\$9,562	\$9,782	\$9,782	\$10,076	\$10,368	\$292
GMU	\$9,510	\$9,510	\$9,795	\$10,095	\$10,392	\$297
VCU	\$12,259	\$12,459	\$12,956	\$13,353	\$13,703	\$350
VT	\$11,595	\$11,931	\$12,289	\$12,891	\$13,266	\$375
CWM	\$17,570	\$17,570	\$17,570	\$18,389	\$18,845	\$456
UVA	\$14,658	\$14,658	\$15,339	\$15,785	\$16,259	\$474
Average	\$9,385	\$9,464	\$9,731	\$10,056	\$10,310	\$254

		Fuition & Man	datory E&G Fees	5		Change
Institution	2020-21	2021-22	2022-23	2023-24	2024-25	FY21 - FY25
NSU	\$5,752	\$5,752	\$5,752	\$5,926	\$6,076	\$324
UVA-Wise	\$5,866	\$6,042	\$6,224	\$6,348	\$6,348	\$482
UMW	\$8,678	\$8,678	\$8,998	\$8,998	\$9,177	\$499
LU	\$8,180	\$8,180	\$8,420	\$8,660	\$8,840	\$660
RU	\$7,980	\$8,018	\$8,252	\$8,521	\$8,648	\$668
VSU	\$5,769	\$5,769	\$6,269	\$6,269	\$6,452	\$683
ODU	\$7,047	\$7,047	\$7,257	\$7,608	\$7,836	\$789
VMI	\$9,562	\$9,782	\$9,782	\$10,076	\$10,368	\$806
GMU	\$9,510	\$9,510	\$9,795	\$10,095	\$10,392	\$882
JMU1	\$7,250	\$7,460	\$7,684	\$7,914	\$8,150	\$900
CNU	\$9,100	\$9,100	\$9,375	\$10,001	\$10,288	\$1,188
CWM	\$17,570	\$17,570	\$17,570	\$18,389	\$18,845	\$1,275
VCU	\$12,259	\$12,459	\$12,956	\$13,353	\$13,703	\$1,444
UVA	\$14,658	\$14,658	\$15,339	\$15,785	\$16,259	\$1,601
VT	\$11,595	\$11,931	\$12,289	\$12,891	\$13,266	\$1,671
Average	\$9,385	\$9,464	\$9,731	\$10,056	\$10,310	\$925

Proposed Tution & Mandatory E&G Fees For FY26 \$6,228

Norfolk State University Schedule of Full-Time Out-of-State Undergraduate Student Charges For Fiscal Years 2021 to 2025

		Change				
Institution	2020-21	2021-22	2022-23	2023-24	2024-25	FY24 - FY25
UVA-Wise	\$24,979	\$25,209	\$26,318	\$27,098	\$22,578	(\$4,520)
UMW	\$25,104	\$25,104	\$25,918	\$25,918	\$22,355	(\$3,563)
CNU	\$21,966	\$21,966	\$22,613	\$24,638	\$24,638	\$0
NSU	\$17,680	\$17,680	\$17,680	\$18,188	\$18,338	\$150
LU	\$24,620	\$20,600	\$21,230	\$21,530	\$21,770	\$240
RU	\$20,062	\$20,100	\$20,789	\$21,420	\$21,733	\$313
JMU	\$24,150	\$24,386	\$24,744	\$25,128	\$25,496	\$368
VSU	\$17,524	\$17,524	\$18,024	\$18,520	\$19,059	\$539
GMU	\$32,970	\$32,970	\$33,959	\$34,259	\$34,860	\$601
VCU	\$33,597	\$33,797	\$34,902	\$35,937	\$36,687	\$750
ODU	\$27,207	\$27,207	\$27,207	\$28,008	\$28,866	\$858
VT	\$30,739	\$31,613	\$32,543	\$34,108	\$35,093	\$985
VMI	\$37,572	\$38,436	\$39,590	\$40,778	\$41,960	\$1,182
CWM	\$40,796	\$40,796	\$40,796	\$42,760	\$44,149	\$1,389
UVA	\$49,188	\$49,188	\$51,491	\$53,397	\$54,979	\$1,582
Average	\$28,544	\$28,438	\$29,187	\$30,112	\$30,171	\$58

	۱	luition & Man	datory E&G Fees	5		Change
Institution	2020-21	2021-22	2022-23	2023-24	2024-25	FY21 - FY25
LU	\$24,620	\$20,600	\$21,230	\$21,530	\$21,770	(\$2,850)
UMW	\$25,104	\$25,104	\$25,918	\$25,918	\$22,355	(\$2,749)
UVA-Wise	\$24,979	\$25,209	\$26,318	\$27,098	\$22,578	(\$2,401)
NSU	\$17,680	\$17,680	\$17,680	\$18,188	\$18,338	\$658
JMU	\$24,150	\$24,386	\$24,744	\$25,128	\$25,496	\$1,346
VSU	\$17,524	\$17,524	\$18,024	\$18,520	\$19,059	\$1,535
ODU	\$27,207	\$27,207	\$27,207	\$28,008	\$28,866	\$1,659
RU	\$20,062	\$20,100	\$20,789	\$21,420	\$21,733	\$1,671
GMU	\$32,970	\$32,970	\$33,959	\$34,259	\$34,860	\$1,890
CNU	\$21,966	\$21,966	\$22,613	\$24,638	\$24,638	\$2,672
VCU	\$33,597	\$33,797	\$34,902	\$35,937	\$36,687	\$3,090
CWM	\$40,796	\$40,796	\$40,796	\$42,760	\$44,149	\$3,353
VT	\$30,739	\$31,613	\$32,543	\$34,108	\$35,093	\$4,354
VMI	\$37,572	\$38,436	\$39,590	\$40,778	\$41,960	\$4,388
UVA	\$49,188	\$49,188	\$51,491	\$53,397	\$54,979	\$5,791
Average	\$28,544	\$28,438	\$29,187	\$30,112	\$30,171	\$1,627

Proposed Tution & Mandatory E&G Fees For FY26 \$18,778

Norfolk State University
Schedule of Full-Time In State Graduate Student Charges
For Fiscal Years 2021 to 2025

		Change				
Institution	2020-21	2021-22	2022-23	2023-24	2024-25	FY24 - FY25
LU	\$8,640	\$8,640	\$8,904	\$6,678	\$6,678	\$0
W&M	\$10,652	\$10,652	\$10,652	\$11,041	\$11,041	\$0
UMW	\$8,676	\$8,676	\$8,988	\$9,258	\$9,438	\$180
NSU	\$8,820	\$8,820	\$8,820	\$9,084	\$9,308	\$224
VSU	\$8,604	\$8,604	\$9,104	\$9,355	\$9,627	\$272
RU	\$8,973	\$9,011	\$9,278	\$9,577	\$9,862	\$285
ODU	\$10,225	\$10,225	\$10,537	\$11,034	\$11,364	\$330
JMU	\$10,848	\$11,184	\$11,520	\$11,856	\$12,216	\$360
VCU	\$12,783	\$12,983	\$13,498	\$13,907	\$14,269	\$362
GMU	\$12,593	\$13,035	\$13,426	\$13,726	\$14,136	\$410
VT	\$13,876	\$14,278	\$14,706	\$15,427	\$15,881	\$454
UVA	\$18,816	\$19,550	\$20,305	\$21,099	\$21,939	\$840
Average 💦	\$11,126	\$11,305	\$11,645	\$11,837	\$12,147	\$310

		Change				
Institution	2020-21	2021-22	2022-23	2023-24	2024-25	FY21 - FY25
LU	\$8,640	\$8,640	\$8,904	\$6,678	\$6,678	(\$1,962)
W&M	\$10,652	\$10,652	\$10,652	\$11,041	\$11,041	\$389
NSU	\$8,820	\$8,820	\$8,820	\$9,084	\$9,308	\$488
UMW	\$8,676	\$8,676	\$8,988	\$9,258	\$9,438	\$762
RU	\$8,973	\$9,011	\$9,278	\$9,577	\$9,862	\$889
VSU	\$8,604	\$8,604	\$9,104	\$9,355	\$9,627	\$1,023
ODU	\$10,225	\$10,225	\$10,537	\$11,034	\$11,364	\$1,139
JMU	\$10,848	\$11,184	\$11,520	\$11,856	\$12,216	\$1,368
VCU	\$12,783	\$12,983	\$13,498	\$13,907	\$14,269	\$1,486
GMU	\$12,593	\$13,035	\$13,426	\$13,726	\$14,136	\$1,543
VT	\$13,876	\$14,278	\$14,706	\$15,427	\$15,881	\$2,005
UVA	\$18,816	\$19,550	\$20,305	\$21,099	\$21,939	\$3,123
Average	\$11,126	\$11,305	\$11,645	\$11,837	\$12,147	\$1,021

Proposed Tution & Mandatory E&G Fees For FY26

\$9,540

Norfolk State University Schedule of Full-Time Out-of-State Graduate Student Charges For Fiscal Years 2021 to 2025

		Tuition	& Mandatory E&	G Fees		Change
Institution	2020-21	2021-22	2022-23	2023-24	2024-25	FY24 - FY25
W&M	\$29,012	\$29,012	\$29,012	\$30,059	\$30,059	\$0
LU	\$24,360	\$24,360	\$24,384	\$18,438	\$18,462	\$24
NSU	\$21,632	\$21,632	\$21,632	\$22,258	\$22,482	\$224
UMW	\$18,396	\$18,396	\$19,014	\$19,590	\$19,986	\$396
JMU	\$28,416	\$28,416	\$28,848	\$29,304	\$29,736	\$432
VT	\$28,393	\$29,199	\$30,056	\$31,499	\$32,047	\$548
RU	\$17,946	\$17,984	\$18,507	\$19,070	\$19,625	\$555
VSU	\$19,609	\$19,609	\$20,109	\$20,668	\$21,269	\$601
VCU	\$26,811	\$27,011	\$27,922	\$28,743	\$29,487	\$744
GMU	\$33,906	\$34,347	\$35,377	\$35,677	\$36,480	\$803
ODU	\$30,289	\$30,289	\$30,289	\$31,194	\$32,148	\$954
UVA	\$32,078	\$33,316	\$34,595	\$35,933	\$37,339	\$1,406
Average	\$24,022	\$24,143	\$24,493	\$24,317	\$24,628	\$311

		Tuition	& Mandatory E&	kG Fees		Change
Institution	2020-21	2021-22	2022-23	2023-24	2024-25	FY21 - FY25
LU	\$24,360	\$24,360	\$24,384	\$18,438	\$18,462	(\$5,898)
NSU	\$21,632	\$21,632	\$21,632	\$22,258	\$22,482	\$850
W&M	\$29,012	\$29,012	\$29,012	\$30,059	\$30,059	\$1,047
JMU	\$28,416	\$28,416	\$28,848	\$29,304	\$29,736	\$1,320
UMW	\$18,396	\$18,396	\$19,014	\$19,590	\$19,986	\$1,590
VSU	\$19,609	\$19,609	\$20,109	\$20,668	\$21,269	\$1,660
RU	\$17,946	\$17,984	\$18,507	\$19,070	\$19,625	\$1,679
ODU	\$30,289	\$30,289	\$30,289	\$31,194	\$32,148	\$1,859
GMU	\$33,906	\$34,347	\$35,377	\$35,677	\$36,480	\$2,574
VCU	\$26,811	\$27,011	\$27,922	\$28,743	\$29,487	\$2,676
VT	\$28,393	\$29,199	\$30,056	\$31,499	\$32,047	\$3,654
UVA	\$32,078	\$33,316	\$34,595	\$35,933	\$37,339	\$5,261
Average	\$25,904	\$26,131	\$26,645	\$26,869	\$27,427	\$1,523

Proposed Tution & Mandatory E&G Fees For FY26

\$23,026

FY 2025 – 2026 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE TUITION AND FEES FOR FISCAL YEAR 2025 – 2026

WHEREAS, the Commonwealth of Virginia funding policies and economic forecasts for the foreseeable future as contained in the 2024-2026 Biennium Appropriation Act (Act), play a central role in establishing tuition and fee policy for higher education institutions; and

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

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

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

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

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

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

WHEREAS, the Board of Visitors of Norfolk State University approves the tuition, room, board, mandatory, and miscellaneous fees found in the above-referenced and attached Schedules A, B, C, and D for the 2025-2026 academic year; and

WHEREAS, the President shall monitor any subsequent actions of the General Assembly between now and the beginning of Fiscal Year 2025-2026 for legislative impact on the tuition and fee policy and related funding, and shall implement timely changes required by such legislation, and shall report such action to the Board of Visitors at its next regularly scheduled meeting; and

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

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and the University Counsel for legal sufficiency, and upon the recommendation of the Board's Finance and Administration Committee, the Norfolk State University Board of Visitors approves this resolution for the tuition and fees for academic year 2025-2026 as presented this ______day of _____, 2025.

Kim W. Brown, Rector Norfolk State University Board of Visitors

Date _____

Signature

E. FY2026 OPERATING BUDGET

Norfolk State University Proposed FY26 Budget - DRAFT April 10, 2025

University Operating Budget

	FY25 Budget	Proposed FY26 Budget	Change
Revenue	1 120 budget	Dadger	Onlange
Educational and General			
General Fund			
General Fund Appropriations (adjusted)	\$94,150,359	\$94,150,359	\$0
Non General Fund			
Higher Education Operating			
Tuition	\$54,927,857	\$56,682,698	\$1,754,841
Out of State Capital Outlay Fees	\$420,789	\$420,789 ²	\$0
Miscellaneous Revenue	\$1,044,106	\$1,044,106	\$0
Total Educational and General	\$150,543,111	\$152,297,952	\$1,754,841
Auxiliary Enterprises	\$64,932,308	\$70,419,906	\$5,487,598
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$32,443,164	\$34,700,404	\$2,257,240
Local Funds	\$20,000,000	\$20,000,000	\$0
Total Revenues	\$288,150,526	\$297,650,205	\$9,499,679
Expenses			
Educational and General			
Instruction	\$55,710,798	\$56,365,867	\$655,069
Research	\$1,715,185	\$2,141,465	\$426,280
Public Service	\$857,635	\$962,236	\$104,601
Academic Support	\$18,813,315	\$29,107,783	\$10,294,468
Student Services	\$9,904,885	\$9,961,714	\$56,829
Institutional Support	\$24,945,146	\$27,181,587	\$2,236,441
Operations and Maintenance of Plant	\$15,871,170	\$16,597,754	\$726,584
Funding to Be Budgeted Later	\$5,944,110	\$4,846,679	(\$1,097,431)
Total Educational and General	\$133,762,244	\$147,165,085	\$13,402,841
Auxiliary Enterprises	\$64,932,308	\$71,044,542	\$6,112,234
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$37,576,031 ¹	\$39,833,271 1	\$2,257,240
Local Funds	\$20,000,000	\$20,000,000	\$0
Total Expenses	\$276,502,526	\$298,274,841	\$21,772,315
Increase (Decrease) in Fund Balance	\$11,648,000	(\$624,636)	(\$12,272,636)

Notes:

1. SCHEV has passed a resolution requiring changes in the use and recording of tuition offsets. All merit-based tuition remissions must be funded through the use of tuition generated funding. To fulfill this requirement NSU will use the tuition charged to all students to fund tuition offsets. The University is awarding approximately \$5.1 million in tuition offsets.

With approval granted in Chapter 2 unfunded scholarships can be given to both students demonstrating financal need and students who have exhibited merit. In addition to the tuition funded assistance, the University is required to provide waivers to specific classes of individuals; waivers are projected at \$6 million. Additionally, NSU plans to award up to \$2 million in unfunded assistance to students in financial need. These awards will be supported by vacant positions that are currently funded.

2. The Commonwealth reduced the Capital Outlay Fee obligation for the University; the current obligation the University must provide to the Commonwealth is \$420,789. However, the University has not reduced the amount charged to nonresident students; the total collected will exceed the University's obligation to the State. The Capital Outlay Fee is a factor in the amount used by SCHEV for the annual full cost of education calculation. SCHEV's latest calculation shows that NSU is charging nonresident student less than the full cost of education. All revenue in excess of the amount needed for the Capital Outlay Fee obligation remains in E&G and is used to support E&G functions.

Norfolk State University Proposed FY26 Budget - DRAFT April 10, 2025

Educational and General Schedule

		Proposed	Ohanaa
D	FY25 Budget	FY26 Budget	Change
Revenue Educational and General			
General Fund			
General Fund Appropriations (adjusted)	\$94,150,359	\$94,150,359	\$0
Non General Fund	\$94,130,539	Ş54,130,335	ŞU
Higher Education Operating			
Tuition	\$54,927,857	\$56,682,698	\$1,754,841
Out of State Capital Outlay Fees	\$420,789	\$420,789	\$0
Miscellaneous Revenue	\$1,044,106	\$1,044,106	\$0
Total Educational and General	\$150,543,111	\$152,297,952	\$1,754,841
Expenses			
Instruction	\$55,710,798	\$56,365,867	\$655,069
Research	\$1,715,185	\$2,141,465	\$426,280
Public Service	\$857,635	\$962,236	\$104,601
Academic Support	\$18,813,315	\$29,107,783	\$10,294,468
Student Services	\$9,904,885	\$9,961,714	\$56,829
Institutional Support	\$24,945,146	\$27,181,587	\$2,236,441
Operations and Maintenance of Plant	\$15,871,170	\$16,597,754	\$726,584
Funding to Be Budgeted Later	\$5,944,110	\$4,846,679	(\$1,097,431)
Total Expenses	\$133,762,244	\$147,165,085	\$13,402,841
Increase (Decrease) in Fund Balance	\$16,780,867	\$5,132,867	(\$11,648,000)
Student Financial Assistance	(\$5,132,867) 1	(\$5,132,867) ¹	
Total E&G Overage/(Shortfall)	\$11,648,000	\$0	

Notes:

1. The University utilizes approximately \$5.1 million in funding for tuition offsets. The use of these funds is reflected in student financial assistance.

Norfolk State University Proposed FY26 Budget - DRAFT April 10, 2025

Auxiliary Enterprise Schedule

		Proposed	
	FY25 Budget	FY26 Budget	Change
Revenues			
User Fees	\$38,927,674	\$41,431,586	\$2,503,912
Mandatory Fees	\$20,340,046	\$21,697,675	\$1,357,629
Revenues and Commissions	\$4,000,109	\$7,290,645	\$3,290,536
Other Sources	\$1,664,479	\$624,636 ¹	(\$1,039,843)
Total Revenue	\$64,932,308	\$71,044,542	\$6,112,234
Expenses			
Personal Services - Budget	\$13,250,996	\$15,377,520	\$2,126,524
Non Personal Services - Budget	\$42,856,676	\$46,842,386	\$3,985,710
Debt Service	\$8,824,636	\$8,824,636	(\$0)
Total Expenses	\$64,932,308	\$71,044,542	\$6,112,234
Increase (Decrease) in Fund Balance	¹	\$0	\$0

Note:

1. Existing AE fund balance will be used to support activity for the 2026 fiscal year.

FY 2025 – 2026 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO APPROVE OPERATING BUDGET FOR FISCAL YEAR 2025 – 2026

WHEREAS, the Norfolk State University Board of Visitors ("Board of Visitors") at its _____, 2025th meeting approved tuition and fee rates for Fiscal Year 2025-2026 within the limits set by the Commonwealth of Virginia as introduced by the Act; and

WHEREAS, the tuition and fee rates approved for Fiscal Year 2025-2026 as presented by the Administration are deemed reasonable and consistent; and

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

WHEREAS, the University has forecasted revenue collections from all sources for Fiscal Year 2025–2026, based upon conservatively anticipated enrollment levels; and

WHEREAS, the Board of Visitors approves the proposed University Operating Budget for 2025 - 2026 as presented and attached to this Resolution; and

WHEREAS, the Board of Visitors approves the Educational and General (E&G) Budget for 2025 - 2026 appearing on the attached E&G Schedule; and

WHEREAS, the Board of Visitors approves the budgeted amounts for the Auxiliary Enterprise programs for 2025-2026 appearing on the attached Auxiliary Enterprise Schedule; and

WHEREAS, the Board of Visitors approves the State Student Financial Assistance budget for 2025-2026, which equals the university's appropriation and noted E&G revenue transfers as described in the University Operating Budget; and

WHEREAS, the Board of Visitors approves expenditures in support of Sponsored Programs that have been properly awarded to the University and up to the amounts for which cash will be made available during the course of Fiscal Year 2025-2026; and

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

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Vice President of Finance and Administration, the University President, and by University Counsel for legal sufficiency, and upon the recommendation of the Norfolk State University Board of Visitors' Finance and Administration Committee, the Norfolk State University Board of Visitors approves the 2025-2026 University Operating Budget in total as presented this ______ day of _____2025; and

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

BE IT FURTHER RESOLVED, that the Norfolk State University Board of Visitors authorizes the University President to reallocate and expend all unexpended Fiscal Year 2024-2025 Educational and General and Auxiliary Enterprise funding that may be reappropriated for use in Fiscal Year 2025-2026 and to expend local funds available to the University should the need arise.

Signature

Kim W. Brown, Rector Norfolk State University Board of Visitors

Date _____

QUESTIONS & DISCUSSION



LEGISLATIVE UPDATES

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

April 15, 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	



General Assembly Conferee Report Total: \$22,137,000.00 (\$17,137,000.00 net)

HB1600/SB800: Modernize / Replace Enterprise Resource Planning (ERP) System - \$4,100,000.00 - FY25

□ 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 – FY25

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/SB800: Improve Campus Security – \$6,000,000.00 - FY25

□ This amendment provides an additional \$6.0 million the first year from the general fund to increase funding for a security project at Norfolk State University to a total of \$8.2 million.

HB1600/SB800: Maintain Affordability – \$1,300,000.00 - FY25

□ This amendment provides additional general fund to support operations at the institution and minimizes potential tuition and fee increases on in-state undergraduate students in the amount of \$1.3 million.

HB1600/SB800: Undergraduate Financial Aid – \$737,000.00 - FY25

This amendment provides \$737,000 from the general fund the first year to support undergraduate need-based financial aid.



Governor's Budget Recommendations Total: \$17,137,000.00 (\$13,137,000.00 net)

HB1600/SB800: Modernize / Replace Enterprise Resource Planning (ERP) System - \$4,100,000.00 - FY25

□ 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 – \$8,000,000.00 – FY25 (-\$2 million)

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/SB800: Improve Campus Security – \$3,000,000.00 - FY25 (-\$3 million)

□ This amendment provides an additional \$6.0 million the first year from the general fund to increase funding for a security project at Norfolk State University to a total of \$8.2 million.

HB1600/SB800: Maintain Affordability – \$1,300,000.00 - FY25

□ This amendment provides additional general fund to support operations at the institution and minimizes potential tuition and fee increases on in-state undergraduate students in the amount of \$1.3 million.

HB1600/SB800: Undergraduate Financial Aid – \$737,000.00 - FY25

This amendment provides \$737,000 from the general fund the first year to support undergraduate need-based financial aid.















NSU CHOIR IN DC: COMMONWEALTH COFFEE



NSU CHOIR IN DC: COMMONWEALTH COFFEE





QUESTIONS & DISCUSSION



Operations and Institutional Effectiveness Update

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

Human Resources

• Continued development on the Workday HCM/ERP Project

- Kickoff with Workday and Huron March 17
- Representatives by key stakeholders from Academic Affairs, Human Resources, Payroll, Budget, Office of Information Technology, Institutional Research, Finance and Administration, and Enrollment Management
- Development of Standard Operating Procedures and Processes
 - I-9
 - Onboarding
 - Offboarding
 - Documentation
 - Background Checks
 - Credentialing

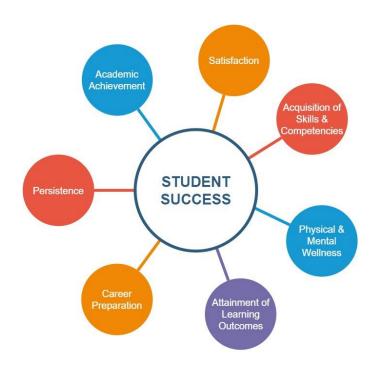
Personnel Searches

Search processes underway for CHRO, Compliance and Policy Analyst, HRIS specialist, and Employee Relations Specialist.



Institutional Effectiveness & Research

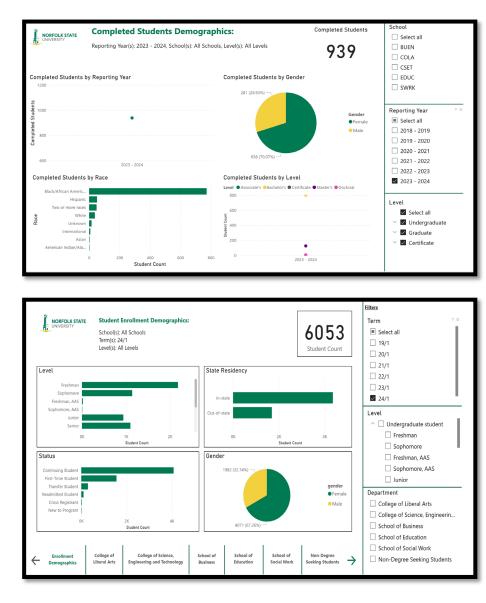
- Data Governance Defining Student Success Summit April 1-3
 - Summit done in conjunction with the Doctums Group
 - Representatives from the following areas:
 - Academic Affairs
 - Athletics
 - Faculty Senate
 - Finance and Administration
 - Operations/Enrollment Management
 - Student Affairs
 - Student Representatives
 - Sessions held regarding the following topics.
 - Institutional Mission and Values
 - Key Dimensions of Student Success
 - Defining Key Metrics and Data Points
 - Aligning Stakeholder Perspectives
 - Operationalizing Student Success
 - Developing a University-Wide Definition of Student Success
- Dashboards Now Live
 - Dashboards are now available a: <u>https://www.nsu.edu/Academics/Research/Institutional-</u> <u>Research/Dashboards</u>
 - Dashboards provide information on the following:
 - 1. Enrollment/demographics
 - 2. Completions
 - 3. Retention
 - 4. Updated Factbook

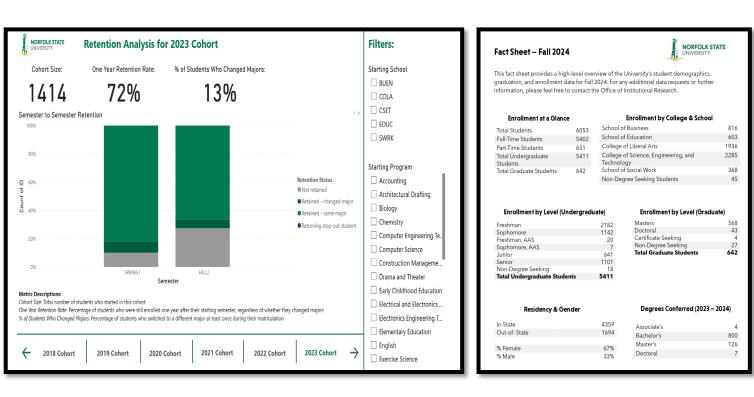






Institutional Effectiveness & Research





Information Technology and Security

IT Systems Projects

- Workday Implementation
 - IT is managing the "readiness" phase of the project in conjunction with all stakeholders
- Audit and Compliance system identification
- Continued progress on Wireless infrastructure upgrades

Client Services

- New Client Services Manager
- Continued progress on computing device refresh/replacements
- · Focus on customer service development

• Policy Updates

- Acceptable Use Policy to be reviewed and renewed by Fall 2025
- Continued monitoring of Information Security Policy adherence and compliance







UNIVERSITY

QUESTIONS & DISCUSSION





NORFOLK STALL

THE CAMPAIGN FOR NORFOLK STATE UNIVERSITY

BOV Strategic Finance Committee University Advancement Update Clifford Porter, Jr., J.D. Vice President for University Advancement



TELLING OUR STORY





Winter 2025 issue with a focus on the **Now Is Our Time** Comprehensive Campaign.

Social Media Engagements



 Norfolk State University Tue 3/11/2025 6:35 pm EDT

Dr. Robert Scott, a proud Norfolk State University DNIMAS Scholar and Class of '91 graduate, has been named the next...



Total Engagements	10,644	
Reactions	4,646	
Comments	865	
Shares	410	
Post Link Clicks	126	
Other Post Clicks	4,597	



 Norfolk State University Sun 2/9/2025 4:46 pm EST

It's Super Bowl Sunday! While all eyes are on the big game, we're taking a moment to celebrate Spartans who made it to the ...



Total Engagements	8,220	
Reactions	2,511	
Comments	217	
Shares	439	
Post Link Clicks	8	
Other Post Clicks	5,045	

in Norfolk State University NORFOLK STATE Thu 2/27/2025 8:30 am EST

Before Black History Month ends, we must

backyard. In 1959, the Norfolk 17, a group ...

recognize a pivotal moment in our own

Total Engagements

Reactions

Comments

Post Clicks (All)

Shares



6,601

880

24

125

5,572

 Norfolk State University Sat 3/15/2025 5:45 pm EDT

BRING YOUR DANCING SHOES! Norfolk State University Spartan Men's Basketball team has won the 2025 MEAC ...



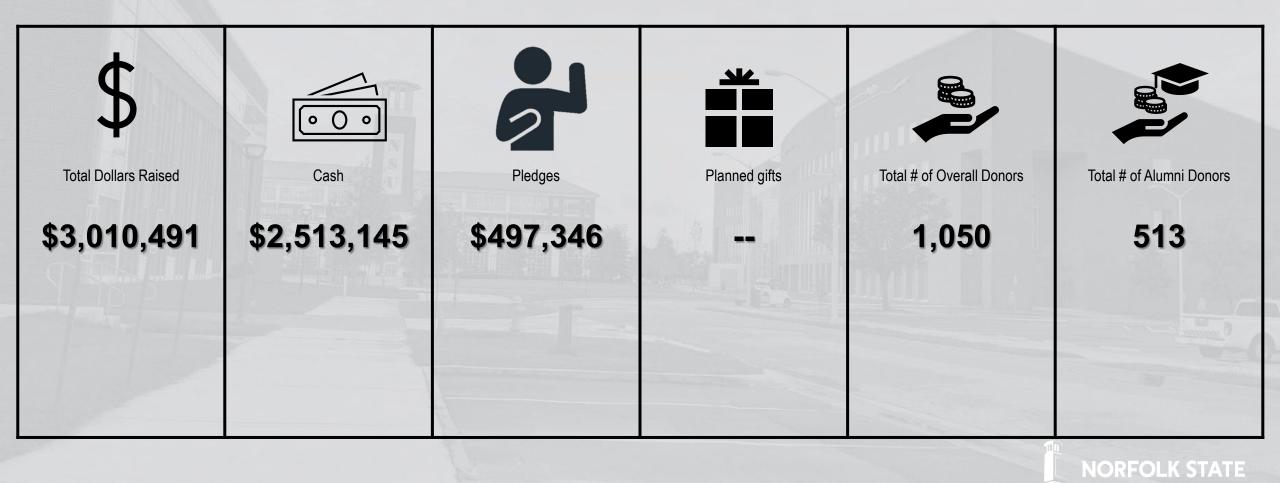
Total Engagements	6,018	
Reactions	1,717	
Comments	209	
Shares	257	
Post Link Clicks	3	
Other Post Clicks	3,832	



FUNDRAISING



CY 2025 FUNDRAISING



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 142% of goal

Goal: \$42 million Total Raised: \$59.6 million



Strengthening Academic Programs 70% of goal

Goal: \$30 million Total Raised: \$21 million



Elevating Athletics 49% of goal

Goal: \$12 million Total Raised: \$5.8 million



Advancing Excellence Year After Year 34% of goal

Goal: \$6 million Total Raised: \$2 million



90th ANNIVERSARY CELEBRATION



NORFOLK STATE UNIVERSITY

We see the future in you.

Founders Day Celebration September 18, 2025

YEARS

President's Gala September 19, 2025

President's Gala

honoring the 90th Anniversary

September 19, 2025 Norfolk Waterside Marriott Hotel

Sponsored by Charted by CREDIT UNION

YEARS



CELEBRATION SCHEDULE



CELEBRATION SCHEDULE

Sunday, September 14 Founders Day Celebration kick-off event 5 p.m. L. Douglas Wilder Performing Arts Center

Tuesday, September 16

Scholarship Dinner 6 p.m. Student Center

Wednesday, September 17

Founders Day Breakfast 7:30 a.m. Joseph G. Echols Memorial Hall

Thursday, September 18

Freshman Convocation12:30 p.m.L. Douglas Wilder Performing Arts Center

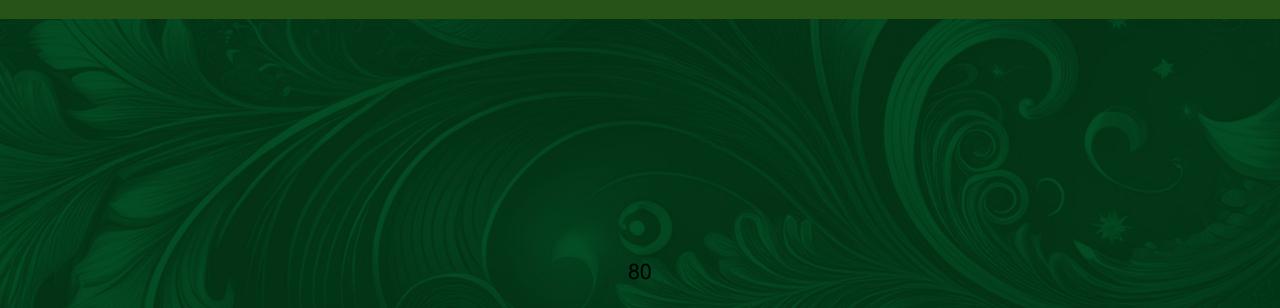
Friday, September 19

President's Gala 7 p.m. Norfolk Waterside Marriott Hotel

Saturday, September 20

NSU vs. Sacred Heart Football Game William "Dick" Price Stadium

NSU FOUNDATION UPDATE



Gregory Franklin, J.D. Litigation Associate, Greenberg Traurig, LLP Kandi Hall Chief Enabler, The Integrated Pro Jack Howard Senior Partner, Virginia Sports Technology Group, LLC Bruce Hunter Estate Planning & Private Client Service Law Offices of Bruce D. Hunter, LLC

NEW BOARD MEMBERS as of July 2024

81







Kyle Price Vice President GMM, Merchandising, Family Dollar

Tony Brothers Referee, National Basketball Association (NBA) Owner, Brothers Restaurant



Greg Grimes Mr. Alumni 2025-2026 Sr. Technical Lead for Storage Services, ManTech International Corporation



Samara Sattersfield P&O Partner, Siemens Mobility



NEW BOARD MEMBERS as of January 2025



Chief Operations Officer, Jones **Barnes & Wood Consulting LLC**

George Timmons, Ph.D. President, Holyoke Community College

NAMING RESOLUTIONS



Coach Christian Hall of Fame Lobby ECHOLS HALL



NORFOLK STATE UNIVERSITY

THE HALL OF FAME LOBBY OF THE JOSEPH E. ECHOLS MEMORIAL HALL TO THE CHARLES O. CHRISTIAN HALL OF FAME LOBBY

WHEREAS, Norfolk State University will receive a significant charitable contribution from the Christian Court Naming Campaign Committee comprised of family and friends who are committed to promoting athletic and academic excellence; and

WHEREAS, in grateful recognition of this gift, Norfolk State University seeks to name the Hall of Fame lobby at the Joseph E. Echols Memorial Hall as the "Charles O. Christian Hall of Fame Lobby"; and

WHEREAS, it is recommended for naming as per the suggested guidelines set forth in the Board of Visitors Naming Policy for Facilities and Spaces; and

WHEREAS, former men's basketball coach, Charles O. Christian won more men's basketball games than any coach in the history of Norfolk State University. He compiled a career mark of 310 wins and 95 losses in 14 seasons and was named one of the 12 coaching legends in the C.I.A.A., according to ESPN; and

WHEREAS, the Charles O. Christian Endowed Athletic Scholarship Fund has been established to support undergraduate student athletes for summer school scholarships or 5th year scholarships; and

WHEREAS, the naming of The Charles O. Christian Hall of Fame Lobby is recommended upon the completion of a financial pledge in the amount of \$100,000 from the Christian Court Naming Campaign Committee to the Norfolk State University Athletics Program that was made in September of 2021 and is payable over five years forthwith;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors of Norfolk State University approve the naming of the Hall of Fame Lobby at the Joseph E. Echols Memorial Hall as the **Charles O. Christian Hall of Fame Lobby**.

BE IT FURTHER RESOLVED that an appropriately framed copy of this Resolution be presented to Charlene E. Christian-Andrews and that signage is prominently displayed in the Hall of Fame lobby, and that the University keeps all the covenants as established in keeping with the signed gift agreement.

> **IN TESTAMENT THERETO,** I have hereunto set my hand and affixed the great seal of Norfolk State University this _____ day of May 2025, in the two hundred fiftieth year of the Commonwealth and the ninetieth year of the University.

RECTOR

NOW IS OUR TIME

THE CAMPAIGN FOR NORFOLK STATE UNIVERSITY

323

NORFOLK STATE UNIVERSITY

86



Executive Committee



BOARD OF VISITORS

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Times are approximate

AGENDA BOARD OF VISITORS EXECUTIVE COMMITTEE MEETING Tuesday, April 15, 2025 Bishop Kim W. Brown, Rector 10:00 a.m. – 10:30 a.m.

Zoom Link: https://nsu-edu.zoom.us/webinar/register/WN cY52eI54Rb-rnj6BXJcYBg

- 10:00 a.m. Call to Order/Establish Quorum......Bishop Kim W. Brown, Rector
- 10:05 a.m. Request Approval for Electronic Participation
- 10:10 a.m. Recommend Approval of Prior Meeting Minutes
 - Executive Committee Meeting Minutes July 31, 2024
- 10:15 a.m. MOTION CLOSED MEETING- Pursuant to § 2.2-3711(A) 1, 4, 7 and 8, Code of Virginia
- 10:20 a.m. **OPEN MEETING**
- 10:25 a.m. ACTION ITEMS
- 10:30 a.m. ADJOURNMENT

EXECUTIVE COMMITTEE

Bishop Kim W. Brown, Rector Dwayne Blake, Vice Rector Dr. Katrina Chase, Secretary James Jamison Gilbert Bland

The University President, Dr. Javaune Adams-Gaston attends 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 (except where indicated). Page 1 of 2 The Norfolk State University Board of Visitors will meet April 15, 2025, in person.

The meeting will be accessible via the Zoom Webinar app. The open session of the meeting can be accessed through the app using the following link to register:

April 15, 2025, at 10:00 am.

Zoom Webinar:

https://nsu-edu.zoom.us/webinar/register/WN cY52eI54Rb-rnj6BXJcYBg

Registering will allow participants to attend virtually or by phone. Information on public comment is provided on the registration form. Public comment should address only the items listed on the agenda.

If there is any interruption in the broadcast of the meeting, please contact 757-823-8676.

BOARD OF VISITORS EXECUTIVE COMMITTEE MEETING

July 31, 2024

MINUTES

DRAFT

1. Call to Order

Mr. Dwayne Blake, Vice Rector called the Executive Committee meeting to order at approximately 11:09 a.m.

<u>A quorum was established with a 3-0 Roll Call vote</u>. A list of individuals who joined the meeting is provided below.

Committee Members Present

Mr. Dwayne B. Blake, Vice Rector Dr. Katrina Chase, Secretary Mr. James Jamison

Committee Member Absent:

Bishop Kim W. Brown, Rector Mrs. Heidi Abbott

Board Member Present The Honorable Lionell Spruill, Sr.

Board Member Virtual

Dr. Harold Watkins, II

<u>Virtual Participant</u>

Peter E. Broadbent Jr., Christian & Barton, L.L.P.

Participant – Counsel

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

Participants-NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President Dr. Doveanna Fulton, Provost and Vice President for Academic Affairs Dr. Aurelia T. Williams, Senior Vice Provost, Office of the Provost Dr. Aixi Zhou, Vice Provost for Research and Innovation Mr. Christopher Gregory, Office of Information Technology Ms. Sher're Dozier, Clerk to the President for the Board of Visitors

DRAFT

2. Recommend Approval of Virtual Participation

Mr. Blake informed that Mr. James Jamison has been appointed to serve in the place of Mrs. Heidi Abbott.

Dr. Harold Watkins, II provided his reason for Electronic Participation. Mr. Jamison motioned, seconded by Dr. Chase, and with a 3-0 Roll Call vote, the Committee unanimously approved the virtual participation of Dr. Watkins, II.

The Honorable Lionell Spruill, Sr. was recognized as the newest member of the Norfolk State Board of Visitors.

3. Recommend Approval of Prior Meeting Minutes

The Committee voted and unanimously approved with a 3-0 Roll Call Vote, the Minutes for February 17, 2023, Executive Committee Meeting motioned by Dr. Chase and seconded by Mr. Jamison.

4. MOTION - CLOSED MEETING- Pursuant to § 2.2-3711(A) 1, 4, 7 and 8, Code of Virginia

Ms. Boston informed the committee that through discussion with Mr. Peter E. Broadbent Jr., that it was agreed, if there were any questions for legal counsel, a Closed Meeting would be available.

The Closed Meeting was not held.

5. OPEN MEETING- DISCUSSION

Norfolk State University Board Members, Administrators and Staff introduced themselves at the Executive Committee meeting. Mr. Peter E. Broadbent Jr. provided the background, history, and description of the patent. Further discussion was held by the committee and legal counsel regarding the Board of Visitors' acceptance of the ownership rights, title, and interest released by Dr. Mikhail A. Noginov for the Patent. The Patent Application was executed by Dr. Noginov on December 23, 2020 and recorded in the U.S. Patent and Trademark Office on October 12, 2022. The economic benefits of the patent were discussed with the committee and the upcoming deadlines for the patent signatures.

Dr. Chase motioned to accept the ownership rights, title, and interest of the Patent, and authorization of the President's signature and deliverance of the Declaration of Acceptance. Seconded by Mr. Jamison with a 3-0 Roll Call Vote the Committee unanimously approved the motion.

DRAFT

6. ACTION ITEMS

None.

7. NEW BUSINESS/OLD BUSINESS None.

8. PUBLIC COMMENT

None.

9. Adjournment

The meeting was adjourned at 11:44 a.m.

Respectfully submitted,

Dr. Katrina Chase, Secretary

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

NSU BOV EXECUTIVE COMMITTEE ROLL CALL VOTE July 31, 2024

ltem	Mr. Dwayne Blake	Dr. Katrina Chase	Mr. Jay Jamison	Totals
Quorum	Yes	Yes	Yes	3-0
Recommend Approval of Electronic Participation	Yes	Yes	Yes	3-0
Approval of the Minutes	Yes	Yes	Yes	3-0
Approval to accept the ownership rights, title, and interest of the Patent, and authorization of the President's signature and deliverance of the Declaration of Acceptance.	Yes	Yes	Yes	3-0

Governance

Committee



BOARD OF VISITORS

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AGENDA

BOARD OF VISITORS GOVERNANCE COMMITTEE MEETING

Tuesday, April 15, 2025 Heidi Abbott, Chair

Campus Location:

Norfolk State University Student Center, 3rd Floor 700 Park Avenue, Norfolk, VA 23504 Zoom Webinar Participation: https://nsu-edu.zoom.us/webinar/register/WN_cY52el54Rb-rnj6BXJcYBg

- I. Call to Order/Establish Quorum
- II. Recommend Approval of Electronic Participation
- III. Recommend Approval of the February 11, 2025, Governance Committee Minutes
- IV. Old Business
- V. New Business
- VI. Update: General Assembly and SCHEV
- VII. Motion-Closed Session
- VIII. Open Meeting -Closed Meeting Certification and Motions
- IX. Other Discussion Items
- X. 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.

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.

Page 1 of 1 96 **BOARD OF VISITORS** Governance Committee Meeting February 11, 2025

DRAFT

BOARD OF VISITORS GOVERNANCE COMMITTEE MEETING February 11, 2025 MINUTES

1. Call to Order

The Governance Committee Meeting was called to order at approximately 12:35 p.m. A quorum was established with a 3-0 Roll Call Vote.

Committee Members Present

Dr. Katrina Chase, Secretary

Other Board Members Present

Mr. Dwayne Blake, Vice Rector Mr. Jay Jamison

Committee Members Virtual

Mrs. Heidi Abbott, Chair Mr. Mike Andrews Mr. Gilbert Bland

Committee Members Absent

Mr. Delbert Parks

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. Aurelia T. Williams, Senior Vice Provost, Office of the Provost
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration
Mr. Clifford Porter, Vice President, University Advancement

Page 1 of 5

97

BOARD OF VISITORS

Governance Committee Meeting February 11, 2025 Dr. Justin L. Moses, Vice President for Operations, and Institutional Effectiveness

Dr. Leonard Brown, Vice President for Student AffairsMrs. Derika Burgess, Chief Audit ExecutiveDr. Dawn Hess, Chief Compliance OfficerDr. Melody Webb, Athletics DirectorMs. Sher're Dozier, Clerk to the University President for the Board of VisitorsMr. Christopher Gregory, Office of Information Technology

2. Recommend Approval of Electronic Participation

Mrs. Heidi Abbott, Mr. Mike Andrews, and Mr. Gilbert Bland, provided their reason for Electronic Participation. Mr. Jay Jamison motioned, seconded by Dr. Katrina Chase and with a 3-0 Roll Call vote, the Committee unanimously approved the virtual participation of Board Members, Mrs. Heidi Abbott, Mr. Mike Andrews, and Mr. Gilbert Bland.

3. Recommend Approval of the November 21, 2024, Governance Committee Minutes

<u>The Committee voted and unanimously approved with a 3-0 Roll Call Vote, the Minutes for</u> <u>the November 21, 2024, Committee Meeting, motioned by Dr. Katrina Chase, and seconded</u> <u>by Mr. Dwayne Blake.</u>

4. Old Business

None

5. New Business

Mr. Dwayne Blake informed that himself and Mr. Jay Jamison were appointed to serve on the

Governance Committee for the February 11, 2025 meeting.

6. Update: University Policies

Mrs. Heidi Abbott provided a reminder that the Governance Committee reviews the University Policies and Procedures.

7. Update: General Assembly Proposed Bills and SCHEV Policies

Page 2 of 5

BOARD OF VISITORS

Governance Committee Meeting February 11, 2025

Mr. Eric Claville provided insights into bills that will impact the Board of Visitors across the States. Mr. Claville reviewed five bills that are aligned with the institution and provided a brief description for each.

- HB1621 Delegate Laufer : Higher educational institutions, public; governing boards, nonvoting, advisory representatives.
- HB2421 Delegate Webert / SB1217 Senator Deeds: Baccalaureate public institutions of higher education; intercollegiate athletics programs; certain intrastate competition required.
- HB2452 Delegate Hodges: Baccalaureate public institutions of higher education; livestreaming, recording, and archiving boards of visitors meetings; closed sessions; guidelines.
- SB1247 Senator Durant / HB2186 Delegate Freitas: Public institutions of higher education; certain grants from and partnerships and agreements with foreign countries of concern prohibited; report.
- SB771 Senator Diggs: Christopher Newport University Board of Visitors; annual meetings.

8. Other Discussion Items

None

9. Adjournment

There being no further business, Mrs. Heidi Abbott adjourned the meeting at 1:45p.m. The Committee voted and unanimously approved with a 3-0 Roll Call Vote. Motioned by Mr. Dwayne Blake and second Dr. Katrina Chase.

Page 3 of 5

BOARD OF VISITORS Governance Committee Meeting February 11, 2025

Respectfully submitted,

Heidi Abbot, Chair Governance Committee

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

Page 4 of 5

100

BOARD OF VISITORS Governance Committee Meeting February 11, 2025

NSU BOV GOVERNANCE COMMITTEE ROLL CALL VOTE FEBRUARY 11, 2025

Item	Mrs. Heidi Abbott (Chair)	Mr. Delbert Parks	Dr. Katrina Chase	Mr. Mike Andrews	Mr. Gilbert Bland	Mr. Jay Jamison	Mr. Dwayne Blake	Totals
Quorum	Virtual	Absent	Yes	Virtual	Virtual	Yes	Yes	3-0
Recommendation Approval of Electronic Participation	V	А	Yes	V	V	Yes	Yes	3-0
Approval of the Minutes	Yes	А	Yes	Yes	Yes	Yes	Yes	3-0
Adjournment	Yes	А	Yes	Yes	Yes	Yes	Yes	3-0

Page 5 of 5

101

NSU B.O.V. GOVERNANCE COMMITTEE

April 15, 2025



AGENDA

- **Opening by Chair**
- **Approval of Electronic Participation**
- **Recommend Approval of October 1, 2024, Governance Committee Minutes**
- **Old Business**
- **New Business**
- **Update: General Assembly and SCHEV**
- **Motion-Closed Session**
- **Open Meeting Closed Meeting Certification and Motions**
- **Discussion of Other Items**
- □Adjournment

QUESTIONS & DISCUSSION



Audit, Risk, and Compliance Committee



BOARD OF VISITORS

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We see the future in you.

AGENDA BOARD OF VISITORS AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING

Tuesday, April 15, 2025 Dr. Harold Watkins II, Chair 11:30 a.m. to 12:30 p.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_cY52eI54Rb-rnj6BXJcYBg

- I. Call to Order/Establish Quorum
- II. Recommend Approval of February 11, 2025, Committee Minutes
- III. Discussion Items
 - a. Internal Audit, Ms. Derika Burgess
 - i. 2025 Internal Audit Charter/Action Item
 - ii. State of Internal Audit:
 - 1. Mission, Vision and Goals/Action Item
 - 2. Action, Trends and Aging Report
 - b. University Compliance, Dr. Dawn M. Hess
 - i. Compliance Assessments Status Updates
 - 1. Human Resources Compliance Assessment Status Updates
 - 2. Active Gap Closure Monitoring Status Updates
 - 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.

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

Page 1 of 1

106

DRAFT

BOARD OF VISITORS AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING February 11, 2025

MINUTES

1. Call to Order/Establish Quorum

Mr. Dwayne B. Blake, Committee Member, called the Audit, Risk and Compliance Committee meeting to order at approximately 9:28 a.m. A quorum was established with a 4-0 roll call.

Committee Members

Mr. Dwayne B. Blake The Honorable James W. Dyke, Jr. Mr. Conrad Mercer Hall

Committee Members Virtual

Dr. Harold L. Watkins II, Chair Mr. Gilbert T. Bland Mr. Edward Sanders

Additional Board Members

Dr. Katrina Chase (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
Ms. Derika L. Burgess, Chief Audit Executive
Dr. Dawn Hess, Chief Compliance Officer
Dr. DoVeanna S. Fulton, Provost and Vice President for Academic Affairs
Dr. Gerald Ellsworth Hunter, VP/Chief Financial Officer, Finance and Administration
Dr. Justin L. Moses, VP Operations and Chief Strategist for Institutional Effectiveness
Mr. Clifford Porter, Vice President for University Advancement
Dr. Aurelia Williams, Senior Vice Provost for Academic & Faculty Affairs
Dr. Melody Webb, Athletics Director
Dr. Melissa Barnes, Interim Associate Vice President for Enrollment Management
COP Brian K. Covington, University Police and Parking Services
Dr. Davida M. Harrell-Williams, Director for Auxiliary Enterprises and Services
Mr. Dennis Jones, Executive Budget Director

Page 1 of 14

Board of Visitors

Audit, Risk and Compliance Committee Meeting February 11, 2025

Mr. David R. Simon, Jr., Dean of StudentsMr. Terry G. Woodhouse, Interim Associate Vice President for Facilities ManagementMr. Christopher Gregory, Office of Information TechnologyMs. Sher're S. Dozier, Clerk to the University President/Liaison to the Board of VisitorsMs. Phillita Peeples, Executive Assistant to Internal Audit and Compliance

2. Recommend Approval of Electronic Participation

The Committee unanimously approved the electronic participation for Dr. Harold L. Watkins II, Mr. Gilbert T. Bland, 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. Conrad Mercer Hall.

3. Approval of the Minutes

Mr. Conrad Mercer Hall motioned, The Honorable James W. Dyke, Jr. seconded, and the Committee unanimously approved the Audit, Risk and Compliance Committee meeting minutes for November 21, 2024.

4. Discussion Items

University Compliance

Dr. Hess provided the annual Compliance Program update and annual Compliance Plan.

NSU Compliance Annual Update, Calendar Year 2024

NSU Compliance Program Fundamentals

• Oversight and Accountability

- o Board of Trustees Audit, Risk and Compliance Committee
- University Leadership
- Compliance Alliance
- Compliance Office $(2^{nd} \text{ Line of Defense})$
- \circ Compliance Partners (1st Line of Defense)

• Policy and Procedures

- Code of Ethics
- o NSU Policies
- o Written Programs
- o Dept/Unit Procedures

Page 2 of 14

Audit, Risk and Compliance Committee Meeting February 11, 2025

• Outreach and Education

- Compliance Trainings
- Compliance Alliance
- Compliance Partners

• Assessment and Monitoring

- o Internal Compliance Risk Assessment
- Monthly Partner Monitoring

• Communication and Reporting

- o Reporting Calendar
- o Requirements Inventory
- o Compliance Website
- o Leadership Meetings
- o Annual Report

• Reviews

- o Issues Tracking
- o Incident Response

• Gap Closure

- o Gap Closure Plans
- o Continuous Improvement Goals
- o Updating Policy and Procedures
- Long Term Strategy
 - o Evidence and Risk Based Decisions
 - Forecasting (*Developing*)
 - Training and Outreach
 - Evolving NSU Strategy (Developing)

Capability Maturity

NSU Compliance Capability Maturity 2024

- When an organization moves up the maturity model to a level 5, optimized, ownership spreads across the organization and becomes embedded within the culture.
- The elements of an effective Compliance program are measured by:
 - 5. Optimized
 - 4. Mature

Page 3 of 14

Audit, Risk and Compliance Committee Meeting February 11, 2025

- 3. Defined
- 2. Fragmented
- 1. Ad-hoc
- Compliance Capability Gap Analysis

Year	2024	2023	2022	2021
Monitoring	4	4	3.5	2
Compliance & Assessments	3	3	3	2
Training & Communication	3.5	3	3	2.5
Policies	3.4	3.4	3.4	3.4
Governance & Structures	4	4	3.5	2.3

Compliance Capability Maturity: 2025 Plans Forward

• Governance & Structure

University Compliance, along with Internal Audit, plan to implement an automated data management system

• **Policies**

Operations and Institutional Effectiveness plans to implement an automated process management system

• <u>Training</u>

University Compliance will track and report % complete on time compliancerelated training across the organization

• Assessment

University Compliance will formally document Institutional Compliance Assessment Overview, Framework, and Approach

• Monitoring

In 2025, University Compliance will track and report % complete on time compliance submissions and activities across the organization

Year End Summary

University Compliance Year End Summary 2024

Year	2024	2023	2022	2021
Current Year Matters Reported to UC	16	14	10	18

Page 4 of 14

Audit, Risk and Compliance Committee Meeting February 11, 2025

11, 2025	31	18	17	2
Current Year Matters Identified by UC				
Total Number of Matters	47	32	27	20

Non-Compliance

Year	2024	2023	2022	2021
Non-Compliance	19	25	21	5
Significant Non-Compliance	6	5	3	3
Total Number of Matters	25	30	24	8

UC Matters Open/In Process

Year	2024	2023	2022	2021
Open/In Process Current Year	20	7	15	3
Open/In Process from Prior Years	7	5	2	
Total Number of Matters	27	12	17	3

Compliance Matters

Year	2024	2023	2022	2021	TOTAL
Compliance Matters	47	32	27	20	126
Closed Compliance Matters 21-					99
24					

2024 Highlights with Compliance Partners

- Student Affairs has developed a Hazing policy in accordance with Code of Virginia §18.2-56 and Animals in Housing Program following ADA and VA Code § 36-96.3:1. Additionally they have developed a Drug-Free Schools and Colleges Report as per 34 CFR Part 86 and are currently working on fulfilling ADA compliance gap closures.
- Environmental Health and Safety has established a Hazardous Commodity Disclosure policy in compliance with federal and state laws. They have also created a Spill Prevention Control and Countermeasures plan as per 40 CFR Part 112 along with multiple supporting programs and SOPs.
- Campus Police created an interim policy for Protection and Safety of Minors on Campus in accordance with VA Code § 63.2-1509 (A)(18)].
- Operations and Institutional Effectiveness is implementing a policy management platform along with developing a new policy template. They are

Page 5 of 14

111

Audit, Risk and Compliance Committee Meeting February 11, 2025

refining the Nondiscrimination policy in accordance with federal and state civil rights laws.

- The department of Human Resources updated the Civility in the Workplace policy in compliance with DHRM Policy 2.35.
- Research and Innovation has recruited a Research Operations Coordinator who will serve as our Laser and Radiation Safety Officer in compliance with ANSI Z136.1 and NRC regulations.
- Sponsored Programs has developed an Animal Care and Use policy in alignment of the Animal Welfare Act. In addition, the OSP has crafted a Research Misconduct policy in adherence of federal and Sponsor requirements and have modernized the Timely Awards process flow.
- University Compliance has formulated a tracking mechanism to identify the percentage of completed on time compliance-related trainings, submissions, and activities across the organization. In July 2024, Compliance organized and hosted the inaugural virtual collaboration meeting with several VA university Compliance leaders. Additionally, University Compliance and Internal Audit selected an automated process management system.

Major Compliance Activities Since Inception

<u>2024</u>

- 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
- 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 leaders (invitees: UVA, VCU, VSU, JMU, GMU, ODU, Richmond, VA Tech)

Page 6 of 14

Audit, Risk and Compliance Committee Meeting February 11, 2025

<u>2023</u>

- 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

<u>2022</u>

- 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

<u>2021</u>

- 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

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.
- The division of Finance and Administration has an inventory of 231 compliance obligations that are comprised of 12 units.
- Operations and Institutional Effectiveness compliance obligations total is 141. The division is comprised of 6 units.
- The division of Academic Affairs has 32 compliance obligations from 4 units.

Page 7 of 14

Audit, Risk and Compliance Committee Meeting February 11, 2025

- Student Affairs has an inventory of 18 compliance obligation from 6 units.
- Communications & Marketing department has 2 compliance obligations and the President's Office/Compliance/Ethics has 8 compliance obligations inventoried.

2025 – 2026 Compliance Plan and Focus

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

Internal Audit

Mrs. Burgess presented on Leading Practices of an Internal Audit Function which include value, maturity, and hybrid work model and Internal Audit Actions and Trends.

Audit, Risk and Compliance Committee Meeting February 11, 2025

Leading Practices of Internal Audit Function

• Purpose

The Internal Audit function encompass Governance Framework, Assurance Framework, and the Audit Charter, which outlines the objectives, scope, and responsibilities.

• Position

The OIA remains independent from management to establish authority and reporting lines, the organizational structure, and the internal profile and its impact on the business.

• Process

The key steps in an audit process are Risk Assessment and Planning, Audit Execution, Issue Follow-up, and Technology and Tools.

• People

The Internal Audit personnel are governed by resource management, performance management, training and competence, as well as communication and knowledge management.

• Performance

The key metrics are measured by Quality Assurance, Monitoring, Relationship Management, and Reporting

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

Page 9 of 14

Audit, Risk and Compliance Committee Meeting February 11, 2025

• 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

Office of Internal Audit Maturity Model

ELEMENTOIAPerspectiveFocus on present with a retrospective look back toFocus on the pastthe past

Fact finder and key recommendations

rusted advisor (auditing and consulting) **Planning/Risk Focus** Enterprise risk-focused audit plan (full spectrum of risks) Leadership Authority CAE/Member of management **Reporting Lines** Audit Committee **Objective and Mandate** Enterprise risk assurance IT Auditing Consulting to improve IT infrastructure **Fraud Prevention and Detection** Proactive Governance IA as advisor/facilitator Technology Advanced used of technology and continuous assurance approach **Results** Dynamic Reporting

Style

Risk-based audit plan (Operational, compliance and financial risks)

IA Director

ARC Chair

Assurance on internal control systems and compliance GC's security, applications

Reactive and Proactive

Participant

Automated workpapers and proficient use of tech for data analysis

Assurance on key findings and units

• 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.

Page 10 of 14

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Audit, Risk and Compliance Committee Meeting February 11, 2025

The Information Technology Auditor has been selected and joined NSU as January 27, 2025.

Actions and Trends

- Corrective Action Status
 - OBS 0
 - MRA 8 (open 7/closed 1)
 - MRIA 57 (open 27/closed 30)

• Hotline Trends

- Job Performance 3 (2024 2 | 2023 1)
- Compensation -4(2024 3 | 2023 1)
- Abuse of Authority -6(2025 2 | 2024 2 | 2023 2)
- Waste 3 (2024 1 | 2023 2)
- Improver Hiring -2 (2024)
- Misrepresentation 2 (2025)

• Corrective Action Aging Report

- There are a collective of 5 aging audit reports in the areas of:
 - 1. LOTO
 - 2. Property
 - 3. Export Controls
 - 4. PreAwards
 - 5. Employment
- MRIA 27
- MRA 7
- OBA 0

5. Closed Meeting – Pursuant to Section 2.2-3711 – A - 1, 7, and 8 of the Code of Virginia

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

Motion by Mr. Dwayne B. Blake

Pursuant to Section 2.2-3711 – A - 1, 7, and 8 of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

(1) personnel matters regarding evaluation of performance of specific university departments where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and

Page 11 of 14

Audit, Risk and Compliance Committee Meeting February 11, 2025

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

and 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.

the President University Council Chief Audit Executive Chief Compliance Officer VP for Operations and Chief Strategist for Institutional Effectiveness Vice President for Student Affairs Dean of Students, and VP/Chief Financial Officer, Finance and Administration

6. Reconvene Open Meeting

Mr. Blake read the following motion, and with a 3-0 Roll Call Vote the Board unanimously approved.

Motion by Mr. Dwayne B. Blake

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. Public Comment

No public comments were made at this meeting.

Audit, Risk and Compliance Committee Meeting February 11, 2025

8. Adjournment

There being no further business, Mr. Dwayne B. Blake adjourned the meeting at 10:45 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

Page 13 of 14

Audit, Risk and Compliance Committee Meeting February 11, 2025

NSU BOV AUDIT, RISK AND COMPLIANCE COMMITTEE ROLL CALL VOTE

FEBRUARY 11, 2025

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	Dr. Katrina Chase (Complete Quorum)	Totals
Quorum	Virtual	Yes	Virtual	Yes	Virtual	Yes	Yes	4-0
Recommend Approval of Electronic Participation	V	Yes	V	Yes	V	Yes	Yes	4-0
Approval of the Minutes	V	Yes	V	Yes	V	Yes	Yes	4-0
Motion to go into Closed Meeting Pursuant to 2.2- 3711 – A - 1, 7, and 80f the Code of Virginia	V	Yes	V	Yes	V	Yes	Yes	4-0
Motion for Open Meeting	V	-	V	Yes	V	Yes	Yes	3-0
Adjourned	V	-	V	Yes	V	Yes	Yes	3-0

• Bonisha Townsend-Porter, Senior Associate Vice President for Student Affairs, proxied for Dr. Brown during closed session.

• The Honorable James Dyke, Jr. departed after closed session.

Board of Visitors Audit, Risk and Compliance Committee

April 15, 2025



<u>Agenda</u>

I. Internal Audit, Mrs. Derika Burgess

- 2025 Internal Audit Charter Action Item
- State of Internal Audit:
 - Mission, Vision and Goals Action Item
 - Action, Trends and Aging Report

II. University Compliance, Dr. Dawn M. Hess

- Compliance Assessments Status Updates
 - Human Resources Compliance Assessment Status Updates
 - Active Gap Closure Monitoring Status Updates

III. Closed Sessions

We see the future i



- Mandatory update from 2017
- VA State Auditors Requirement
- Formal document designed to define Audit's
 - Role
 - Authority
 - Responsibility
 - Position
- Benefits
 - Increases effectiveness of function
 - Establishes lines of communication
 - Sets clearer expectations

OIA Charter : Key Changes

IIA Requirement	OLD	NEW
Purpose of Internal Auditing: Internal auditing strengthens the organization's ability to create, protect, and sustain value by providing the board and management with independent, risk- based, and objective assurance, advice, insight, and foresight.	To provide independent and objective assurance, advisory, and investigative services designed to add value, improve internal controls, and strengthen the University's operations.	"To strengthen Norfolk State University's ability to create, protect, and sustain value by providing the Board of Visitors, President of the University and management with independent, risk-based, and objective assurance, advice, insight, and foresight."
Ethics and Professionalism: requirements for the behavior of internal auditors, including integrity, objectivity, competency, professional care, and confidentiality.	The work will be conducted in accordance with the Institute of Internal Auditors' mandatory guidance including the Core Principles for the Professional Practice of Internal Auditing, Definition of Internal Auditing, the Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing.	 Commitment to Adhering to the Global Internal Audit Standards of integrity, objectivity, competency, professional care, and confidentiality; as evidenced in our annual quality assessment program. Respect, meet and contribute to the expectations of the organization.

Global Internal Au

OIA Charter : Key Changes

IIA Requirement	OLD	NEW
Mandate: Required In those jurisdictions and industries where the internal audit function's mandate is prescribed wholly or partially in laws or regulations, the internal audit charter must include the legal requirements of the mandate.	No language required in previous version	Adhere to:requirements from Office of the State Inspector General who is charged with oversight of all state internal audit programs. relevant University policies, Governmental Auditing Standards of the Government Accountability Office (GAO). Generally Accepted Accounting Principles (GAAP.) Commonwealth of Virginia Information Technology (VITA) Resource Management Information Security Standard SEC530 as guidance.

OIA Charter : Key Changes

IIA 2025 Requirement	OLD	NEW
Board and Senior Management Responsibilities: roles and responsibilities of the board and President in overseeing internal audit functions.	Limited to the ARC: approve charter; the internal audit plan; resources; decisions regarding the appointment and removal of the CAE; Make appropriate inquiries of management and the CAE to determine whether there is inappropriate scope or resource limitations.	Expanded authority for both ARC and the President: Discuss essential conditions of the Audit function; ensure unrestricted access to data, premises and systems; have discussions on changes to be included in the charter.
CAE's Role: develop and implement a strategy that supports the strategic objectives of the organization and aligns with the expectations of the board, senior management, and other key stakeholders.	Scope and Responsibilities limited to governance activities of the organization; providing assurance and consulting services ; maintain sufficient knowledge and skills to perform duties.	Expanded to include the promotion of ethics; freedom from impairments; management of various IA functions; communication requirements with the Board, President and management.





Purpose and Definition

The Office of Internal Audit (Internal Audit) performs independent and objective assurance and advising activities that are guided by a philosophy of adding value to improve the operations of Norfolk State University (NSU), as defined by the Audit, Risk and Compliance Committee. The purpose of the internal audit function is to strengthen Norfolk State University's ability to create, protect, and sustain value by providing the Board of Visitors, President of the University and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

The internal audit function enhances Norfolk State University's:

- Successful achievement of its objectives.
- Governance, risk management, and control processes.
- Decision-making and oversight.
- Reputation and credibility with its stakeholders.
- Ability to serve the public interest.

Norfolk State University's internal audit function is most effective when:

- Internal auditing is performed by competent professionals in conformance with The IIA's Global Internal Audit Standards[™], which are set in the public interest.
- The internal audit function is independently positioned with direct accountability to the Board of Visitors.
- Internal auditors are free from undue influence and committed to making objective assessments.

Commitment to Adhering to the Global Internal Audit Standards

The Norfolk State University internal audit function will adhere to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, which are the Global Internal Audit Standards and Topical Requirements. The Chief Audit Executive will report annually to the Board of Visitors, President of the University and senior management regarding the internal audit function's conformance with the Standards, which will be assessed through a quality assurance and improvement program. Internal Audit may report that its operations are conducted in conformance with the Internal Auditors' International Professional Practices Framework, only if the results of the quality assurance and improvement program support the statement.

Mandate

The Virginia Acts of Assembly (Senate Bill 1477, Chapter 871 and House Bill 2076, Chapter 798) and the Code of Virginia (§ 2.2-307, § 2.2-313); establishes the Office of the State Inspector



General (OSIG) and charges the office with oversight of all state internal audit programs. Per OSIG General Directive 001, October 2023, such oversight includes ensuring internal audit programs:

1. Are reporting to the proper management level to conform with IIA standards to preserve maximum independence.

2. Are following the appropriate standards, as evidenced by compliance with periodic quality assessment reviews (QAR).

3. Are operating at an acceptable performance level in order to:

- a. Produce risk-based audit plans.
- b. Provide acceptable agency coverage.
- c. Produce appropriate reports for management, with an effective follow-up process in place to ensure corrective action is taken.

In addition, the internal audit activity will adhere to relevant University policies, Institute of Internal Auditors, and the Governmental Auditing Standards of the Government Accountability Office. Any aspects of financial auditing will be conducted in accordance with Generally Accepted Accounting Principles (GAAP.) Information Technology audits will utilize the Commonwealth of Virginia Information Technology Resource Management Information Security Standard SEC530 as guidance.

Authority

The internal audit function's authority is created by its dual reporting relationship to the Board of Visitors and the President of the University. Such authority allows for unrestricted access to the Board of Visitors and the Audit Committee. Norfolk State University's President, through the Board of Visitors, grants the internal audit function the mandate to provide the Board and senior management with objective assurance, advice, insight, and foresight.

The President and the Board authorizes the internal audit function to:

- Have full and unrestricted access to all functions, data, records, information, physical property, and personnel pertinent to carrying out internal audit responsibilities. Internal auditors are accountable for confidentiality and safeguarding records and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques, and issue communications to accomplish the function's objectives.
- Obtain assistance from the necessary personnel of Norfolk State University and other specialized services from within or outside Norfolk State University to complete internal audit services.

The CAE will be a de facto, non-voting, member of Executive Management and President's Extended Cabinet.



Independence, Organization and Reporting

The Chief Audit Executive will be positioned at a level in the organization that enables internal audit services and responsibilities to be performed without undue influence, thereby establishing the independence of the internal audit function. The Chief Audit Executive will report functionally to the Board of Visitors and administratively (including essential business functions) to the President of the University. This positioning provides the organizational authority and status to bring matters directly to senior management and escalate matters to the Audit Committee, when necessary, and supports the internal auditors' ability to maintain objectivity.

The Chief Audit Executive will confirm to the Board of Visitors, at least annually, the organizational independence of the internal audit function. If the governance structure does not support organizational independence, the Chief Audit Executive will document the characteristics of the governance structure limiting independence and any safeguards employed to achieve the principle of independence. The Chief Audit Executive will disclose to the Board of Visitors any interference internal auditors encounter related to the scope, performance, or communication of internal audit work and results. The disclosure will include communicating the implications of such interference on the internal audit function's effectiveness and ability to fulfill its mandate.

Changes to the Mandate and Charter

Circumstances may justify a follow-up discussion between the Chief Audit Executive, Board of Visitors, and President of the University on the internal audit mandate or other aspects of the internal audit charter. Such circumstances may include but are not limited to:

- A significant change in the Global Internal Audit Standards.
- A significant reorganization within the organization.
- Significant changes in the Chief Audit Executive, Board of Visitors, and/or senior management.
- Significant changes to the organization's strategies, objectives, risk profile, or the environment in which the organization operates.
- New laws or regulations that may affect the nature and/or scope of internal audit services.



Board of Visitors Oversight

The responsibilities of the Audit Risk and Compliance Committee are outlined in the Board of Visitors governing documents or Bylaws. To establish, maintain, and ensure that Norfolk States University's internal audit function has sufficient authority to fulfill its duties, the Board of Visitors will ensure the following "essential conditions," or activities which enable the function's success:

- Discuss with the Chief Audit Executive and senior management the appropriate authority, role, responsibilities, scope, and services (assurance and/or advisory) of the internal audit function.
- Ensure the Chief Audit Executive has unrestricted access to and communicates and interacts directly with the Board of Visitors.
- Discuss with the Chief Audit Executive and senior management other topics that should be included in the internal audit charter.
- Participate in discussions with the Chief Audit Executive and senior management about the "essential conditions," described in the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function.
- Approve the internal audit function's charter, which includes the internal audit mandate and the scope and types of internal audit services.
- Review the internal audit charter annually with the Chief Audit Executive to consider changes affecting the organization, such as the employment of a new Chief Audit Executive or changes in the type, severity, and interdependencies of risks to the organization; and approve the internal audit charter annually.
- Approve the risk-based internal audit plan.
- Advocate to senior management, for sufficient budget and resources allowing the internal audit function to fulfill its mandate and accomplish its audit plan.
- Provide input to the President on the appointment and removal of the Chief Audit Executive, ensuring adequate competencies and qualifications and conformance with the Global Internal Audit Standards.
- Receive communications from the Chief Audit Executive about the internal audit function including its performance relative to its plan.
- Ensure a quality assurance and improvement program has been established and review the results annually.
- Make appropriate inquiries of senior management and the Chief Audit Executive to determine whether scope or resource limitations are inappropriate.



President of the University Oversight

To establish, maintain, and ensure that Norfolk State University's internal audit function has sufficient authority to fulfill its duties, the President will:

- Discuss with the Chief Audit Executive and senior management the appropriate authority, role, responsibilities, scope and services (assurance and/or advisory) of the internal audit function.
- Discuss with the Chief Audit Executive and senior management other topics that should be included in the internal audit charter.
- Participate in discussions with the Chief Audit Executive and senior management about the "essential conditions," described in the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function.
- Approve the internal audit function's charter, which includes the internal audit mandate and the scope and types of internal audit services.
- Review the internal audit charter periodically with the Chief Audit Executive to consider changes affecting the organization, such as the employment of a new Chief Audit Executive or changes in the type, severity, and interdependencies of risks to the organization.
- Approve the risk-based internal audit plan.
- Approve the internal audit function's human resources administration and budgets.
- Approve the internal audit function expenses.
- Collaborate with senior management to determine the qualifications and competencies the organization expects in a Chief Audit Executive of Internal Audit, as described in the Global Internal Audit Standards.
- Authorize the appointment and removal of the Chief Audit Executive.
- Approve the remuneration of the Chief Audit Executive.
- Receive communications from the Chief Audit Executive about the internal audit function including its performance relative to its plan.
- Ensure a quality assurance and improvement program has been established.
- Review the results of the quality assurance and improvement program.
- Make appropriate inquiries of the Chief Audit Executive and management to determine whether scope or resource limitations are inappropriate.

Chief Audit Executive Roles and Responsibilities

Ethics and Professionalism

The Chief Audit Executive will ensure that internal auditors:



- Conform with the Global Internal Audit Standards, including the principles of Ethics and Professionalism: integrity, objectivity, competency, due professional care, and confidentiality.
- Understand, respect, meet, and contribute to the legitimate and ethical expectations of the organization and be able to recognize conduct that is contrary to those expectations.
- Encourage and promote an ethics-based culture in the organization.
- Report organizational behavior that is inconsistent with the organization's ethical expectations, as described in applicable policies and procedures.

Objectivity

The Chief Audit Executive will ensure that the internal audit function remains free from all conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matters of engagement selection, scope, procedures, frequency, timing, and communication. If the Chief Audit Executive determines that objectivity may be impaired in fact or appearance, the details of the impairment will be disclosed to appropriate parties.

Internal auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively such that they believe in their work product, do not compromise quality, and do not subordinate their judgment on audit matters to others, either in fact or appearance.

Internal auditors will have no direct operational responsibility or authority over any of the activities they review. Accordingly, internal auditors will not implement internal controls, develop procedures, install systems, or engage in other activities that may impair their judgment, including:

- Assessing specific operations for which they had responsibility within the previous year.
- Performing operational duties for Norfolk State University or its affiliates.
- Initiating or approving transactions external to the internal audit function.
- Directing the activities of any Norfolk State University employee that is not employed by the internal audit function, except to the extent that such employees have been appropriately assigned to internal audit teams or to assist internal auditors.

Internal auditors will:

• Disclose impairments of independence or objectivity, in fact or appearance, to appropriate parties and at least annually, such as the Chief Audit Executive, Board of Visitors, President of the University, management, or others.



- Exhibit professional objectivity in gathering, evaluating, and communicating information.
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid conflicts of interest, bias, and undue influence.

Managing the Internal Audit Function

The Chief Audit Executive has the responsibility to:

- At least annually, develop a risk-based internal audit plan that considers the input of the Board of Visitors and President of the University. Discuss the plan with the Board of Visitors and President of the University and submit the plan to the Board of Visitors for review and approval.
- Communicate the impact of resource limitations on the internal audit plan to the Board of Visitors, President and senior management.
- Review and adjust the internal audit plan, as necessary, in response to changes in Norfolk State University's business, risks, operations, programs, systems, and controls.
- Communicate with the Board of Visitors and President of the University if there are significant interim changes to the internal audit plan.
- Ensure internal audit engagements are performed, documented, and communicated in accordance with the Global Internal Audit Standards and laws and/or regulations.
- Follow up on engagement findings and confirm the implementation of recommendations or action plans and communicate the results of internal audit services to the Board of Visitors and President of the University quarterly and for each engagement as appropriate.
- Ensure the internal audit function collectively possesses or obtains the knowledge, skills, and other competencies and qualifications needed to meet the requirements of the Global Internal Audit Standards and fulfill the internal audit mandate.
- Identify and consider trends and emerging issues that could impact Norfolk State University and communicate to the Board of Visitors and President of the University as appropriate.
- Consider emerging trends and successful practices in internal auditing.
- Establish and ensure adherence to methodologies designed to guide the internal audit function.
- Ensure adherence to Norfolk State University's relevant policies and procedures unless such policies and procedures conflict with the internal audit charter or the Global Internal Audit Standards. Any such conflicts will be resolved or documented and communicated to the Board of Visitors and the President of the University.
- Coordinate activities and consider relying upon the work of other internal and external providers of assurance and advisory services. If the Chief Audit Executive cannot achieve



an appropriate level of coordination, the issue must be communicated to President of the University and senior management and if necessary escalated to the Audit Committee.

Communication with the Board of Visitors, President of the University and Senior Management

The Chief Audit Executive will report annually to the Board of Visitors, President of the University and senior management regarding:

- The internal audit function's mandate.
- The internal audit plan and performance relative to its plan.
- Significant revisions to the internal audit plan and budget.
- Potential impairments to independence, including relevant disclosures as applicable.
- Results from the quality assurance and improvement program, which include the internal audit function's conformance with The IIA's Global Internal Audit Standards and action plans to address the internal audit function's deficiencies and opportunities for improvement.
- Significant risk exposures and control issues, including fraud risks, governance issues, and other areas of focus for the Board of Visitors and the University President that could interfere with the achievement of Norfolk State University's strategic objectives.
- Results of assurance and advisory services.
- Resource requirements.

Quality Assurance and Improvement Program

The Chief Audit Executive will develop, implement, and maintain a quality assurance and improvement program that covers all aspects of the internal audit function. The program will include external and internal assessments of the internal audit function's conformance with the Global Internal Audit Standards, as well as performance measurement to assess the internal audit function's progress toward the achievement of its objectives and promotion of continuous improvement. The program also will assess, if applicable, compliance with laws and/or regulations relevant to internal auditing. Also, if applicable, the assessment will include plans to address the internal audit function's deficiencies and opportunities for improvement.

Annually, the Chief Audit Executive will communicate with the Board of Visitors, President of University and senior management about the internal audit function's quality assurance and improvement program, including the results of internal assessments (ongoing monitoring and periodic self-assessments) and external assessments. External assessments will be conducted at least once every five years by a qualified, independent assessor or assessment team from outside Norfolk State University; qualifications must include at least one assessor holding an active Certified Internal Auditor[®] credential.



Scope and Types of Internal Audit Services

The scope of internal audit services covers the entire breadth of the organization, including all of Norfolk State University's activities, assets, data security and personnel. The scope of internal audit activities also encompasses but is not limited to objective examinations of evidence to provide independent assurance and advisory services to the Board of Visitors and management on the adequacy and effectiveness of governance, risk management, and control processes for Norfolk State University.

The nature and scope of advisory services may be agreed with the party requesting the service, provided the internal audit function does not assume management responsibility. Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during advisory engagements. These opportunities will be communicated to the appropriate level of management.

Internal audit engagements may include evaluating whether:

- Risks relating to the achievement of Norfolk State University's strategic objectives are appropriately identified and managed.
- The actions of Norfolk State University's officers, management, employees, and contractors or other relevant parties comply with Norfolk State University's policies, procedures, and applicable laws, regulations, and governance standards.
- The results of operations and programs are consistent with established goals and objectives.
- Operations and programs are being carried out effectively, efficiently, ethically, and fairly.
- Established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact Norfolk State University.
- The integrity of information and the means used to identify, measure, analyze, classify, and report such information is reliable.
- Controls over program development, change control, applications, system security, databases, logical security and physical security are appropriately managed.
- Any system that processes any data of which the compromise with respect to confidentiality, integrity, and/or availability could have a material adverse effect on NSU interests, the conduct of NSU programs, or the privacy to which individuals are entitled.
- Resources and assets are acquired economically, used efficiently and sustainably, and protected adequately.



Approval and Signatures

Approved on _____

Derika Burgess

Chief Audit Executive

Dr. Harold Watkins

Chairman of the Audit, Risk and Compliance Committee

Javaune Adams-Gaston

University President and Chief Executive Officer

Revision History

Revision Date	Description/ Modification	Revision Section	Author
3/17/2017	Creation of Charter	N/A	H. Aristakesian
1/9/2018	Edits to incorporate new IIA Standards	See Redlined	H. Aristakesian
		Version	
03/19/2020	Update - University President Signature	Signature	H. Aristakesian
04/02/2024	Update – Committee Chair Signature	Signature	D. Burgess
03/27/2025	Conformance with 2025 IIA Global Standards resulting	Document	D. Burgess
	in changes to previous charter	Body	

Approval of Office of Internal Audit 2025 Charter

(A.R.C. Committee Action Item)

- Charter provides the organization with a framework for how the Office of Internal Audit will operate
- Helps the A.R.C. committee, Board and the President signal the value it places on internal audit's independence, objectivity and authority
- Establishes for the chief audit executive (CAE), reporting lines and behaviors relevant to performing the function's roles and responsibilities.



State of Internal Audit: Mission, Vision and Goals

Audit Purpose and Mission

Enhance and protect organizational value by providing risk-based and objective assurance, advice, insight and foresight (IIA 2025 Standards). In doing so, internal audit's mission is to help identify areas where improvements can be made to achieve operational excellence over achievement of its objectives, governance, risk and control processes, decision making, credibility and ability to serve the public.

Vision

To be recognized in providing superior internal audit services and inspiring stakeholders to continually promote operational effectiveness and efficiency.

Goals

- 1. Realign and expand the audit team to support emerging opportunities
- 2.Broaden management advice, training and consultation services
- 3. Improve the quality of the audit function

Strategy 1

Increase the depth of knowledge and audit approaches in strategic areas including research, human resources and information technology.

Strategy 2 Develop training tools regarding internal controls, fraud and ethics.

Strategy 3

A. Review and refresh the corrective action tracking program for timeliness and efficiency.

B. Build a knowledge warehouse to capture reportable data as an assist to senior management with future planning, assessments and other governance activities.





Independent and Objective: Assurance, Advice and Insight



Office of Internal Audit **Mission, Vision, and Strategic Goals** FY 2026

Institutional Mission:

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

Audit Purpose and Mission

The primary purpose of internal audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, insight and foresight. (IIA 2025 Standards). In doing so, the Office of Internal Audit's mission is to help identify areas where improvements can be made to achieve operational excellence over achievement of its objectives, governance, risk and control processes, decision making, credibility and ability to serve the public.

Vision

To be recognized in providing superior internal audit services and inspiring stakeholders to continually promote operational effectiveness and efficiency.

Goals

To achieve this mission and fulfill our vision, we have three strategic goals to strengthen the internal audit function.



and Insight



Goal #1: Realign and expand the audit team in support of emerging challenges and opportunities

- Reasoning: To maintain an effective team, we will need to adjust to provide the skills, experience, and flexibility required to meet the university's needs.
- Strategy: Increase the depth of knowledge and audit approaches in strategic areas of research, human resources and information technology by 1. Hiring competent talent to perform audit activities that support the orgs strategic plans 2. Utilizing training and support plans to acquire the capabilities to perform the needed audit functions.

Goal #2: Broaden our management advice, training and consultation activities

- Reasoning: Consulting services provide education on and facilitate strong governance, risk management, and control processes in addition to auditing controls that change with new systems, processes, or organizational restructuring.
- Strategy: Develop training tools regarding internal controls, fraud and ethics.

Goal #3: Improve the Quality of the Audit Function

- Reasoning: The function shall operate in conformance with the Global Internal Audit Standards and continually improve (IIA 2025 Standards).
- Strategies: 1. Review and refresh the corrective action tracking program for timeliness and efficiency. 2. Build a knowledge warehouse to capture reportable data as an assist to senior management with future planning, assessments and other governance activities.



Independent and Objective: Assurance, Advice and Insight



Wilson Hall 700 Park Avenue Suite 112 Norfolk VA 23504 www.nsu.edu/audit

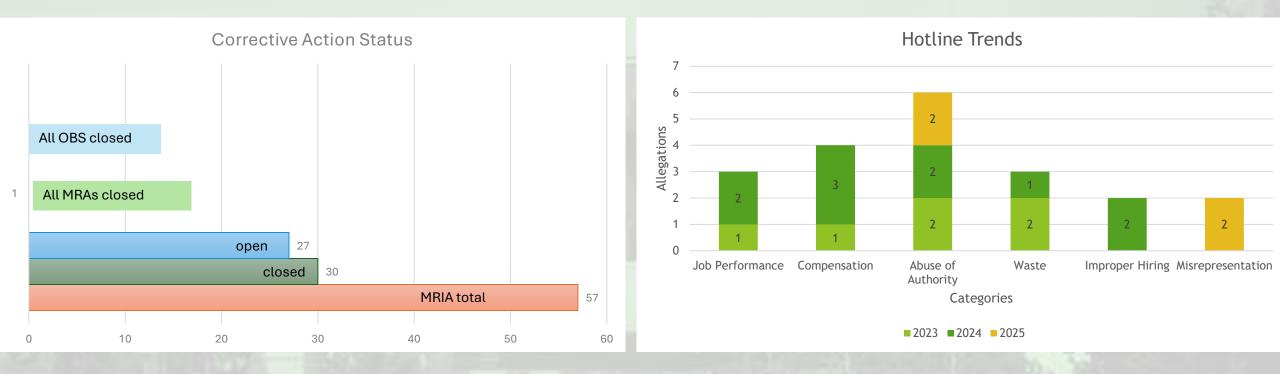
Status as Report as of XXXX

Approval of Office of Internal Audit FY2026 Mission, Vision Goals and Strategy

(A.R.C. Committee Action Item)



State of Internal Audit: Actions, Trends and Aging



		MAP		MRIA				MRA				OBS			
Audit	Date	Count	Count	Implemented MRIA	Overdue MRIA	Months Overdue	Count	Implemented MRA	Overdue MRA	Months Overdue	Count Imp	olemente	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	8	0		0	0	0		

University Compliance, Dr. Dawn M. Hess





Compliance Assessments and Gap Closure Monitoring Status Updates

	Human Resources Compliance Assessments, April 2025	Plan the Assessment		Compliance Review		Analyze and Perform Gap Assessment			Review an Key Stak	eholders	Develop Plan to Improve Compliance Posture		
	Assessment Area	Determine Objectives and Measurable Criteria		Determine Assessment Team	Data Collection	Review Current Controls	Document Findings	Identify Root Causes of Non- Compliance	Conduct Gap Assessment	Report Findings to Leadership	compliance	Develop Action Plan with Responsibilities	n Monitor Progress
Human Resources Compliance Assessments, Status Update 2025	Employee Separation												
	Retirement Data Candidate Selection & Recruitment												
	Background Checks												
	Conflict of Interest, Outside Employment, Familia Relationships												

	Gap Closure Monitoring of Compliance Assessments, April 2025	Plan the Assessment		Compliance Review		Analyze and Perform Gap Assessment			Review and Report to Key Stakeholders		Develop Plan to Improve Compliance Posture		
University-wide Active Gap Closure Plans, Monitoring Status Update 2025	Assessment Area	Determine Objectives and Measurable Criteria		Determine Assessment Team	Data Collection	Review Current Controls	Document Findings	Identify Root Causes of Non- Compliance	Conduct Gap Assessment	Report Findings to Leadership	Highlight Compliance Risks	Develop Action Plan with Responsibilities	
	Environmental, Health and Safety												
	ADA (Student)												

Questions

Academic and Student Affairs Committee



We see the future in you.

BOARD OF VISITORS

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

DRAFT AGENDA BOARD OF VISITORS ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING

Tuesday, April 15, 2025

Dwayne Blake, Chair (serving for Delbert Parks)

1:30 –3:00pm

Zoom Link: https://nsu-edu.zoom.us/webinar/register/WN cY52eI54Rb-rnj6BXJcYBg

- I. Call to Order/Establish Quorum
- II. Recommend Approval of Electronic Participation
- III. Recommend Approval of February 11, 2025, Committee Minutes
- **IV.** Discussion Items
 - a. Academic Affairs Update Dr. DoVeanna Fulton
 - i. Proposed New Degree & Certificate Programs
 - ii. Policy Review BOV Policy 3. Role of Faculty in University Governance
 - b. Student Affairs Update Dr. Leonard Brown
 - c. Enrollment Management Update Dr. Justin Moses
 - d. Athletics UpdateDr. 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
- Darrell "DJ" Jordan

Staff:

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

*The President participates in all Committee meeting

All times are approximate and the Board reserves the right to adjust its schedule as necessary. Page 1 of 1

DRAFT

NORFOLK STATE UNIVERSITY BOARD OF VISITORS (BOV) Academic and Student Affairs Committee Meeting Tuesday, February 11, 2025

I. Call to Order/ Establish Quorum

Mr. Dwayne Blake, Vice Rector, called the Academic and Student Affairs Committee meeting to order at 1:17 p.m. A quorum was established with a 4-0 roll call vote.

Committee Members Present

Mr. Dwayne Blake Mr. Jay Jamison

Committee Members- Virtual

Mr. Mike Andrews The Honorable James Dyke

Other Board Members Present

Dr. Katrina Chase Mr. Conrad Hall

Counsel Present

Pamela Boston, University Counsel and Senior Assistant Attorney General

NSU Administrators and Staff Present

Dr. Javaune Adams- Gaston, President Dr. Melissa Barnes, Enrollment Management Dr. Leonard Brown, Jr., VP Student Affairs Ms. Derika Burgess, Internal Audit Ms. Laurie Carpenter, Career Services Mr. Nathan Cochran, Athletics Mr. Dennis Jones, Budget Mr. Kentrell Kearney, Athletics Dr. Justin Moses, VP for Operations | Chief Strategist Mr. David Simon Jr., Dean of Students Mr. Marshall Thompson, Academic Affairs Ms. Bonisha Townsend- Porter, Student Affairs Ms. Davida Williams, Auxiliary Services Ms. Sher're Dozier, Clerk to the President & Board of Visitors Ms. Sharea' Williams, Executive Admin. for VP of Operations

II. Recommend Approval of Electronic Participation

The Honorable James Dyke and Mr. Mike Andrews provided their reasons for electronic participation. Dr. Katrina Chase motioned, second by Mr. Jay Jamison, with a 4-0 roll call vote, the Committee unanimously approved electronic participation of The Honorable James Dyke and Mr. Mike Andrews.

III. Recommend Approval of the November 21, 2024, Committee Meeting Minutes Mr. Conrad Hall motioned, second by Dr. Katrina Chase, with a 4-0 roll call vote, the Committee unanimously approved the November 21, 2024, Academic and Student Affairs Committee Meeting minutes.

IV. Discussion Items

a. Academic Affairs Update- Provost Fulton

- 1. Proposed General Education Curriculum Reform.
 - a. Another tool to increase student success.
 - b. The University Curriculum Committee voted to adopt a hybrid model of General Education.
 - c. General Education Goals:
 - 1. Culturally astute and global citizens
 - 2. Analytical and critical thinkers
 - 3. Effective communicators
 - 4. Life-long learners

A motion was made by Mr. Jay Jamison, second by Dr. Katrina Chase, with a 4-0 roll call vote. The committee unanimously approved the General Education Curriculum Reform.

- 2. Teaching Faculty Handbook Revisions.
 - a. The current handbook was last updated in 2021.

2.2.3 Associate/Assistant Deans

FIRST IS THE REVISION TO THE DESCRIPTIONS OF ASSOCIATE AND ASSISTANT DEANS. FIRST IS THE DELETION THAT ASSISTANT DEANS MUST BE TENURED. WHILE IT IS APPROPRIATE THAT ASSOCIATE DEANS ARE TENURED FACULTY, ASSISTANT DEANS DO NOT HAVE THE LEVEL OF DUTIES OR EXPERTISE THAT REQUIRE TENURE. ASSISTANT DEANS SUPPORT STUDENTS IN THE COLLEGE OR SCHOOL. REMOVING THIS PROVISION WILL ALLOW FOR TERM FACULTY TO SERVE IN THIS ROLE. THE OTHER REVISION TO THIS SECTION IS TO SPECIFY THAT ASSOCIATE AND ASSISTANT DEANS WILL BE EVALUATED ANNUALLY BY THE FACULTY, DEPARTMENT COMMITTEE, CHAIR,

AND DEAN OF THE COLLEGE OR SCHOOL. THIS CHANGE ENSURES THAT ASSOCIATE/ASSISTANT DEANS ARE BROADLY EVALUATED.

3.2.4 Removal of Department Chair

THE PROCESS FOR REMOVING A DEPARTMENT CHAIR HAS BEEN CLARIFIED TO READ A PEITION SIGNED BY A MAJORITY, MORE THAN 50% OF THE VOTING (TENURED AND TENURE-TRACK) FACULTY OF A DEPARTMENT IS REQUIRED TO REMOVE A DEPARTMENT CHAIR. THE DOCUMENT IN THE BOARD BOOK SAYS 51% OR MORE BUT WILL BE CHANGED TO MORE THAN 50% ON THE ADVICE OF LEGAL.

3.1.3, 3.3.3.3 Visiting Scholar, Scholar in Residence, and Artist in Residence

THE POSITIONS OF SCHOLAR IN RESIDENCE AND ARTIST IN RESIDENCE WERE ADDED TO VISITING SCHOLAR SECTION WITH A BRIEF DESCRIPTION OF THEIR ROLES (SECTIONS 3.1.3 & 3.3.3.3). THESE POSITIONS ALL NSU TO RECRUIT DISTINGUISHED PROFESSIONALS TO TEACH AND CONTRIBUTE TO CURRICULA AND THE NSU INTELLECTUAL COMMUNITY. THEY WOULD BE ONE YEAR APPOINTMENTS WITH THE POSSIBILITY OF RENEWAL WITH PROVOST'S APPROVAL. WHILE THE POSITIONS HAVE PRIVILEGES LIKE ACCESS TO THE LIBRARY AND PARKING

FACILITIES, THEIR STATUS DOES NOT GUARANTEE OFFICE SPACE, AND THEY DO NOT HOLD ACADEMIC RANK OR TENURE, THEY CANNOT SERVE ON FACULTY SENATE OR VOTE IN DEPARTMENTAL ELECTIONS.

3.4 and 3.5 Academic Ranks and Eligibility Requirements

FOR PURPOSES OF CONSISTENCY AND CLARIFICATION, MINOR REVISIONS WERE MADE TO 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, WHICH INCLUDED CLARIFICATION OF NUMBER OF ACADEMIC YEARS REQUIRED FOR SERVICE AT DIFFERENT RANKS.

IN SECTIONS 3.5.3 & 3.6.3.2, WE ADDED A STATEMENT THAT LOCATES THE RESPONSIBILITY WITH DEANS TO VERIFY THAT APPLICANTS FOR PROMOTION AND TENURE HAVE SERVED THE REQUISITE NUMBER OF YEARS.

3.6.3 DEPARTMENTAL TENURE AND PROMOTION REVIEW COMMITTEE

FOR PURPOSES OF CONSISTENCY SECTION 3.6.3 NOW INCLUDES A PROVISION FOR DEPARTMENTS THAT HAVE FEWER THAN 3 FACULTY ELIGIBLE TO SERVE ON THE DEPARTMENTAL TENURE AND PROMOTION REVIEW COMMITTEE. IN THESE CIRCUMSTANCES, THE DEPARTMENT CHAIR, IN CONSULTATION WITH THE DEAN, WILL APPOINT ENOUGH ADDITIONAL TENURED FACULTY MEMBERS FROM OTHER DEPARTMENTS WITHIN THE SAME COLLEGE OR SCHOOL. SOME OF YOU MAY RECALL THAT THIS WAS AN ISSUE WE ADDRESSED IN 2021. AT THAT TIME, IT WAS CHANGED IN ANOTHER LOCATION IN THE HANDBOOK. THIS REVISION IS JUST MAKING THE HANDBOOK CONSISTENT.

3.5.4 Denial of Promotion

IN SECTION 3.5.4, WE ADDED THE REQUIREMENT FOR AN EXPLANATION FOR DENIAL IS INCLUDED AT EVERY LEVEL IN THE PROCESS AND THE RIGHT OF THE FACULTY TO APPEAL THE FINAL DECISION OF THE PROVOST TO THE PRESIDENT OF THE UNIVERSITY. AGAIN, THIS IS A PROVISION STATED ELSEWHERE IN THE HANDBOOK SO THIS REVISION IS FOR CONSISTENCY.

3.5.3, 3.6.3.1, 3.6.3.2 Application Process for Promotion, Mid-Tenure Review and Tenure

THE MOST DETAILED REVISIONS ARE INCLUDED IN SECTIONS 3.5.3, 3.6.3.1, AND 3.6.3.2. THESE REVISION MODIFY THE TIMELINE FOR THE APPLICATION PROCESS FOR PROMOTION (SECTION

3.5.3), MID-TENURE-TRACK REVIEW (SECTION 3.6.3.1), AND TENURE (SECTION 3.6.3.2).

A motion was made by Mr. Jay Jamison, second by Dr. Conrad Hall, with a 4-0 roll call vote. The committee unanimously approved the Teaching Faculty Handbook revision.

b. Division of Student Affairs- Dr. Leonard Brown/ Ms. Bonisha Townsend Porter

- 1. The contract with Fort Norfolk has ended. Bringing staff inhouse to service Spartan Health Center, with hope of expanding services.
- 2. Demand for student housing over the past few years. Partnership with Proximity Housing, offering 145 beds.

- 3. 2 food pantries, clothes closet, along with emergency funding available to students.
- 4. ECMC funding for unplanned emergencies
- 5. CHEV funding for emergency needs
- 6. Student Freedom Initiative- funding for out-of-state students.
- 7. 90 companies have signed up for the career expo. 14 of the 90 are Federal agencies.

c. Enrollment Management Updates- Dr. Justin Moses

- 1. Three percent increase in students from last year.
- 2. 820 students originally accepted into the VCAN program. 673 of those students remain.
- 3. 88 VCAN students have graduated in 4 years. 7 students have graduated in less than 4 years.

d. Athletics- Dr. Melody Webb

- 1. Class action lawsuits
- 2. 2.78 billion dollars in back damages to be distributed over the next 10 years.
- 3. Impact on NSU is approximately \$231,000 annually deducted from our annual revenue distribution.
- 4. Division 1 schools will provide direct payment and increase benefits to student athletes up to 22% beginning the next academic year.
- 5. Surcharge on ticket sales to cover the expenses.
- 6. Positive media exposure with the naming of the new NSU head football coach Michael Vick.
- 7. Both basketball teams are currently ranked #1 in the MEAC.

There being no further business, Mr. Dwayne Blake adjourned the meeting at 2:58 p.m. With a 4-0 call vote, motion by The Honorable James Dyke, and a second by Dr. Katrina Chase.

Respectfully submitted,

Mr. Dwayne Blake, Vice Rector

Dr. Justin Moses,

Date

Date

Vice President of Operations| Chief Strategist

Mrs. Sharea' Williams,

Date

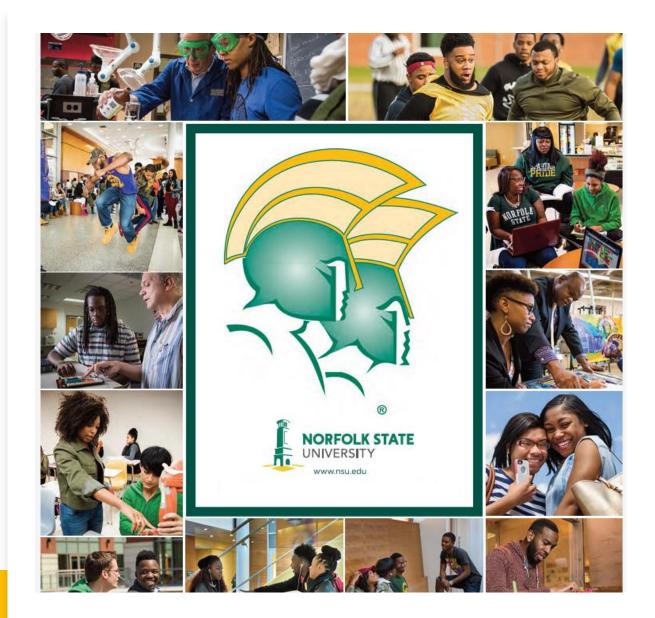
Executive Administrative Assistant

NSU BOV ACADEMIC AND STUDENT AFFAIRS COMMITTEE ROLL CALL VOTE February 11, 2025

Item Quorum	Mr. Delbert Parks (Chair)	Mr. Mike Andrews	Mr. Dwayne Blake	The Honorable James Dyke	The Honorable Lionell Spruill, Sr.	Mr. Jay Jamison	Dr. Katrina Chase	Totals
Quorum	Absent	Virtual	Yes	Virtual	Absent	Yes	Yes	4-0
Recommend Approval of Electronic Participation	A	V	Yes	V	A	Yes	Yes	4-0
Approval of the Minutes	Α	V	Yes	V	Α	Yes	Yes	4-0
Approval of General Education Reform	A	V	Yes	V	Α	Yes	Yes	4-0
Teaching Faculty Handbook Revision	A	V	Yes	V	A	Yes	Yes	4-0
Adjournment	A	V	Yes	V	Α	Yes	Yes	4-0

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

April 15, 2025



Agenda

- Academic Affairs Update
 - Proposed New Degree & Certificate Programs
 - Policy Review BOV Policy 3. Role of Faculty in University Governance
- Student Affairs Update
- Enrollment Management Update
- Athletics Update

157

Proposed New Degree & Certificate Program Academic Affairs



Academic Affairs: New Degree Program Proposals

College of Science, Engineering, & Technology

- Program: Doctor of Philosophy (Ph.D.) in Computer Science
- Department: Computer Science
- Credit Requirements: 45 semester credit hours for completion.
- Entry Pathways: The degree program has two entrance pathways: post-bachelor's degree (B.S.) and post master's (M.S.) degree. Students with a B.S. degree will be required to complete a minimum of 69 credit hours. Students with an M.S. degree are required to complete a minimum of 45 credit hours.

- Modality: Traditional face-to-face
- Year of Initiation: Fall 2026
- Program Specialty: The program will educate students to develop innovative computing solutions that address societal needs by providing advanced research training in diverse subfields, including machine learning, artificial intelligence (designing intelligent systems), cybersecurity (protecting data and networks), software engineering (developing reliable applications), and data science (analyzing large datasets), to help address Virginia's urgent demand for skilled professionals in these critical areas.
- Market Demand: Employment of computer and information research scientists is projected to grow 26 percent from 2023 to 2033, much faster than the average for all occupations. About 3,400 openings for computer and information research scientists are projected each year, on average, over the decade.

Summary of Projected Enrollments in Proposed Program

Ye	ar 1	Yea	ar 2	Yea	ar 3	Year 4 Target Year (2-year institutions)		(4-y	Year 5 Target Year (4-year institutions)		
20 <u>26</u>	- 20 <u>27</u>	20 <u>27</u>	- 20 <u>28</u>	20 <u>28</u>	- 20 <u>29</u>	20 <u>29</u> - 20 <u>30</u>		20 <u>30</u> - 20 <u>31</u>			
HDCT: 10	FTES: 9	HDCT: 15	FTES: 13.5	HDCT: 20	FTES: 14	HDCT: 25	FTES: 22.5	GRAD:	HDCT: 35	FTES: 32	GRAD: 12

159

Please note this program was originally approved by the BOV in 2021. Per SCHEV policy, programs must be approved within two years of submission.

Academic Affairs: Policy Review



BOV POLICY # 03 (2014) Faculty Role in University Governance

Policy Title:	Faculty Role in University Governance
Policy Type:	Board of Visitors
Policy No.:	BOV Policy # 03 (2014)
Approval Date:	March 19, 2021
Responsible Office:	Division of Academic Affairs
Responsible Executive:	Provost and Vice President for Academic Affairs
Applies to:	Academic Affairs

POLICY STATEMENT

The Board of Visitors of Norfolk State University (hereinafter, the "Board" or "BOV") wishes to formally recognize the role and contributions of faculty in the governance of the University in accordance with Comprehensive Standard 10.4 of the *Principles of Accreditation* (2018) of the Southern Association of Colleges and Schools Commission on Colleges. Subject to the legal obligations of the University and the approval of the Board, the faculty has an important responsibility in shaping and discharging actual instruction under the direction of the President. Consistent with the *Statement of Governance* (adopted by the Board on December 13, 2013 and amended in 2016), the BOV values the role of faculty in providing input on administrative policies that guide students, faculty, and staff of the University.

Authority for governance of the University is vested by statute in the Board of Visitors of Norfolk State University. All bylaws, handbooks, policies, regulations, and procedures for faculty, staff, students, administration, alumni, and other organizations of the University must be consistent with, or subordinate to the Bylaws and Policies of the Board of Visitors of Norfolk State University.

TABLE OF CONTENTS	PAGE NUMBER
Definitions	2
Role and Responsibilities Related to Academic Affairs	2
Board of Visitors	2
President of the University	2
University Faculty	3
Education and Compliance	4
Publication	4
Review Schedule	4
Related Documents	5



Triennial Review

Policy reviewed by General Counsel

Policy Title:	Faculty Role in University Governance
Policy Type:	Board of Visitors
Policy No.:	BOV Policy # 03 (2014)
Approval Date:	March 19, 2021
Responsible Office:	Division of Academic Affairs
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TABLE OF CONTENTS

PAGE NUMBER

Definitions	.2
Role and Responsibilities Related to Academic Affairs	.2
Board of Visitors	.2
President of the University	.2
University Faculty	.3
Education and Compliance	.4
Publication	.4
Review Schedule	.4
Related Documents	. 5

DEFINITIONS

Faculty Representative Body: Refers to the representative body of the faculty consisting of members elected from each of the colleges and schools of the University and is known as the Faculty Senate.

University Governance: For purposes of this policy, University Governance consists of the groups or individuals listed in the following order of approval authority:

- 1. Board of Visitors
- 2. President
- 3. Provost and Vice President for Academic Affairs
- 4. Vice Presidents
- 5. Faculty Representative Body
- 6. Student Representative Body

Refer to Statement of University Governance in Board Policy # 01 (2014) <u>Creating and</u> <u>Maintaining Policies</u> and <u>Statement of Governance</u> (adopted by the Board on 12/13/2013).¹

ROLE AND RESPONSIBILITIES RELATED TO ACADEMIC AFFAIRS

Board of Visitors

The role and responsibilities of the Board (or its designee) related to Academic Affairs, as specified in the *Code of Virginia*, include but are not limited to: the selection and appointment of the University President, the university's chief executive officer; adopting regulations or policies for the employment and dismissal of professors, teachers, instructors, and other employees; appointing, and fixing the of salaries of professors; adopting regulations and policies for the acceptance and assistance of students, and for the conduct of students; and fixing the rates charged to students for tuition, mandatory fees, and other necessary charges.

The BOV prescribes the duties of the President, who is the chief executive officer of the University, and has delegated certain authority and responsibilities to the President. The President has delegated certain of these responsibilities related to academics to the Provost and Vice President for Academic Affairs and to the University faculty. The delegation of certain responsibilities and necessary authority is not a process of abdication; responsibility for overall performance and outcomes remains with the delegator.

President of the University

The President is the chief executive officer of the University and responsible for the principal administrative direction and management of the institution subject to the authority of the Board of Visitors. The President has certain authority and responsibilities delegated to him/her by the Board

¹ This policy is adapted from the University of Virginia, Policy ID BOV-006, Faculty Role in University Governance (2013).

as defined by the Board Bylaws, as from time to time amended. Generally, all communication of an official nature directed to the Board of Visitors shall be channeled through the Office of the President and subsequently forwarded to the Board of Visitors within a reasonable time.

University Faculty

The University faculty has the right to select a representative body for efficiency of operation to facilitate the participation, communication, role and responsibilities of the faculty at the University. The faculty may also provide the Provost and Vice President for Academic Affairs advice and counsel on other academic matters.

Faculty have primary responsibility for fundamental academic areas such as curriculum, subject matter and methods of instruction, research, faculty recruitment and status, degree requirements, and the aspects of student life that relate to academic progress. The University faculty recommends approval of the establishment of new degree programs and major modifications to existing degree programs.

Through its representative body, the Faculty Senate, and designated committees, faculty will participate in other matters that concern the operation and welfare of the University and have reasonable opportunity to participate in the process for recommending amendments to the Teaching Faculty Handbook.

A member of the University faculty will be selected by the Board from a list of three faculty members elected by the faculty to serve as an advisory, non-voting member to the Board in all open session meetings. The Faculty Senate will oversee the process and provide the list of faculty and their supporting biographical information to the Provost and Vice President for Academic Affairs and the President no later than 14 calendar days prior to the first meeting of the Board of Visitors. The selected faculty member serves a term of not less than one 12 month period, which shall be coterminous with the fiscal year. The faculty representative may attend and participate in a non-voting capacity in all open session meetings; and, in accordance with BOV Bylaws, may participate in closed meetings only as requested by the Board. A substitute is not permitted. University faculty member may serve on BOV committees upon request by the Board of Visitors; or on University committees by request of the President, Vice Presidents, or other administrative officer of the University.

Through all of these mechanisms, University faculty share their expertise and insights on academic matters with the members of the Board of Visitors, President, Provost and Vice President for Academic Affairs, and Vice Presidents.

Nothing prohibits the Board of Visitors from excluding the faculty representative from discussions of faculty grievances, faculty or staff disciplinary matters, or salaries, or other matters. See *Code of Virginia* § 23.1-1300(I).

EDUCATION AND COMPLIANCE

Faculty will be required to take a mandatory Awareity's MOAT review of this policy. Upon reading this policy, each faculty will be required to sign an Acknowledgement Form. Both documents are contained within Norfolk State University MOAT Vault. To reinforce understanding of this policy, the policy will be shared with new faculty/staff during orientation.

Tracking will be utilized to ensure compliance with completing the Acknowledgement Form in MOAT.

Failure to comply with this requirement will be reported to the employee's supervisor. Additionally, failure to comply with this requirement will result in OIT revoking access to NSU's email, electronic doors, networks, and student systems. The reinstatement process requires a reinstatement form to be completed and signed by a supervisor and could take several days for the process to be completed.

PUBLICATION

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

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

Failure to satisfy procedural requirements does not invalidate this policy.

REVIEW SCHEDULE

Next Scheduled Review: March 2024

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

Revision History: April 27, 2016; May 8, 2015; May 6, 2016; August 28, 2017; September 15, 2017

Supersedes: None

RELATED DOCUMENTS:

BOV Policy # 01 (2014) Creating and Maintaining Policies

Board Bylaws

Statement of Governance (adopted by the Board on 12/13/2014)

Policy Library

Code of Virginia § <u>23.1-1300(G) and (I)</u> regarding faculty representatives to the boards of visitors.

Division for Student Affairs

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





Spartans Can Go Anywhere... Employment, Graduate School!







International Students







International Student Population by Country

There are currently **96 (Active)** international students from various countries. There are **24** graduate international students admitted for **Fall 2025**



Student and Exchange Visitor Information System

The SEVIS Recertification is 2 years, with the current one expiring on March 26th, 2027

Australia (1)	Cote D'Ivoire (1)	Kenya (14)
Bangladesh (3)	France (3)	Pakistan (1)
Barbados (1)	Germany (1)	Poland(3)
Belarus (20)	Ghana (37)	Romania (2)
Bosnia (1)	India (9)	Russia (1)
Canada (1)	Iran (1)	Turkey (1)
Columbia (2)	Cote D'Ivoire (1)	Vietnam (3)



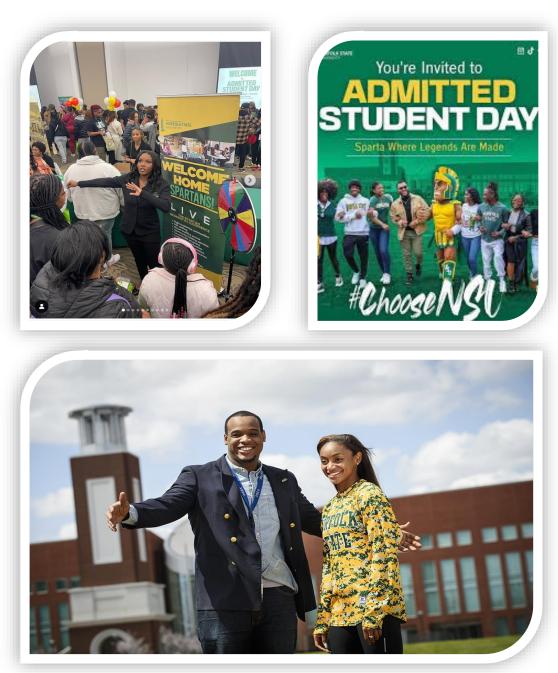
Spartan Health Center





Enrollment Management Update





Admitted Student Day

- Saturday April 5, 2025
- Total Participants = 1407
 - Admitted Student Attendance = 749
 - 716 Freshmen
 - 33 Transfer
 - Guests 658

2025 Admissions Overview

		Applica	itions	Admitted			
METRIC	2025	2024	% 1 Yr. Diff.	2025	2024	% 1 Yr. Diff.	
STUDENT TYPE							
First Time Freshman	14945	13852	7.89%	9540	8510	12.10%	
NSU Second Degree	9	3	200.00%	2	1	100.00%	
Readmit Student	2	1	100.00%	-	1	-100.00%	
Transfer	677	635	6.61%	130	91	91	
Undergraduate No-Degree/Certificate	51	35	45.71%	-	1	1	
TOTAL	15684	14526	7.97% 173	9672	8604	12.41%	



Department of Athletics



GOLD STANDARD

"The Standard is the Standard" ✓ REGULAR SEASON CHAMPIONS

✓ MEAC CHAMPIONS

✓ NCAA TOURNAMENT APPEARANCES

✓ ATHLETICS DEPARTMENT
 5 CHAMPIONSHIPS
 THUS FAR 2024-2025

✓ NCAA DI TRACK AND FIELD

✓ GRADUATION SUCCESS 89%





R

Increased Ticket Prices to align with industry standards (comparable to MEAC, Hampton, ODU, and W&M), the program can generate additional revenue.

Sponsorships can increase significantly, attracting corporate partnerships, local & national brands & media sponsors looking to align with a successful, high-visibility program. Ancillary Revenue includes income generated from parking, concessions, merchandise sales, and other sources boosted by enhanced attendance.

Ancie

Game Guarantees: High-profile matchups with payout guarantees drive revenue, media exposure, and enhanced branding.

176

Softi Vition Softi Vition Increased Donor Contributions: Energized alumni and donors, leading to a surge in financial support and contributions to the program.

Ticket Sales

Contributions

Guarantee

Ancillary

Revenue

Guarantee
Ticket Sales
Ancillary Revenue
Sponsorships
Contributions

Е

N U E S T R E A M



Questions



Thank You!

