

Board of Visitors Meeting

Student Center Board Room, Suite 301

700 Park Avenue

Norfolk, VA, 23504

October 23-24, 2025



AGENDA
BOARD OF VISITORS COMMITTEE MEETINGS
Thursday, October 23, 2025

Times are approximate

Dr. Kim W. Brown, Rector
Dr. Javaune Adams-Gaston, President
Staff: Sher're Dozier, Clerk to the University President for the Board of Visitors

Campus Location: NSU Student Center, Suite 301, 3rd Floor **BREAKFAST Served 9:00 a.m.**

- 10:00 a.m. **Strategic Finance Committee** Mr. Jay Jamison, Chair
- 11:30 a.m. **Audit, Risk, and Compliance Committee** Mr. Delbert Parks, Chair
- 12:30 p.m. **Lunch**.....
- 1:30 p.m. **Governance Committee** Ms. Heidi Abbott, Chair
- 2:30 p.m. **Academic and Student Affairs Committee** Mr. Gilbert Bland, Chair
- 4:00 p.m. **Other Comments**
- 4:30 p.m. **Adjournment**
- 5:00 p.m. **Event at the Lyman Beecher Brooks Library Rotunda:**
No BOV Business Discussions

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

The President participates in all Committee meetings.

The Norfolk State University Board of Visitors will meet October 23, 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:

LINK https://nsu-edu.zoom.us/webinar/register/WN_o6EkIGD3SbGe_mSC0j8rwg

October 23, 2025, at 10:00 a.m.

Registering will allow participants to attend virtually or by phone. Information on public comment is provided in the notes tab via zoom. Public comment should address only the items listed on the agenda.

If there is any interruption in the broadcast of the meeting, please contact 757-755-4370.

All times are approximate and the Board reserves the right to adjust its schedule as necessary.
In compliance with the Virginia Freedom of Information Act, please be advised that during the course of this meeting there will be no opportunity for public comment.

BOARD OF VISITORS

700 Park Ave., Student Center Board Room, Suite 301,
P: 757-823-8670 | F: 757-823-2342 | nsu.edu

AGENDA

Times are approximate

BOARD OF VISITORS MEETING

Friday, October 24, 2025

Dr. Kim W. Brown, Rector

Dr. Javaune Adams-Gaston, President

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

Campus Location: NSU Student Center, Suite 301, 3rd Floor

BREAKFAST Served 8:00 a.m.

Electronic Meeting Participation: See information on page 3 of the agenda

- 8:30 a.m. **Executive Committee Closed Session**Dr. Kim W. Brown, Rector
- 9:00 a.m. **Call to Order/Establish Quorum**.....Dr. Kim W. Brown, Rector
- 9:05 a.m. **Approve Virtual Participation**..... Dr. Kim W. Brown, Rector
- 9:10 a.m. **Opening Remarks**Dr. Kim W. Brown, Rector
Dr. Javaune Adams-Gaston, President
- 9:25 a.m. **Consent Agenda** – Recommend Approval of the following minutes:
– May 9, 2025, Board Meeting Minutes
- 9:40 a.m. **Academic and Student Affairs Committee Update**Mr. Gilbert Bland, Chair
- 10:00 a.m. **Audit, Risk and Compliance Committee Update**.....Mr. Delbert Parks, Chair
- 10:20 a.m. **Strategic Finance Committee Update**..... Mr. Jay Jamison, Chair
- 10:40 a.m. **BREAK (15 minutes)**
- 10:55 a.m. **Governance Committee Update**..... Ms. Heidi Abbott, Chair
- 11:15 a.m. **Student Representative Update** Ms. A’Kiera Grant
- 11:30 a.m. **Faculty Representative Update**Dr. Shaun Anderson
- 11:45 a.m. **State of the University**.....Dr. Javaune Adams-Gaston, President
- 12:15 p.m. **Working Lunch/ Action Items**

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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).

- 1:00 p.m. **MOTION – CLOSED MEETING – Pursuant to §2.2-3711A. 1, 4, 7, and 8, Code of VA**
- 2:15 p.m. **OPEN MEETING**
- 2:20 p.m. **OLD BUSINESS**
- 2:30 p.m. **NEW BUSINESS**
- 2:40 p.m. **PUBLIC COMMENT**
- 2:45 p.m. **ADJOURNMENT**

The Norfolk State University Board of Visitors will meet October 24, 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:

LINK

https://nsu-edu.zoom.us/webinar/register/WN_o6EkIGD3SbGe_mSC0j8rwg

October 24, 2025, at 9:00 a.m.

Registering will allow participants to attend virtually or by phone. Information on public comment is provided in the notes tab via zoom. Public comment should address only the items listed on the agenda.

If there is any interruption in the broadcast of the meeting, please contact 757-755-4370.

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Strategic Finance Committee



AGENDA
BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING

October 23, 2025, at 10:00 a.m.

Mr. Jay Jamison, Chair

Campus Location

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
Student Center, 3rd Fl., Suite 301

Zoom Webinar Participation: https://nsu-edu.zoom.us/webinar/register/WN_o6EkIGD3SbGe_mSC0j8rwg

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of April 15, 2025, Committee Minutes**
- IV. Discussion Items**
 - A. Quarterly Financial Report
 - B. Fall 2025 Revenue Report
 - C. Facilities Update
 - D. Legislative Affairs Update
 - E. Human Resources Update
 - F. Operations & Institutional Effectiveness Update
 - G. Information Technology and Security Update
 - H. University Advancement Update
- V. Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**
- VI. Open Meeting**
 - Closed Meeting Certification
- VII. Adjournment**
 - Strategic Finance Committee**

Mr. Jay Jamison, <i>Chair</i>	Mr. Delbert Parks
Mr. Darrell DJ Jordan	Mr. Conrad Hall

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*, Dr. Tanya White, *Vice President & Chief of Staff*, Eric Claville,
Special 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 (except where indicated).

BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
April 15, 2025
MINUTES

1. Call to Order/Establish Quorum

Mr. Jamison, Chair, called the Strategic Finance Committee to order at approximately 8:44 a.m.

A quorum was established by a 5-0 Roll Call vote. Mr. Dwayne B. Blake set in to complete the quorum.

Present Committee Members

Mr. Jay Jamison, Chair
Ms. Heidi Abbott
Mr. Dwayne B. Blake
Dr. Katrina Chase
Dr. Harry Watkins, II

Virtual Committee Members

None

Absent Committee Member

Mr. Conrad Hall

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
Dr. Tanya S. White, Chief of Staff
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

No Electronic Participation

3. Recommended Approval of the Committee Minutes

A motion was made by Mr. Watkins and second by Dr. Chase with a 5-0 Roll Call vote to approve the February 11, 2025, meeting minutes.

4. Discussion Items

• **Quarterly Financial Report (As of February 28, 2025)**

Dr. Gerald Ellsworth Hunter, Vice President for Finance and Administration, presented the Revenue and Expense Budget Report as of February 28, 2025.

- Actual revenue totaled \$328,87,000 and Actual expenses totaled \$225,919,000 for a positive Fund balance of \$328,871,448 million through February 28, 2025.
- E&G tuition and fees ahead of schedule with 95% collected.
- The percentage of the budget collected in revenue is 119%.
- Year End total revenues are at \$332 Million.

• **Debt Management Policy Compliance – Board Certification**

- Debt Burden included principle, interest, and annual debt service for FY2023 total operating expenses \$225,199,146 with annual debt service of \$6,735,881 (2.99%); debt service coverage ratio operating loss plus non-operating revenue plus depreciation at \$52,252,292 (7.76%).
- Debt Burden included principle, interest, and annual debt service for FY2024 total operating expenses \$229,566,398 with an annual debt service of \$8,809,482 (3.84%); debt service coverage ratio operating loss plus non-operating revenue plus depreciation at \$28,607,583 (3.25%).

• **WNSB -FM Radio Station Audit**

- Dr. Hunter presented a quick overview of the WNSB FM Radio Station Audit findings. He stated that there was a recommendation that written procedures are maintained on the accumulation and financial reporting, otherwise, straightforward with no red flags.

- **FY2025-26 Tuition and Fees Recommendation**

Mr. Dennis Jones reported on the tuition and fees and recommended a 2.5% increase in tuition fees for all students. In addition, he recommended a 3% increase for housing, dining and mandatory fees. A resolution was presented for approval.

Recommended Approval of the FY2025-26 Tuition and Fees

A motion was made by Dr. Chase and second by Mr. Wakins with a 5-0 Roll Call vote to approve the FY2025-26 Tuition and Fees Recommendation

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 (SCHEY), 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.

Signature

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

Date _____

- **FY2025-26 Proposed Operating Budget**

Dr. Hunter and Mr. Dennis Jones, Executive Director for Planning and Budget, presented the operating budget proposal recommendations of a 3% increase in salaries and 1.5% for bonuses for employees. Dr. Hunter also presented a discussion of the budget assumptions, tuition & fees recommendation, tuition & fees resolution, operating budget recommendation, and operating budget resolution. A resolution was presented for approval.

Recommended Approval of the FY2025-26 Operating Budget

- **A motion was made by Ms. Abbott and second by Dr. Chase with a 5-0 Roll Call vote to approve the FY2025-26 Operating Budget Recommendation**

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 _____th 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 _____

- **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 as well as the General Assembly Conference Report: General Assembly Conference Report, Governor's Budget Recommendations, NSU on the Hill, and Choir in DC – Commonwealth Coffee events.

- **Human Resources Update**

Dr. Justin Moses, Vice President for Operations & Institutional Effectiveness, provided the Division of Operations Updates:

- Human Resources
 - ✓ Continued development on the Workday HCM/ERP Project Client Services Managers
 - ✓ Development of Standard Operating Procedures and Processes
 - ✓ Personnel Searches
- **Institutional Effectiveness and Planning**

- ✓ Data Governance – Defining Student Success Summit – April 1-3.
- ✓ Dashboards Now Live.
- ✓ and analysis.
- **Institutional Effectiveness & Research**
- **Information Technology and Security**
 - ✓ IT Systems Projects
 - ✓ Client Services
 - ✓ New Client Services Manager
 - ✓ Policy Updates
- **University Advancement Update**

Mr. Clifford Porter, Vice President for University Advancement, presented a thorough assessment of the following University Advancement accomplishments and goals:

- ✓ Behold Winter 2025 Issue with Ms. Lorie McCowan COO NSU Foundation with a focus on the “Now Is Our Time” Comprehensive Campaign
- ✓ Social Media Engagements
- ✓ Fundraising Goal – \$90 Million which is at 93% of goal
- ✓ 90th Anniversary Founders Day Celebration, September 18, 2025
- ✓ President’s Gala, September 19, 2025
- ✓ New Board Members as of July 2024 and as January 2025

Mr. Porter presented a naming resolution to the Strategic Finance Committee to request approval from the Board of Visitors to name the Hall of Fame Lobby after Coach Charles Christians at Norfolk State University. The naming resolution will be called the Charles O. Christian Hall of Fame Lobby.

A motion was made by Mr. Sanders and seconded by Ms. Abbot with a 5-0 Roll Call vote to recommend to the Norfolk State University Board of Visitors the approval of the Charles O. Christian Hall of Fame Lobby as permitted by §2.2-3711A.1,4,7 and 8, Code of Virginia.

NORFOLK STATE UNIVERSITY
RESOLUTION TO NAME
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

7. Adjournment

There being no further business, the Committee Meeting adjourned at approximately 10:30 a.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

Roll Call Vote April 15, 2025
Strategic Finance Committee

Item	Mr. Jay Jamison (Chair)	Mrs. Heidi Abbott	Dr. Katrina Chase	Mr. Dwayne Blake (Quorum)	Mr. Conrad Hall (Absent)	Mr. Edward Sanders	Dr. Harold Watkins, II	Totals
Quorum	Y	Y	Y	Y	-	Y	Y	5.0
Recommended Approval of Electronic Participation	-	-	-	-	-	-	-	5.0
Approval of the Meeting Minutes	Y	Y	Y	Y	-	Y	Y	5.0
Recommended Approval of Naming Resolution - Charles O. Christin Hall of Fame Lobby	Y	Y	Y	Y	-	Y	Y	5.0
Adjourned	Y	Y	Y	Y	-	Y	Y	5.0

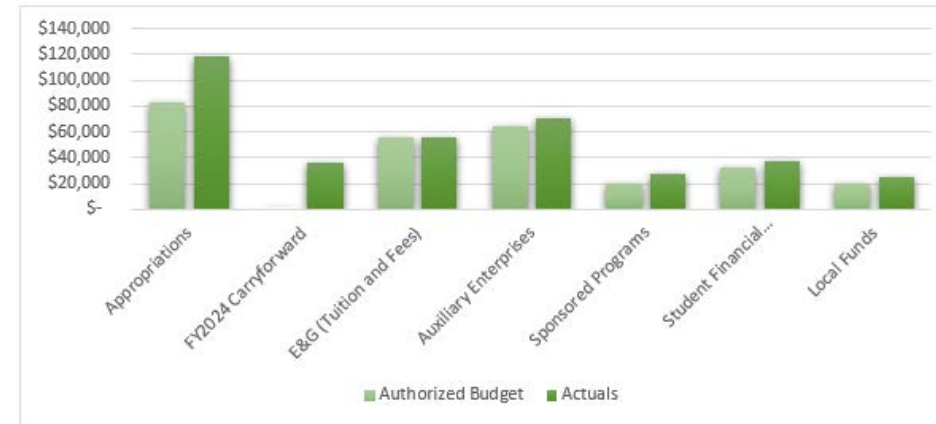
NORFOLK STATE UNIVERSITY



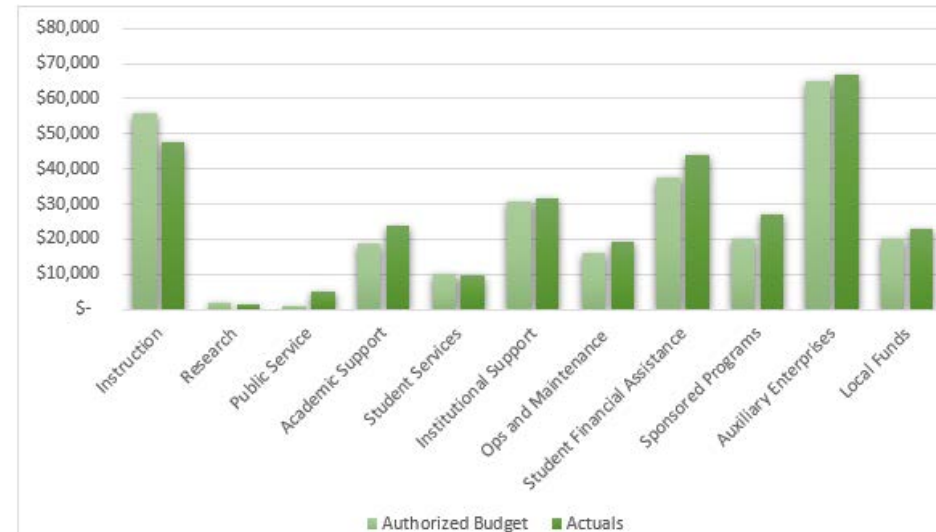
We see the future in you.

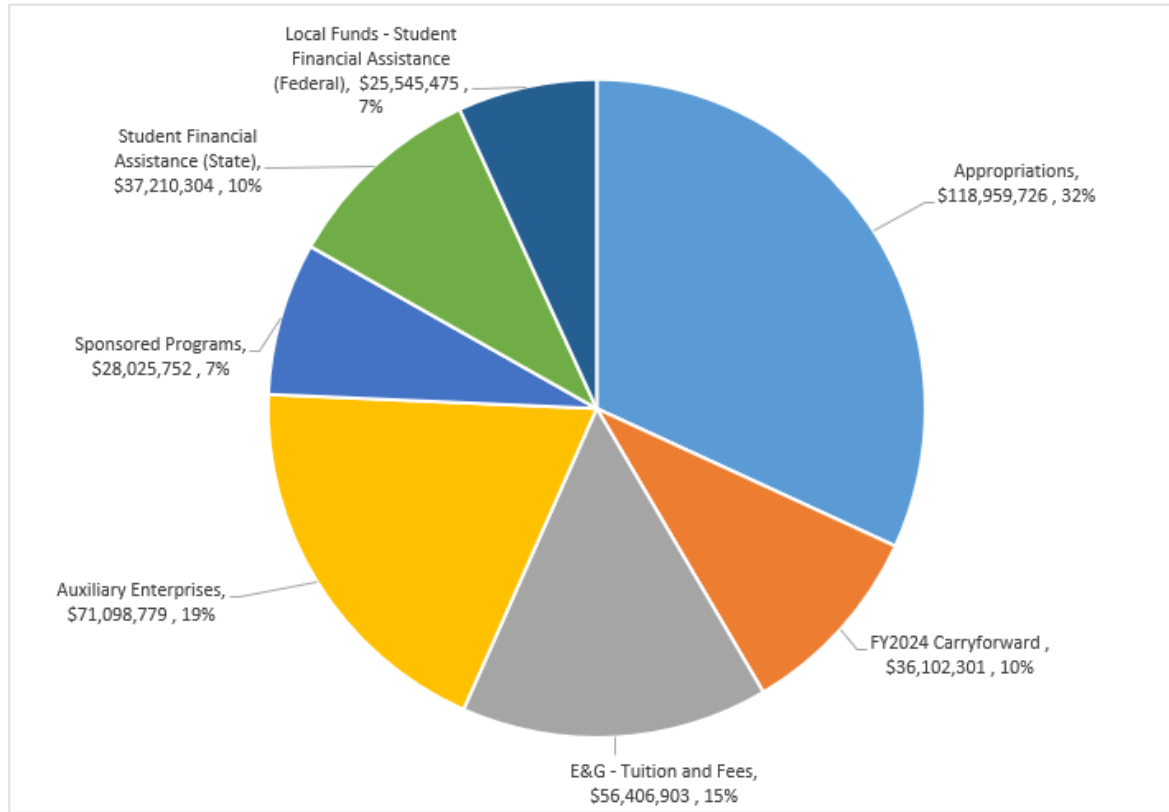
Dr. Gerald Ellsworth Hunter, Vice President
Board of Visitors Meeting ~ Finance and Administration Committee

<u>Revenues</u>	<u>Authorized</u> <u>Budget</u>	<u>Actuals</u>	<u>% of Budget</u> <u>Collected</u>
Appropriations	\$ 82,502	\$ 118,960	144%
FY2024 Carryforward	-	36,102	0%
E&G (Tuition and Fees)	56,393	56,407	100%
Auxiliary Enterprises	64,932	71,099	109%
Sponsored Programs	20,232	28,026	139%
Student Financial Assistance	32,443	37,210	115%
Local Funds	20,000	25,545	128%
Total Revenues	\$ 276,503	\$ 373,349	135%



<u>Expenses</u>	<u>Authorized</u> <u>Budget</u>	<u>Actuals</u>	<u>% of Budget</u> <u>Spent</u>
Instruction	\$ 55,711	\$ 47,672	86%
Research	1,715	1,480	86%
Public Service	858	5,286	616%
Academic Support	18,813	24,000	128%
Student Services	9,905	9,592	97%
Institutional Support	30,889	31,467	102%
Ops and Maintenance	15,871	19,364	122%
Student Financial Assistance	37,576	43,838	117%
Sponsored Programs	20,232	27,042	134%
Auxiliary Enterprises	64,932	66,924	103%
Local Funds	20,000	22,898	114%
Total Expenses	\$ 276,503	\$ 299,563	108%
Revenue Over Expenses	\$ -	\$ 73,787	





Revenues

Appropriations	
FY2024 Carryforward	
E&G - Tuition and Fees	
Auxiliary Enterprises	
Sponsored Programs	
Student Financial Assistance (State)	
Local Funds - Student Financial Assistance (Federal)	
Total Revenues	

Actuals

\$	118,959,726
\$	36,102,301
\$	56,406,903
\$	71,098,779
\$	28,025,752
\$	37,210,304
\$	25,545,475
\$	373,349,240

Norfolk State University
Fall 2025 E&G Tuition Revenue Projection
As of September 16, 2025

	Actual # Enrolled TODAY Fall 2025	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	3,872	3,114	12,057,408	11,101,232	956,176
Part-time	338				
Graduate Students					
Full-time	373	4,770	1,779,210	1,416,794	362,416
Part-time	87				
Online Masters	82				
Total In-State	4,752		13,836,618	12,518,026	1,318,592
OUT-OF-STATE					
Undergraduates					
Full-time	1,520	9,009	13,693,680	12,657,259	1,036,421
Part-time	97				
Graduate Students					
Full-time	100	11,133	1,113,300	1,180,048	(66,748)
Part-time	50				
Online Masters	38				
Total Out-of-State	1,805		14,806,980	13,837,307	969,673
ENROLLMENT GRAND TOTAL	6,557		28,643,598	26,355,333	2,288,265
	Actual # Enrolled TODAY Fall 2025	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
PART-TIME HOURS					
IN-STATE					
Undergraduate (hours)	2,303	475	1,093,925	1,152,743	(58,818)
Graduate Students (hours)	416	809	336,544	300,846	35,698
Online Masters (hours)	587	464	272,368	175,524	96,844
Total Part - time In - State (hours)	3,306		1,702,837	1,453,589	73,724
OUT-OF-STATE					
Undergraduate (hours)	600	1,011	606,600	657,933	(51,333)
Graduate Students (hours)	188	1,557	292,716	247,559	45,157
Online Masters (hours)	275	464	127,600	101,023	26,577
Total Part - time Out of State (hours)	1,063		1,026,916	905,492	20,401
Total Part - time Hours	4,369		2,729,753	2,359,081	94,125
Total Revenue			31,373,351	28,714,414	2,382,390

Norfolk State University
Fall 2025 AE Mandatory Fee Revenue Projection
As of September 16, 2025

	Actual # Enrolled TODAY Fall 2025	Mandatory Fee Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	3,872	2,114	8,185,408	7,707,345	478,063
Graduate Students					
Full-time	373	2,114	788,522	499,084	289,438
Total In-State	4,245				
OUT-OF-STATE					
Undergraduates					
Full-time	1,520	2,114	3,213,280	3,003,259	210,021
Graduate Students					
Full-time	100	2,114	211,400	210,141	1,259
Total Out-of-State	1,620				
ENROLLMENT GRAND TOTAL	5,865				
Total Revenue			12,398,610	11,419,829	978,781

Norfolk State University
Fall 2025 Out of State Capital Outlay Revenue Projection
As of September 16, 2025

OUT-OF-STATE

Undergraduates

Full-time

Graduate Students

Full-time

Total Out-of-State

Annual Obligation

Actual # Enrolled TODAY Fall 2025	Out of State Capital Outlay Fee	Calculated Revenue	Budgeted Revenue	Variance
1,520	380	577,600	211,213	366,387
100	380	38,000	11,805	26,195
1,620				
420,789		615,600	223,018	392,582



NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk, VA 23504

www.nsu.edu



BOV-DIVISION CAMPUS UPDATES

Facilities Management

Terry G. Woodhouse

Interim Associate Vice President



CAMPUS MASTER PLAN



CURRENT CAPITAL PROJECTS

AGENCY RANKING	REQUEST TITLE	PROJECTED PROJECT COST
1	Construct Living Learning Center and Dining Facility	\$135,900,060
2	Construct Wellness, Health and Physical Education Center	\$125,887,609
3	Construct New Dining Facility/Replace Scott Dozier	\$90,635,348
4	Construct Residential Housing Phase II /Replace Rosa & West Café	\$90,507,219

In Progress Projects

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



Construct Residential Housing Phase II was the only project that received approval to move forward

CURRENT CAPITAL PROJECTS-CONTINUED

New Science Building

- Design Architect: Work Program Architects + Smith-Group
- Construction Delivery Method: CMAR - SB Ballard Construction
- Construction Cost: \$118 Million
- Four-level 131,231 square foot
- Completion: Fall 2027



CURRENT CAPITAL PROJECTS-CONTINUED

New Fine Arts Building

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



CURRENT CAPITAL PROJECTS-CONTINUED

Replace Physical Plant Building

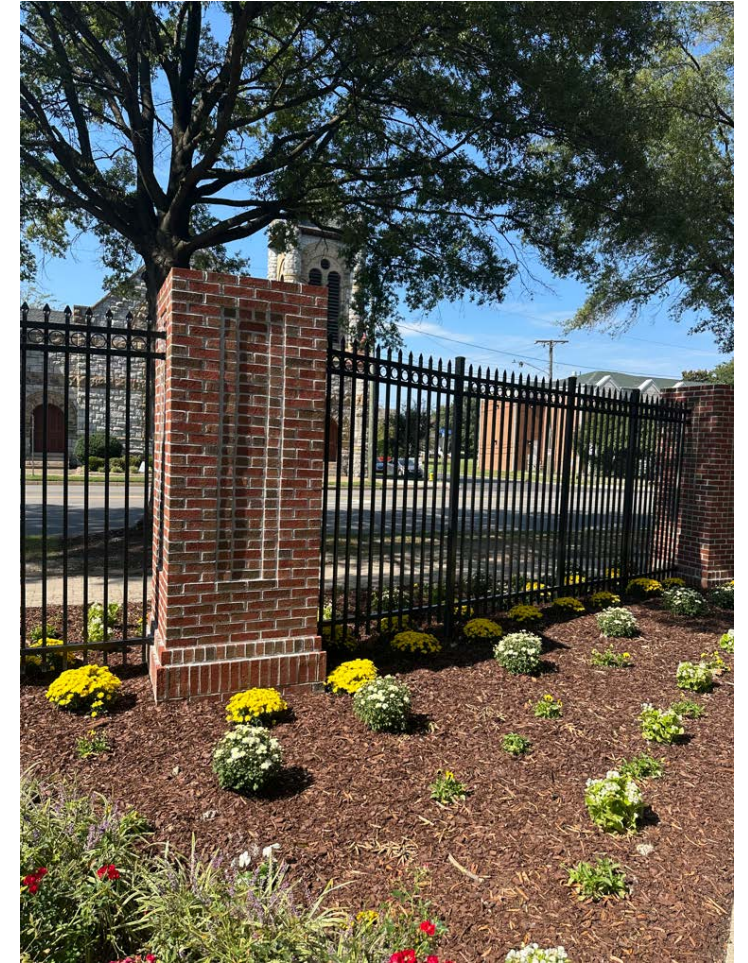
- Design Architect: RRMM Architects
- Project Cost: \$30 million
- Square Feet: 80,000
- Construction Delivery Method:
Design-bid-build



CURRENT CAPITAL PROJECTS-CONTINUED

Perimeter Security Fence:

- 8-foot masonry piers and aluminum
- Card Access controlled at Pedestrian Gates



CURRENT CAPITAL PROJECTS-CONTINUED

Campus Shuttle Stop:

- This project includes the installation of five shuttle stops across campus located at the following locations: Hamm Fine Arts, Nursing and General Education Building, Charles Smith, Babbette Towers and Lyman Beecher Brooks Library
- Shelters are branded with NSU colors and logos



CURRENT CAPITAL PROJECTS-CONTINUED

Gill Gym Renovations:

- Improved branding and wayfinding
- Painting
- Ceilings and Lighting



CURRENT CAPITAL PROJECTS-CONTINUED

Campus Wide Infrastructure:

Project Number	Project Type	Project Name	Estimated Cost
18724-001	Underground Utility Maintenance	CAMPUS SANITARY STORM DRAIN PIPING AND GRADING	\$ 600,000
18724-002	Underground Utility Maintenance	PIPE LINING AND ROAD REPAIRS	\$ 350,000
18724-003	Underground Utility Maintenance	WATER VALVE INSTALLATION	\$ 450,000
18724-004	Underground Utility Maintenance	FIRE HYDRANT UPGRADES	\$ 140,000
18724-005	Campus Roadway Repairs	MILLING, PAVING, & RESTRIPIING	\$ 920,000
18724-006	Campus Sidewalks	CAMPUS WALKWAY REPAIRS	\$ 300,000
18724-007	Campus Lighting	WALKWAY LIGHTING UPGRADES	\$ 1,700,000
18724-008	Campus Lighting	LIGHTING INFRASTRUCTURE UPGRADES - PHASE 1	\$ 1,350,000
18724-009	Campus Lighting	LIGHTING INFRASTRUCTURE UPGRADES - PHASE 2	\$ 500,000
18724-010	Campus Lighting	LIGHTING INFRASTRUCTURE UPGRADES - PHASE 3	\$ 350,000
18724-011	Campus Lighting	LIGHTING INFRASTRUCTURE UPGRADES - PHASE 4	\$ 400,000
18724-012	Campus Lighting	ROADWAY LIGHTING UPGRADES	\$ 100,000
18724-013	Campus Lighting	LIGHTING INFRASTRUCTURE UPGRADES - PHASE 5	\$ 250,000
18724-014	Campus Lighting	LIGHTING INFRASTRUCTURE UPGRADES - PHASE 6	\$ 250,000

CURRENT CAPITAL PROJECTS-CONTINUED

Campus Wide Infrastructure:

Project Number	Project Type	Project Name	Estimated Cost
18724-015	Campus Lighting	BROWN HALL LIGHTING CONTROLS	\$ 435,000
18724-016	Roofing	ROOF REPLACEMENT - PHASE 1	\$ 2,000,000
18724-017	Roofing	ROOF REPLACEMENT - PHASE 2	\$ 450,000
18724-018	Roofing	ROOF REPLACEMENT - PHASE 3	\$ 550,000
18724-019	Fire Alarm	FIRE ALARM REPLACEMENT PHASE 1	\$ 180,000
18724-020	Fire Alarm	FIRE ALARM REPLACEMENT PHASE 2	\$ 250,000
18724-021	Fire Alarm & Sprinkler	FIRE ALARM REPLACEMENT PHASE 3	\$ 850,000
18724-022	Electrical Switch Gear Upgrade	CAMPUS WIDE - ELECTRICAL SWITCH GEAR UPGRADE PHASE 1	\$ 575,000
18724-023	Electrical Switch Gear Upgrade	CAMPUS WIDE - ELECTRICAL SWITCH GEAR UPGRADE PHASE 2	\$ 500,000
18724-024	Electrical Switch Gear Upgrade	CAMPUS WIDE - ELECTRICAL SWITCH GEAR UPGRADE PHASE 3	\$ 300,000
18724-025	Underground Utility Maintenance	MANHOLE CLEANING & INSPECTION	\$ 250,000
		Total	\$ 14,000,000

Thank You

LEGISLATIVE UPDATES

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

October 23, 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 ON THE HILL



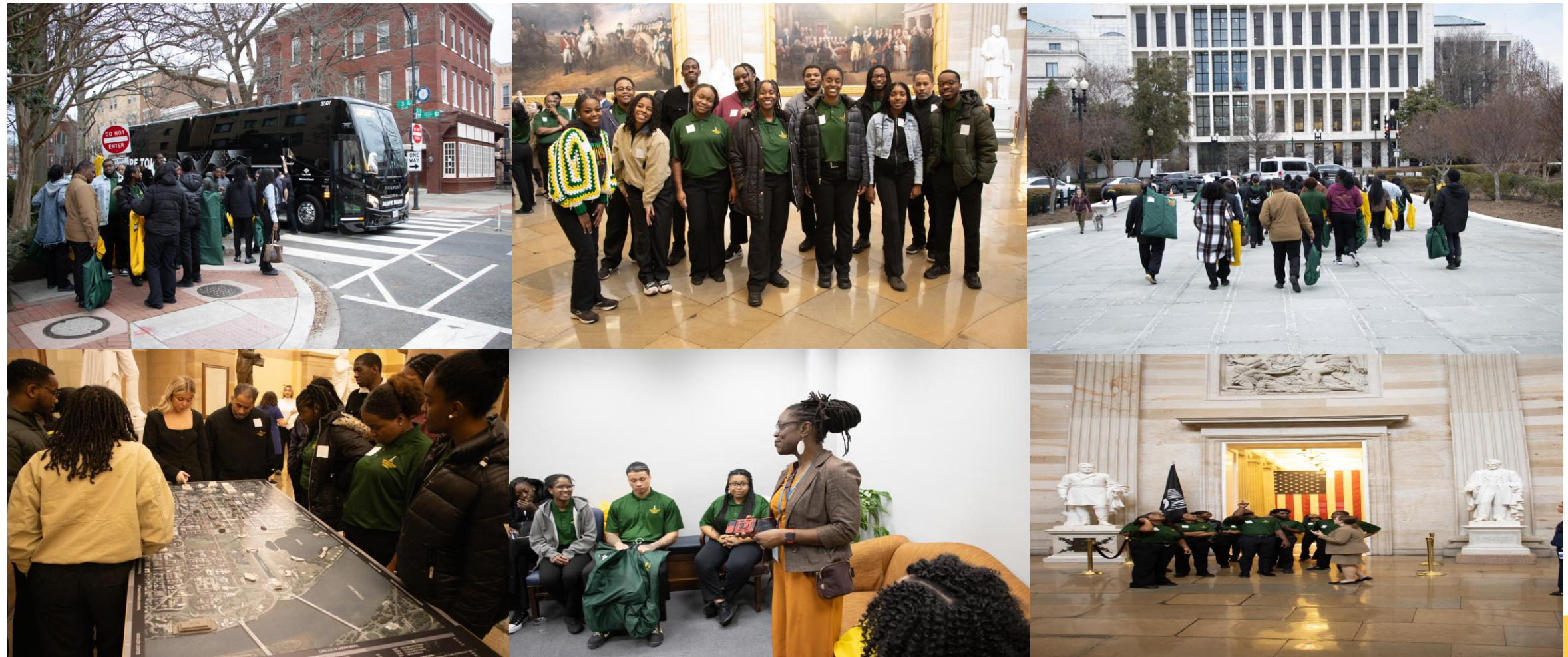
NSU ON THE HILL



NSU CHOIR IN DC: COMMONWEALTH COFFEE



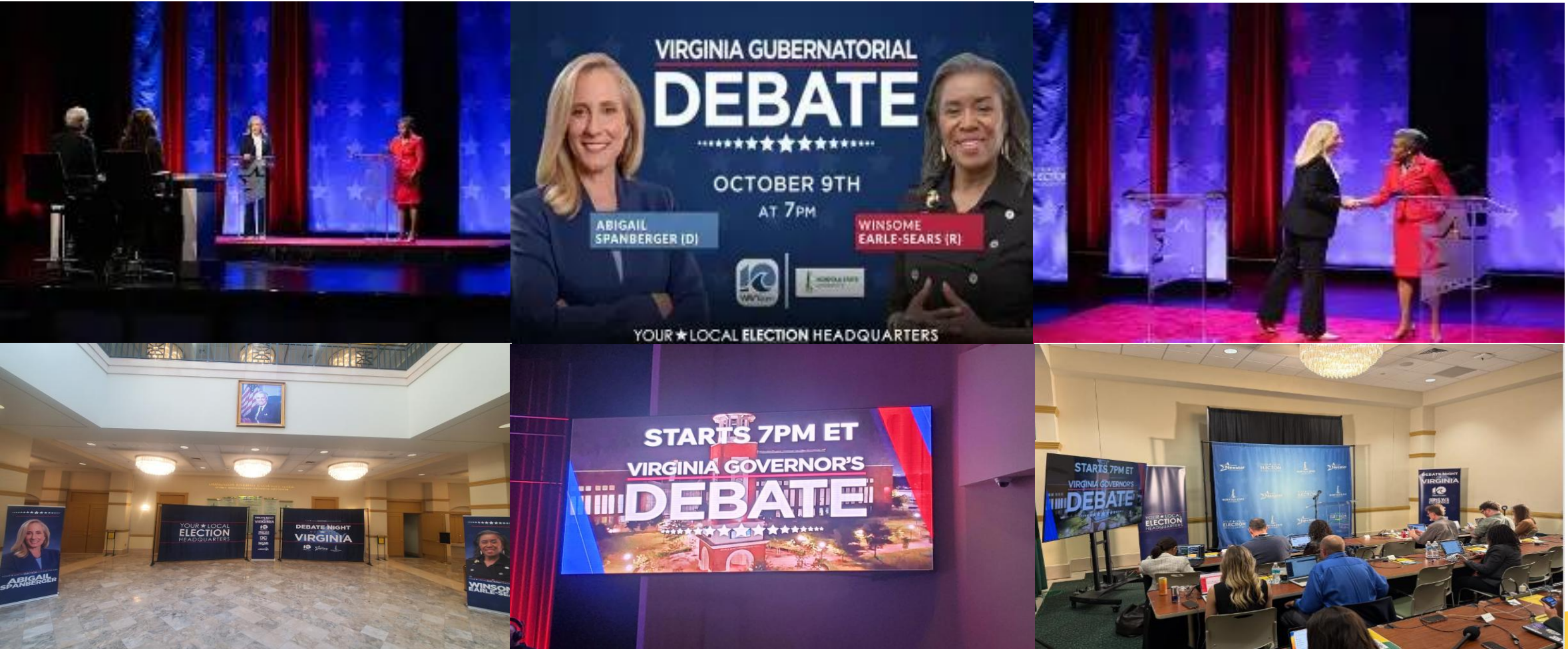
NSU CHOIR IN DC: COMMONWEALTH COFFEE



CONGRESSIONAL FORUM



2025 GUBERNATORIAL RACE: NSU THIRD LIVE DEBATE



2020 NSU FIRST LIVE US SENATE DEBATE



2021 NSU FIRST GUBERNATORIAL ROUNDTABLE



2024 NSU SECOND LIVE US SENATE DEBATE



QUESTIONS & DISCUSSION

HUMAN RESOURCES UPDATES

Tanya S. White, Ed.D.
Vice President and Chief of Staff
October 23, 2025



Human Resources

March – September 2025

Total HR Transactions	1780
Full-time	426
Faculty	166
Classified	161
Administrative Faculty	99
Part-time	1354
Adjunct Faculty	310
Graduate Assistant	138
Student	235
Hourly	211
Other (recruitment, changes, separations, etc.)	460

- ✓ Customer Service
- ✓ Teamwork
- ✓ Cross Training
- ✓ Campus Partner Training
- ✓ Operational Efficiency
- ✓ Compliance
- ✓ Benefits
- ✓ Reporting
- ✓ Workday Implementation





Associate VP Human Resources/Chief Human Resources Officer Search



QUESTIONS?

THANK YOU

Operations & Institutional Effectiveness

Justin Moses, J.D., Ed.D.
Vice President for Operations and
Chief Strategist for Institutional
Effectiveness



Information Technology

Acquisitions & Compliance

IT Related Acquisitions

- Academic Technology Acquisitions – 285
- Non-Academic/Administrative – 260
- Equipment Trust – 220
- Total – 765

Spartan Innovation Academy

- 1680 devices were issued over the course of the 2025 Fiscal Year
- 1400 devices provided to incoming freshman
- To date, 13,000 devices have been issued since August 2021

Information Security

- Establishment of Cloud Oversight Process
- Vulnerability Management Program
- Implementation of a Governance, Risk, and Compliance Platform.

Technical Services

- **Wireless upgrades** – upgrades have resulted in faster connectivity
- **Campus Security Projects** - Collaboration with NSU PD to promote innovative security measures and monitoring across campus.
- **Upgraded Data Center hardware** – upgrade has facilitated expedient networking

Academic Technology

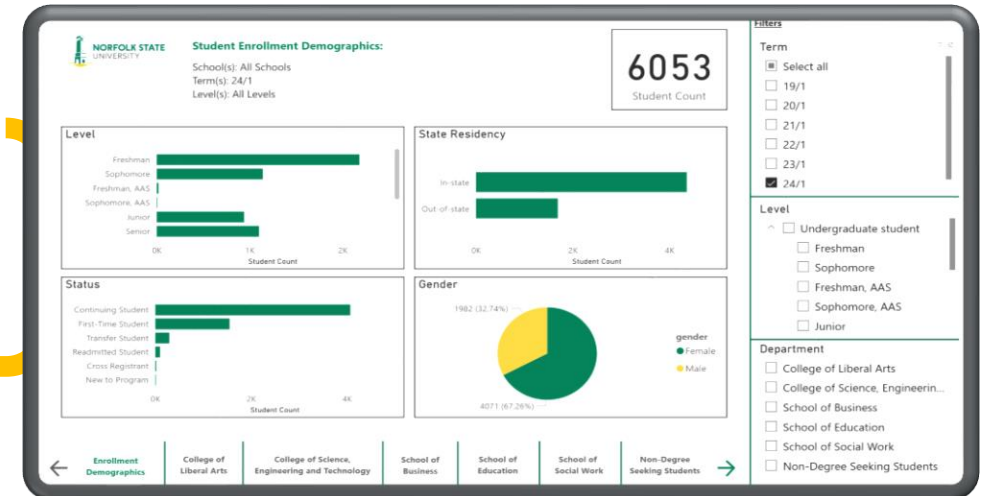
- **Digital Signage Integration**
- **Enhanced Hybrid Learning Infrastructure** – Expanded capabilities in more than 25 classrooms
- **Campus Wide Classroom Technology Modernization**
- **Classroom Computer Refresh** – Over 100 classrooms replaced and upgraded 56 better support faculty and instructional needs



Institutional Effectiveness & Planning

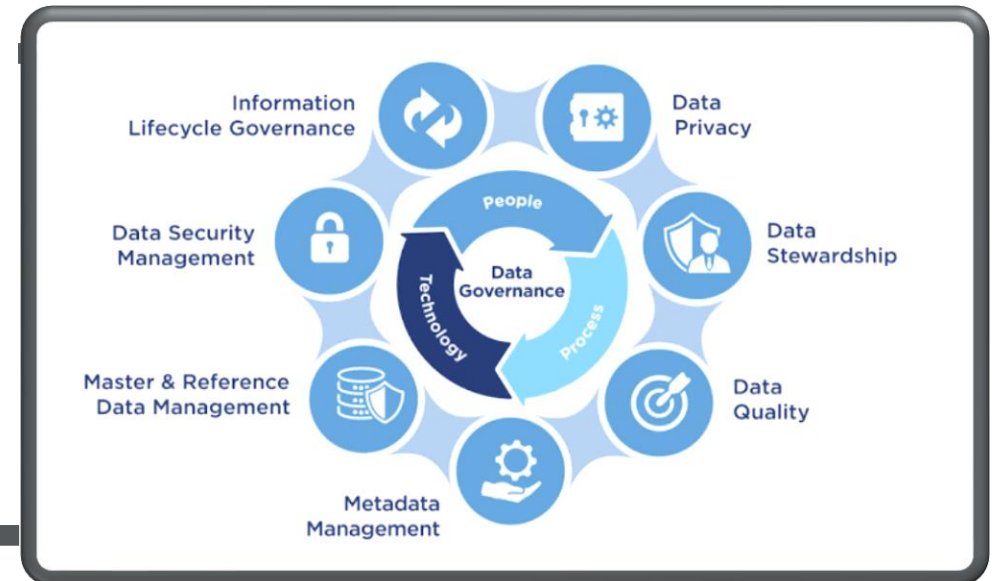
Institutional Research

- Implemented ticketing system to promote accountability and timelier service for data requests
- Developed new data visualizations to more efficiently share data with the campus community



Data Governance

- Conducted more than 30 use case interviews to understand data for administrative/academic support units
- Developed a draft data strategy document including data vision, mission, and value statements
- Developed an organizational structure to support implementation of the data governance framework including role descriptions
- Future projects include the development of a data repository, data management tool, and analysis tool



Workday Implementation & Project Management



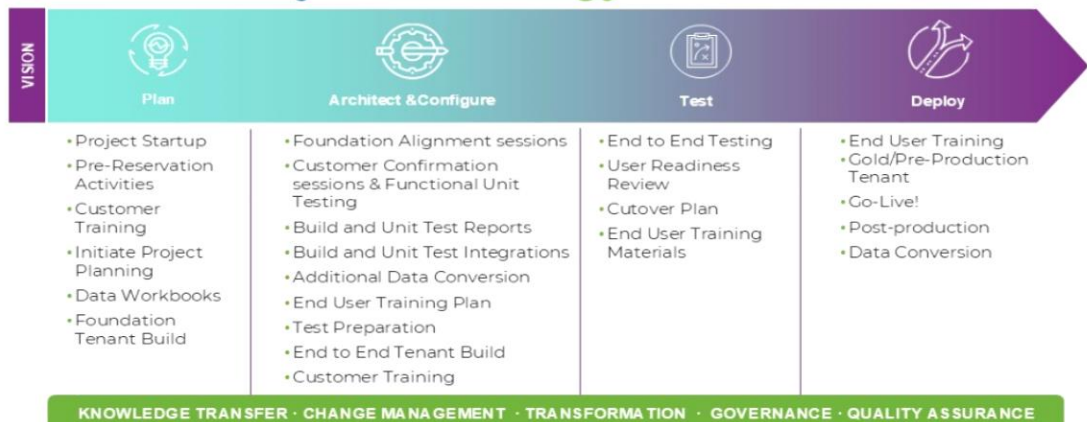
Workday Components

HCM
Workday Human Capital Management (HCM) is NSU's new, modern system for managing HR functions. It streamlines key processes such as hiring, onboarding, employee data management, time tracking, and performance reviews—all in one user-friendly platform.

Finance
Workday Finance is NSU's new system for managing budgeting, procurement, expenses, grants, and financial reporting. It streamlines financial operations and improves transparency and efficiency across the university.

Student
Workday Student is NSU's new system for managing admissions, registration, advising, academic records, and financial aid. It offers a modern, user-friendly experience for students, faculty, and staff.

NSU Workday Methodology



- **Formal Kickoff** Event early fall (October 16)
- Human Capital Management (HCM)
- Architecture & Configuration Phase – Week 22 of 24
- Unit testing is 90% complete.
- HCM Launchdate = **July 1, 2026**
- Website Launch - <https://workday.nsu.edu/>

NOW IS OUR TIME

THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY



**NOW IS OUR TIME TO
REACH HIGHER**

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

Text NowIsOurTime to 41444

Division of University Advancement

Clifford Porter, Jr., J.D.

Vice President for University Advancement

UNIVERSITY ADVANCEMENT UPDATES

Circle of Excellence Award Recipients



The Circle of Excellence Awards showcase outstanding work in advancement services, alumni relations, communications, fundraising, and marketing.

The awards are open to professionals working at CASE member colleges, universities, independent schools and their affiliated nonprofits around the world.

NORFOLK STATE UNIVERSITY WON 4 AWARDS!

NSU WON!

Multi-Year Campaigns
(More Than 25 Staff)



NSU WON!

- ❖ Data and Analytics
- ❖ Special Events: Online Fundraisers
- ❖ Videos: Fundraising and Stewardship (Short)







FOUNDERS DAY CELEBRATION ACTIVITIES





FOUNDERS DAY CELEBRATION ACTIVITIES



NORFOLK STATE UNIVERSITY'S *President's Gala*





NOW IS OUR TIME CAMPAIGN PROGRESS

Audit, Risk, and Compliance Committee

AGENDA
BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING

Thursday, October 23, 2025

Mr. Delbert Parks, Chair

11:30 a.m. to 12:30 p.m.

Campus Location:

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

Student Center, Suite 301, 3rd Floor

Zoom Link: https://nsu-edu.zoom.us/webinar/register/WN_o6EkIGD3SbGe_mSC0j8rwg

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the April 15, 2025 Committee Minutes
- III. Discussion Items
 - a. Internal Audit, Mrs. Derika Burgess
 - i. FY26 Mission, Vision, Strategy
 - 1. Strategic Plan Resolution
 - ii. FY26 Risk Assessment, Resource and Audit Plan
 - 1. Resource and Audit Plan Resolution
 - iii. Continuous Monitoring: Actions, Trends and Aging Report
 - b. University Compliance, Dr. Dawn M. Hess
 - i. Compliance Reporting
 - 1. On-time submissions
 - 2. % Training Completion
- IV. Public Comment
- V. Adjournment

Audit, Risk and Compliance Committee

Mr. Delbert Parks, Chair

Mrs. Heidi Abbott

Ms. Teresa Gladney

Mr. Edward Sanders

Staff:

Derika Burgess, Chief Audit Executive

Dr. Dawn M. Hess, Chief Compliance Officer

The President participates in all Committee meetings.

BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING
April 15, 2025

MINUTES

1. Call to Order/Establish Quorum

Dr. Harold Watkins II, Chair, called the Audit, Risk and Compliance Committee meeting to order at approximately 12:25 p.m. A quorum was established with a 5-0 roll call.

Committee Members

Dr. Harold L. Watkins II, Chair
Mr. Dwayne B. Blake
Mr. Gilbert T. Bland
The Honorable James W. Dyke, Jr.
Mr. Edward Sanders

Committee Members Absent

Mr. Conrad Mercer Hall

Counsel Present

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

NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Dr. Tanya S. White, Chief of Staff
Ms. Drika L. Burgess, Chief Audit Executive
Dr. Dawn Hess, Chief Compliance Officer
Dr. DoVeanna S. Fulton, Provost and Vice President for Academic Affairs
Dr. Justin L. Moses, VP Operations and Chief Strategist for Institutional Effectiveness
Dr. Aurelia Williams, Senior Vice Provost for Academic & Faculty Affairs
Dr. Melody Webb, Athletics Director
Ms. Monica Reid, Sr. Executive Assistant, Provost Office and VP for Academic Affairs
Mr. Terry G. Woodhouse, Interim Associate Vice President for Facilities Management
Mr. Christopher Gregory, Office of Information Technology
Ms. Sher're S. Dozier, Clerk to the University President/Liaison to the Board of Visitors
Ms. Phillita Peoples, Executive Assistant to Internal Audit and Compliance

Board of Visitors

Audit, Risk and Compliance Committee Meeting

February 11, 2025

2. Approval of the Minutes

Mr. Gilbert T. Bland motioned, Mr. Dwayne B. Blake seconded, and the Committee unanimously approved the Audit, Risk and Compliance Committee meeting minutes for February 11, 2025.

3. Discussion Items

Internal Audit

Chief Audit Executive Burgess presented the latest revisions of the Internal Audit charter, along with the updated Mission, Vision and Goals for committee approval. Ms. Burgess also provided insights on continuously monitored Corrective Action, Trends and Aging Reports.

Internal Audit Charter | OIA Charter

- The International Professional Practices Framework (IPPF), which organizes the Institute of Internal Auditors (IIA) authority on professional practice of internal auditing, updated the Global Internal Audit Standards in 2024 and required Virginia State Auditors to comply by January 2025. The standards formally document the role, authority, responsibilities, and position of the Internal Audit function.
- The benefit of these updates increases effectiveness of function, establishes lines of communication, and sets clearer expectations.
- IIA has pinpointed seven key areas that support the overall strength and effectiveness of the activity and should be addressed in the departmental Charter.

OIA Charter | IIA Key Changes

IIA Requirement:

- **Purpose of Internal Auditing:**
 - “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.”

Board of Visitors

Audit, Risk and Compliance Committee Meeting

February 11, 2025

- **Ethics and Professionalism:**
 - 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.
- **Mandate: (*new requirement*)**
 - 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.
- **Board and Senior Management Responsibilities:**
 - 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**
 - Expanded to include the promotion of ethics; freedom from impairments; management of various IA functions; communication requirements with the Board, President and management.

Action Item: Approval of Office of Internal Audit 2025 Charter

Mrs. Burgess presented the 2025 Internal Audit Charter to the committee for recommendation of approval.

- The Charter serves as the framework for how the Office of Internal will operate.
- Aids the Audit, Risk and Compliance committee, Board of Visitors, and the President signal the value of Audit's independence, objectivity, and authority.
- It outlines the Chief Audit Executive reporting lines and behaviors relevant in performance of functional roles and responsibilities.

Board of Visitors

Audit, Risk and Compliance Committee Meeting

February 11, 2025

Mr. Dwayne B. Blake motioned to approve the 2025 Internal Audit Charter.
Seconded by Mr. Gilbert Bland with a 5-0 Roll Call Vote the committee unanimously approved.

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). The 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:**
 - Realign and expand the audit team to support emerging opportunities
 - Broaden management advice, training and consultation services
 - 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:**
 - Review and refresh the corrective action tracking program for timeliness and efficiency.
 - Build a knowledge warehouse to capture reportable data as an assist to senior management with future planning, assessments and other governance activities.

Board of Visitors

Audit, Risk and Compliance Committee Meeting

February 11, 2025

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

Mr. Dwayne B. Blake motioned to approve the Internal Audit FY2026 Mission, Vision and Goals. Seconded by Mr. Edward Sanders with a 5-0 Roll Call Vote the committee unanimously approved.

Corrective Actions, Trends, and Aging Reports

- Corrective Action Status:
 - MRIA | Matters Requiring Immediate Attention– 30 closed out of 57
 - MRA | Matters Requiring Attention – All closed
 - OBS | Observation – All closed
- Hotline Trends Allegations:
 - There were no reported allegations in 2025 for the following categories: Job Performance, Compensation, Waste, and Improper Hiring.
 - Currently, there are 2 claims in both “Abuse of Authority” and “Misrepresentation”.

University Compliance

Dr. Hess presented status updates as of April 2025 on Compliance Assessments and Gap Closures.

Human Resources Compliance Assessments

- For the assessment areas of Employee Separation, Retirement Data, and Conflict of Interest | Outside Employment | Familial Relationships, the compliance assessment process is at the phase of Reviewing Current Controls
- For the assessment areas of Candidate Selection & Recruitment and Background Checks. The compliance process is at the phase of Data Collection

University-wide Gap Closure Monitoring of Compliance Assessments

- The compliance gap closure plans to improve compliance posture for Environmental Health and Safety, ADA (Student), and I-9 are actively being monitored.

Board of Visitors

Audit, Risk and Compliance Committee Meeting

February 11, 2025

4. 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 5-0 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): To discuss personnel matters, including more specifically, appointment, and/or promotions, to certain university employees, and further, to discuss the evaluation of performance specific employees; and personnel matters regarding the evaluation of performance of specific university departments where such evaluation will necessarily including more specifically the performance of specific departments and operational vulnerabilities and Compliance “Gap” closure activities so as to inform the committee members and the President of outstanding corrective actions/closure activities; and

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

and that any non-committee member of the NSU Board of Visitors be permitted to attend virtually or by phone to listen in the Closed Meeting; but not participate or vote;

and further, that the following remain for or attend when called the Closed Meeting.

the President

University Council

Chief Strategist for Operations & Vice President for Institutional Effectiveness

Vice President for Finance and Administration

Vice President for Student Affairs

Interim, AVP Facilities Management

Chief Audit Executive

Chief Compliance Officer

Board of Visitors

Audit, Risk and Compliance Committee Meeting

February 11, 2025

5. Reconvene Open Meeting

Dr. Harold Watkins II read the following motion, and with a 5-0 Roll Call Vote the Board unanimously approved.

Motion by Dr. Watkins II

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

7. Public Comment

No public comments were made at this meeting.

8. Adjournment

There being no further business, Dr. Harry Watkins II, adjourned the meeting at 1:56 p.m.

Respectfully submitted,

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

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

Board of Visitors

Audit, Risk and Compliance Committee Meeting

February 11, 2025

NSU BOV AUDIT, RISK AND COMPLIANCE COMMITTEE**ROLL CALL VOTE****APRIL 15, 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	Totals
Quorum	Yes	Yes	Yes	Yes	Yes	Absent	5-0
Approval of the Minutes	Yes	Yes	Yes	Yes	Yes	A	5-0
Motion of Approval for 2025 Internal Audit Charter	Yes	Yes	Yes	Yes	Yes	A	5-0
Motion of Approval for Office of Internal Audit FY2026 Mission, Vision, Goals and Strategy	Yes	Yes	Yes	Yes	Yes	A	5-0
Motion to go into Closed Meeting Pursuant 2.2- 3711(A) 1, 7, and 8 of the Code of Virginia	Yes	Yes	Yes	Yes	Yes	A	5-0
Motion for Open Meeting	Yes	Yes	Yes	Yes	Yes	A	5-0
Adjourned	Yes	Yes	Yes	Yes	Yes	A	5-0

Board of Visitors Audit, Risk and Compliance Committee

October 23, 2025



Agenda

I. Internal Audit

- ▶ FY26 Mission, Vision, Strategy– Action Item
- ▶ FY26 Risk Assessment, Resource and Audit Plan – Action Item
- ▶ Continuous Monitoring: Actions, Trends and Aging Report

II. University Compliance

- ▶ Compliance Reporting
 - ▶ % On-time Submissions
 - ▶ % Training Completion



Audit Mission, Vision and Goals

Purpose and Mission

The primary purpose of internal audit is to strengthen the organization’s ability to create, protect, and sustain value. In doing so, internal audit helps identify areas where improvements can be made to achieve operational excellence.

Vision

-Superior internal audit services; Promote operational effectiveness and efficiency.

Goals

- 1. Realign and expand the audit team
- 2. Implement and discuss fraud and industry risks
- 3. Broaden services

Strategy 1

Increase the depth of knowledge and audit approaches in strategic areas including research and AI .

Strategy 2

Knowledge inventory: engagement risks, emerging trends and internal control practices

Strategy 3

- 1. Target based, forward looking actionable reviews
- 2. Training regarding internal controls, fraud and ethics



Office of Internal Audit
FY2026 Mission, Vision, Strategy

ACTION REQUIRED:

(Approval by the Audit, Risk and Compliance, Committee
and by the Board of Visitors)



FY 2025 – 2026 BOARD RESOLUTION
NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
INTERNAL AUDIT MISSION, VISION, STRATEGY
FOR FISCAL YEAR 2025 – 2026

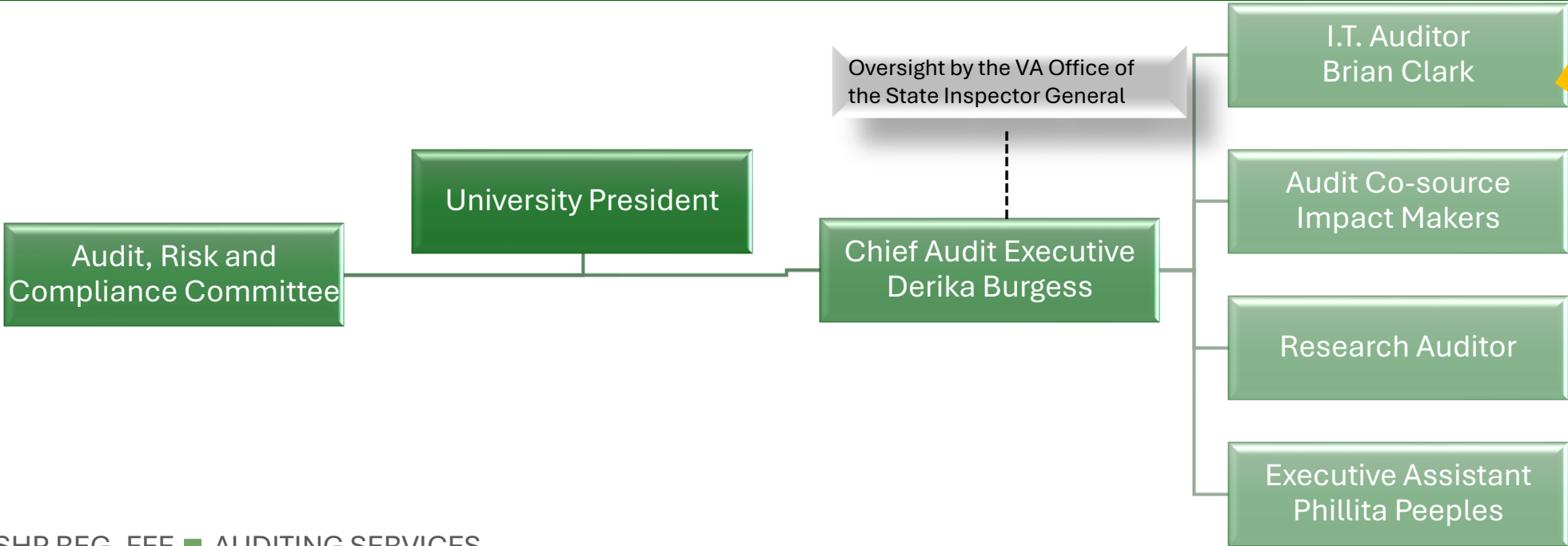
WHEREAS, the Norfolk State University Board of Visitors must formally approve the internal audit activity's Mission, Vision and Strategic Plan as mandated by [The Institute of Internal Auditors](#) (IIA) 2024 Global Internal Audit Standards and promulgated by the [Virginia Office of Inspector General](#).

WHEREAS, the Strategic Plan includes the purpose, goals, and indicators of performance for the internal audit function to support the organization's mission and the value the organization creates; and

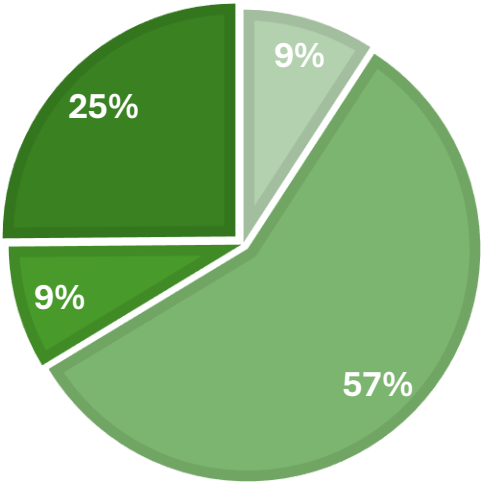
WHEREAS, the Norfolk State University Board of Visitors received a report from the Audit Committee on the development and the status of the Strategic Plan; and

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Chief Audit Executive, the University President, and by the University Counsel for legal sufficiency, and upon the recommendation of the Audit Committee, the Norfolk State University Board of Visitors approves resolution for the FY2026 Mission, Vision and Strategy as presented the 24th day of October 2025.

Audit Resource Plan

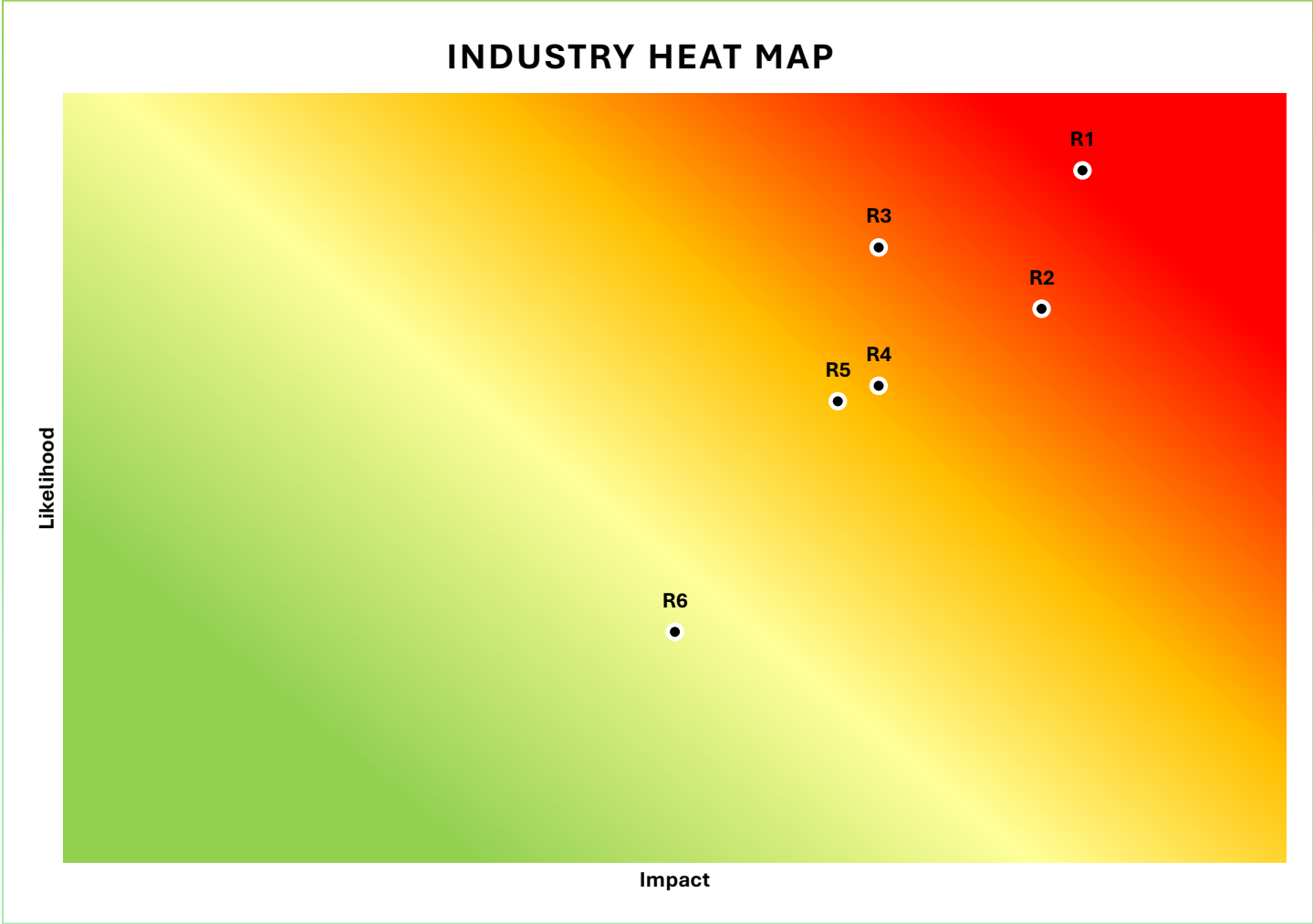


■ CONF/WKSHP REG. FEE ■ AUDITING SERVICES
■ SUPPLIES & MATERIALS ■ Computers



Types	Plan	Actual
Operational Audits	2	0
Financial Audits	2	1
I.T. Audits	2	1
Fraud, Waste, Abuse	2	1
Consults		
84		

ERM: Higher Education Top Risks



Location	Risk Name	Level
R1	Technological Infrastructure/Cybersecurity	
R2	Campus Safety	
R3	Funding Resources	
R4	Political Environment	
R5	Access and Affordability	
R6	Employee Retention	

Risk Drivers

- R1: Increased sophistication of bad actors and third-party applications
- R2: External threats and global factors impacting the community
- R3: Historic underinvestment and regulatory environment

FY2026 Audit Plan

Audit Timeframe	Proposed Audit Area	Audit Description/ Preliminary Audit Scope	Reason for Inclusion
Fall 2025	Office of Access and Equal Opportunity	Maxient is an application used by the Office of Access and Equal opportunity, HR, NSUPD and the Dean of Students for submitting and tracking incident reports related to student conduct, sexual harassment, or any general misconduct	Initial Sensitive System review in compliance with NSU IT security standard
Fall 2025	University Wide	University Disclosures as required by SCHEV, Department of Education and other federal agencies	Disclosures are mandated by law to protect individuals and the public interest; penalties
Spring 2026	Office of Sponsored Programs	Review of the process for identifying, accessing, securing and reporting maintenance sponsored research equipment	Research compliance; theft prevention
Spring 2026	Facilities and Maintenance	Review of Voyager Gas Card and Blue Card expenditures	Historically not part of procurement, APA or ARMICS reviews
Summer 2026	Athletics	Medicat’s Sports Medicine platform combines performance and medical informed data to define return-to-play processes and talent development	Initial Sensitive System review in compliance with NSU IT security standard
Continuous Monitoring	Property and Evidence Room	Semi-annual inspections	Minimum corrective actions implemented; support activity for CALEA professional standards
Continuous Monitoring	IT Security Audits	Review IT General Controls, Ellucian Colleague and CAD/RMS for compliance with IT security controls	Input on the develop, verification and completion of corrective actions
<u>Special Projects and Consults</u>	-	-	-
In Process	Foreign Funding Reporting	20 U.S. Code § 1011f - Disclosures of foreign gifts, contracts and agreements	Informal policy and/or process; Federal E.O. April 23, 2025
* As Required	State Fraud, Waste and Abuse Hotline Calls	Budgeted time for investigation of allegations	
Continuous Monitoring	Monitoring the Status of Corrective Action Plans	Budgeted time for following up on the status of outstanding action items	

Office of Internal Audit
**FY2026 Risk Assessment, Resource and
Audit Plan**

ACTION REQUIRED:

(Approval by the Audit, Risk and Compliance,
Committee and by the Board of Visitors)



FY 2025 – 2026 BOARD RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
RISK ASSESSMENT, RESOURCE AND AUDIT PLAN
FOR FISCAL YEAR 2025 – 2026**

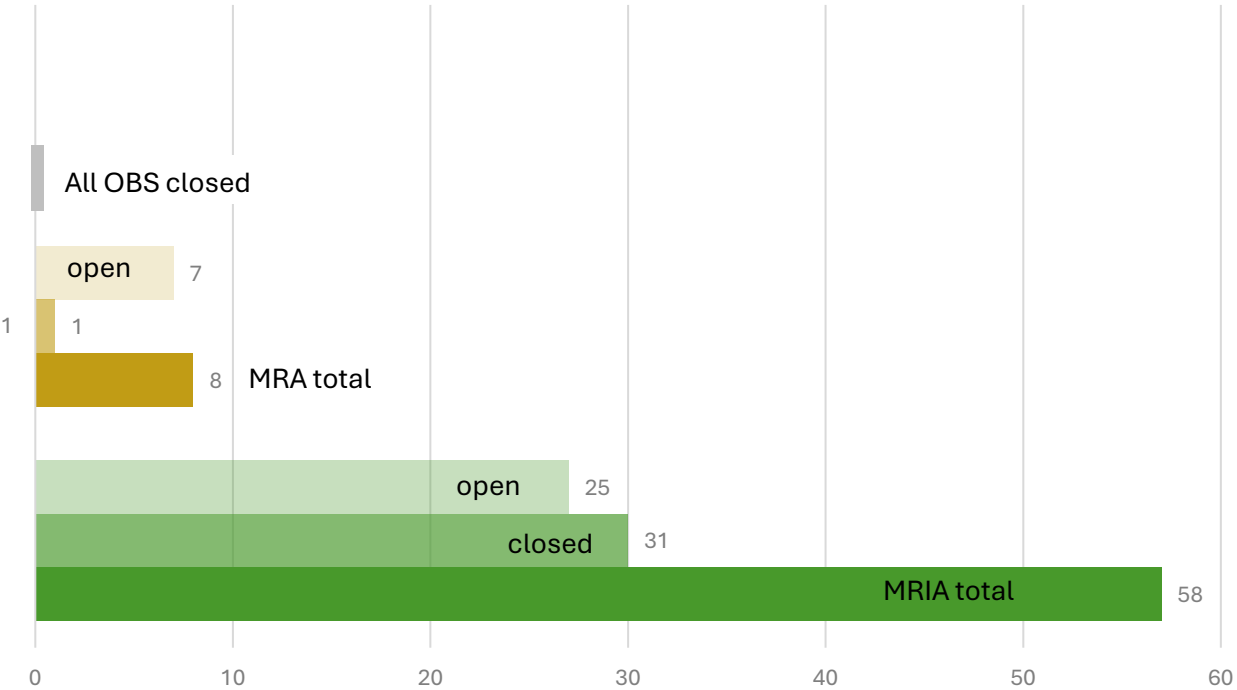
WHEREAS, the Norfolk State University Board of Visitors must formally approve the internal audit activity's Risk Assessment, Resource and Audit Plan as mandated by [The Institute of Internal Auditors](#) (IIA) 2024 Global Internal Audit Standards and promulgated by the [Virginia Office of Inspector General](#).

WHEREAS, the Norfolk State University Board of Visitors has considered the proposed Internal Audit Risk Assessment, Resource and Audit Plan as presented by the Internal Auditor to the Audit Risk and Committee regarding the opportunity to align the function's activities with the mission and vision of the administration; and

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Chief Audit Executive, the University President, and by the University Counsel for legal sufficiency, and upon the recommendation of the Audit, Risk and Compliance Committee, the Norfolk State University Board of Visitors approves this resolution for the FY2026 Risk Assessment, Resource and Audit Plan as presented the 24th day of October 2025.

Actions, Trends and Aging

Corrective Action Status



Hotline Trends



Corrective Action Aging Report

		MAP	MRIA				MRA				OBS			
Audit	Date	Count	Count	Implemented MRIA	Overdue MRIA	Months Overdue	Count	Implemented MRA	Overdue MRA	Months Overdue	Count	Implemented OBS	Overdue OBS	Months Overdue
LOTO	14-Feb-22	10	10	7	0	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
Pre-Awards	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	58	31	25	89	8	1	7	8	0	0	0	0

Compliance: Required Employee Training

- On time Completion = **98%**
- Identified **55** compliance related trainings
- Managed by **10** different areas across the University



COMPLIANCE
REQUIREMENT



NSU POLICY



REQUIRED
FREQUENCY



AREA
RESPONSIBLE



AUDIENCE



LENGTH AND
MODE OF
DELIVERY



RECORDS

% On-Time - Jan 2025 to August 2025

- Total due = **223**
- Late with Penalty = **0**
- Total Submitted without Penalty = **100%**
- Total Late = 24
- On-Time = **90%**



Questions

Governance Committee

AGENDA
BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING

Thursday, October 23, 2025

Heidi Abbott, Chair

1:30 p.m. - 2:30 p.m.

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_o6EkIGD3SbGe_mSC0j8rwg

- I.** Call to Order/Establish Quorum
- II.** Recommend Approval of Electronic Participation
- III.** Recommend Approval of April 15, 2025, Governance Committee Minutes
- IV.** Old Business
- V.** New Business
- VI.** Welcome new members and review responsibilities of Governance Committee
- VII.** Updates: General Assembly and SCHEV
- VIII.** Updates: Policies
- IX.** Other Discussion Items
- X.** Adjournment

Governance Committee

Heidi Abbott, Chair

Dr. Katrina Chase

Conrad Hall

Dr. L.D. Britt

Staff: Eric Claville, Executive Advisor

to the President for Governmental Relations

Dr. Tanya White, Vice President and Chief of Staff

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
GOVERNANCE COMMITTEE MEETING
April 15, 2025
MINUTES

1. Call to Order

The Governance Committee Meeting was called to order at approximately 11:55 a.m. A quorum was established with a 4-0 Roll Call Vote.

Committee Members Present

Mrs. Heidi Abbott, Chair

Dr. Katrina Chase, Secretary

Mr. Gilbert Bland

Other Board Members Present

Mr. Jay Jamison

Committee Members Virtual

Mr. Mike Andrews

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. Tanya S. White, Chief of Staff

Dr. Aurelia T. Williams, Senior Vice Provost, Office of the Provost

Mr. Clifford Porter, Vice President, University Advancement

Dr. Leonard Brown, Vice President for Student Affairs

Mrs. Derika Burgess, Chief Audit Executive

Dr. Dawn Hess, Chief Compliance Officer

Mr. Peter Glanville, Information Technology

Ms. Monica Reid, Senior Executive Assistant, Office of the Provost

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

Mr. Christopher Gregory, Office of Information Technology

2. Recommend Approval of Electronic Participation

Mr. Mike Andrews provided his reason for Electronic Participation. Mr. Jay Jamison motioned, seconded by Dr. Katrina Chase and with a 4-0 Roll Call vote, the Committee unanimously approved the virtual participation of Board Members, Mr. Mike Andrews.

3. Recommend Approval of the February 11, 2025, Governance Committee Minutes

The Committee voted and unanimously approved with a 4-0 Roll Call Vote, the Minutes for the February 11, 2025, Committee Meeting, motioned by Mr. Gilbert Bland, and seconded by Dr. Katrina Chase.

4. Old Business

None

5. New Business

Mr. Eric Claville provided an update on the Bills that were recently discussed on February 11, 2025, Committee Meeting. Mr. Claville also informed of the bills that did not pass.

6. Update: General Assembly and SCHEV

Mrs. Heidi Abbott addressed the recommendations for Rector, Vice Rector, and Secretary. Mrs. Abbott also highlighted The Honorable James Dyke, Jr., and Dr. Harold Watkins, II; both Board of Visitors Members terms are up, and each are willing to serve again. Mrs. Abbott also informed that the Full Board will elect two at large members for the Executive Committee, which will take place at the May Board meeting.

Mrs. Abbott requested nominations for the position of Rector.

Mr. Bland motion to nominate Bishop Kim W. Brown as Rector, seconded by Mr. Andrews, and with a 4-0 Roll Call Vote the Board unanimously approved.

Mrs. Abbott requested nominations for the position of Vice Rector.

Dr. Chase motion to nominate Mr. Dwayne B. Blake as Vice Rector, seconded by Mr. Jamison, and with a 4-0 Roll Call Vote the Board unanimously approved.

Mrs. Abbott requested nominations for the position of Secretary.

Mr. Jamison motion to nominate Dr. Katrina Chase as Secretary, seconded by Mrs. Abbott, and with a 4-0 Roll Call Vote the Board unanimously approved.

7. Other Discussion Items

None

8. Adjournment

There being no further business, Mrs. Heidi Abbott adjourned the meeting at 12:09 p.m.

Dr. Katrina Chase motion to adjourned, seconded by Mr. Andrews, and with a 4-0 Roll Call Vote the Board unanimously approved.

Respectfully submitted,

Heidi Abbot, Chair Governance Committee

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

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	Totals
Quorum	Yes	Absent	Yes	Virtual	Yes	Yes	4-0
Recommendation Approval of Electronic Participation	Yes	A	Yes	V	Yes	Yes	4-0
Approval of the Minutes	Yes	A	Yes	Yes	Yes	Yes	4-0
Approval to Nominate Bishop Kim W. Brown as Rector	Yes	A	Yes	Yes	Yes	Yes	4-0
Approval to Nominate Mr. Dwayne B. Blake as Vice Rector	Yes	A	Yes	Yes	Yes	Yes	4-0
Approval to Nominate Dr. Katrina Chase	Yes	A	Yes	Yes	Yes	Yes	4-0
Adjournment	Yes	A	Yes	Yes	Yes	Yes	4-0

NSU B.O.V. GOVERNANCE COMMITTEE

October 23, 2025

AGENDA

- ☐ Opening by Chair
- ☐ Approval of Electronic Participation
- ☐ Recommend Approval of April 15, 2025, Governance Committee Minutes
- ☐ Old Business
- ☐ New Business
- ☐ Welcome new members and review responsibilities of Governance Committee
- ☐ Update: General Assembly and SCHEV
- ☐ Update: Policies
- ☐ Discussion of Other Items
- ☐ Adjournment

QUESTIONS & DISCUSSION

Academic and Student Affairs Committee

AGENDA
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING

Thursday, October 23, 2025

Mr. Gilbert Bland, Chair

2:30 p.m.- 4:00 p.m.

Campus Location:

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

Student Center, Suite 301, 3rd Floor

Zoom Link: https://nsu-edu.zoom.us/webinar/register/WN_o6EkIGD3SbGe_mSC0j8rwg

I. Call to Order/Establish Quorum

II. Recommend Approval of Electronic Participation

III. Recommend Approval of April 15, 2025, Committee Minutes

IV. Discussion Items

- a. Academic Affairs Update.....Dr. Aurelia Williams
 - i. Proposed New Degree
 - ii. Certificate Programs
 - iii. Program Dissolution
 - iv. Site Closure
- b. Student Affairs Update..... Dr. Leonard Brown
- c. Enrollment Management Update.....Dr. Justin Moses
 - i. Enrollment overview
- d. Athletics Update Dr. Melody Webb
- e. Strategy Discussion

V. Public Comment

VI. Adjournment

Academic and Student Affairs Committee

- Gilbert Bland, Chair
- Dr. L.D. Britt
- Darrell “DJ” Jordan
- Mike Andrews

Staff:

- Dr. Leonard E. Brown, VP for Student Affairs

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

BOARD OF VISITORS

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

- Dr. Aurelia Williams, Provost/VP for Academic Affairs (I)
- Dr. Justin L. Moses, VP for Operations & Chief Strategist for Institutional Effectiveness
- Dr. Melody Webb, VP/Director of Athletics

*The President participates in all Committee meeting

Board of Visitors

Academic and Student Affairs Committee Meeting

April 15, 2025

DRAFT

BOARD OF VISITORS
ACADEMIC AND STUDENT AFFIARS COMMITTEE MEETING
APRIL 15, 2025
MINUTES

1. Call to Order

The Academic and Student Affairs Committee Meeting was called to order at approximately 2:00 p.m. A quorum was established with a 4-0 Roll Call Vote.

Committee Members Present

Mr. Dwayne Blake, Vice Rector
The Honorable James Dyke
Mr. Jay Jamison
Mr. Edwards Sanders

Committee Members -Virtual

Mr. Mike Andrews

Committee Members Absent

Mr. Delbert Parks, Chair

Student Representative to the Board

Mr. Za'Chary Jackson, SGA

Participates- NSU Administrators and Staff

Dr. Javaune Adams- Gaston, President
Bishop Kim W. Brown, Rector
Ms. Pamela F. Boston, University Counsel and
Senior Assistant Attorney General
Dr. Justin L Moses, Vice President for Operations
and Chief Strategist for Institutional
Effectiveness
Dr. DoVeanna Fulton, Provost/ Vice President
for Academic Affairs
Dr. Tanya White, Chief of Staff
Dr. Melissa Barnes, Interim AVP for Enrollment
Management
Ms. Monica Reid, Office of the Provost

Mr. Marshall Thompson, Office of the Provost
Mr. Dennis Jones, Budget
Ms. Mary Banks, Student Affairs
Mr. David Simon, Dean of Students
Dr. Aurelia Williams, Vice Provost for Academic
Affairs
Dr. Dawn Hess, Chief Compliance Officer
Mrs. Derika Burgess, Chief Audit Executive
Mrs. Sharea' Williams, Executive Administrative
Coordinator to the VP of Operations
Ms. Sher're Dozier, Clerk to the President for
the Board of Visitors

2. **Recommend Approval of Electronic Participation**

Mr. Mike Andrews provided his reason for Electronic Participation. Mr. Jay Jamison motioned, second by The Honorable James Dyke and with a 4-0 Roll Call vote, the Committee unanimously approved the virtual participation of Mr. Mike Andrews.

Board of Visitors

Academic and Student Affairs Committee Meeting

April 15, 2025

- 3. Recommend Approval of February 11, 2025, Academic and Student Affairs Committee Meeting Minutes. The Committee voted and unanimously approved with a 4-0 Roll Call Vote, the minutes for the February 11, 2025, Academic and Student Affairs Committee Minutes, motioned by The Honorable James Dyke, and seconded by Mr. Jay Jamison.**

4. Updates

a. Academic Affairs Update- Dr. DoVeanna Fulton, Provost/ VP Academic Affairs

Dr. Fulton addressed the two items below that would require a Motion.

- Proposed New Degree & Certificate Programs
- Policy Review- BOV Policy 3. Role of Faculty in University Governance

Dr. Fulton provided a review of the Proposed New Degree & Certificate Programs highlighting the goals, mission, and structure.

The Honorable James Dyke motioned to approve the Proposed New Degree & Certificate Programs, seconded by Mr. Jay Jamison and with a 4-0 Roll Call Vote the Board unanimously approved.

Dr. Fulton discussed the Policy Review for BOV Policy 3. Role of Faculty in University Governance.

The Honorable James Dyke motioned to approve BOV Policy 3. Role of Faculty in University Governance, second by Mr. Jay Jamison and with a 4-0 Roll Call Vote the Board unanimously approved.

b. Student Affairs Update- Dr. Leonard Brown, VP Student Affairs

- Dr. Brown invited three senior student representatives (Nina Collymore, Nia Grant, and Zion Asamoah) to share their experiences at Norfolk State University and what their plans are for post-graduation.
- Dr. Brown also introduced Ms. Mary Banks as the Director of International Students.
- Spartan Health Center renovations. Evening appointments offered to commuter students starting Fall 2025.

c. Enrollment Management Update- Dr. Justin L. Moses, VP of Operations| Chief Strategist

- Admitted Student Day was held on Saturday April 5, 2025, with a total of 1407 participants, to include admitted students and their guests.
- Applications and Admitted Students to NSU are trending upwards from 2024.

d. Athletics Update- Dr. Melody Webb, Athletic Director

- Dr. Webb talked about the Gold Standard in sports. Both basketball teams were the regular season champions, MEAC champions, and had NCAA Tournament appearances. The Athletics Department had five championships thus far 2024-2025. NCAA D1 Track and Field. The graduation success for athletes is 89%.
- Will soon be releasing direct payments and benefits to student athletes.
- Ticket surcharge with a 4% increase in sales.
- Increase in sponsorship opportunities from the community.

- 5. Motion- Closed Meeting Pursuant to Section 2.2-3711 (A) 1, 7 and 8 of the Code of Virginia Mr. Jay Jamison read the following motion, seconded by The Honorable James Dyke, with a 4-0 Roll Call Vote the Board unanimously approved.**

Board of Visitors

Academic and Student Affairs Committee Meeting

April 15, 2025

Mr. Vice Rector, I move that we adjourn and reconvene in Closed Meeting pursuant to: Section 2.2-3711(A) 1, 7, and 8 of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

(I): To discuss personnel matters, including more specifically, appointment, and/or promotions, to certain university employees, and further, to discuss the evaluation of performance specific employees; and personnel matters regarding the evaluation of performance of specific university departments where such evaluation will necessarily include, more specifically, discussion of the performance of specific departments' operational vulnerabilities and Compliance "Gap" closure activities; and (7) and (8): Consultation with legal counsel regarding specific matters requiring the provision of legal advice pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the university, including more specifically for legal counsel to give a status update on pending and potential litigation of which the Board should be made aware; along with any necessary consultation with legal counsel regarding matters noted in this motion and that any member of the NSU Board of Visitors be permitted to attend virtually, or by phone to participate in the Closed Meeting; and further that the following remain for or attend, when called, the Closed Meeting.

State all that apply:

- ___ President
- ___ Provost
- ___ University Legal Counsel
- ___ Athletic Director

6. Reconvene in Open Meeting

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

A motion was made by The Honorable James Dyke and seconded by Mr. Jay Jamison of list Tenure Promotions, with a 4-0 Roll Call Vote the Board unanimously approved.

7. Public Comment

There were none.

8. Information Items

There were none.

9. Adjournment

There being no further business, Mr. Dwayne Blake adjourned the meeting at 3:13 p.m. The Committee voted and unanimously approved with a 4-0 Roll Call Vote. Motioned by The Honorable James Dyke and seconded Mr. Jay Jamison.

Board of Visitors

Academic and Student Affairs Committee Meeting

April 15, 2025

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.

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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

Board of Visitors

Academic and Student Affairs Committee Meeting

April 15, 2025

2. President

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

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) [Creating and Maintaining Policies](#) and [Statement of Governance](#) (adopted by the Board on 12/13/2013).

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 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.

Board of Visitors

Academic and Student Affairs Committee Meeting

April 15, 2025

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

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 Awareness'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.

Board of Visitors

Academic and Student Affairs Committee Meeting

April 15, 2025

Failure to satisfy procedural requirements does not invalidate this policy.

BOV POLICY # 03 (2014) Faculty Role in University Governance**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, 2027

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 § [23.1-1300\(G\) and \(I\)](#) regarding faculty representatives to the boards of visitors.

Board of Visitors

Academic and Student Affairs Committee Meeting

April 15, 2025

Respectfully Submitted,

Dewayne Blake, Vice- Rector

Sharea' Williams, Executive Administrative Coordinator
for the VP of Operations

Dr. Justin Moses, VP of Operations| Chief Strategist

Board of Visitors

Academic and Student Affairs Committee Meeting

April 15, 2025

Item	Mr. Delbert Parks (Chair)	Mr. Mike Andrews	Mr. Dwayne Blake	The Honorable James Dyke	Mr. Edward Sanders	Mr. Jay Jamison	Totals
Quorum	Absent	Virtual	Yes	Yes	Yes	Yes	4-0
Recommendation Approval of Electronic Participation	A	V	Yes	Yes	Yes	Yes	4-0
Approval of Minutes	A	V	Yes	Yes	Yes	Yes	4-0
New Degree Program & Certificate proposals	A	V	Yes	Yes	Yes	Yes	4-0
BOV Policy 3 Review	A	V	Yes	Yes	Yes	Yes	4-0
Motion to Close Session	A	V	Yes	Yes	Yes	Yes	4-0
Motion of Tenure Promotions	A	V	Yes	Yes	Yes	Yes	4-0
Adjournment	A	V	Yes	Yes	Yes	Yes	4-0



NSU B.O.V. Academic and Student Affairs Subcommittee Meeting October 23, 2025



Mr. Gilbert Bland, Chair - Academic and Student Affairs Committee

Staff:

Leonard Brown, D.M. – Vice President for Student Affairs
Justin Moses, J.D., Ed.D. – Vice President for Operations & Institutional Effectiveness
Aurelia Williams, D.P.S. – Provost and Vice President for Academic Affairs (I)
Melody Webb, Ed.D. – Vice President and Director of Athletics



Spartan Promise to Persist



Development of Employable Skills
The program is designed to help participants develop skills that are directly applicable to the workforce, enhancing their skillset upon graduation.

Enhanced Confidence and Purpose
The program aims to build participant's confidence and sense of purpose, equipping them with the mindset needed to persist in their academic and professional endeavors.

Networking and Community Engagement
By participating in SP3, students have the opportunity to connect with peers, faculty, and professionals, fostering a supportive community that can aid in their personal and professional growth.

BENEFITS

- ✓ Networking Opportunities
- ✓ Career Readiness Skills
- ✓ Creative Workshops

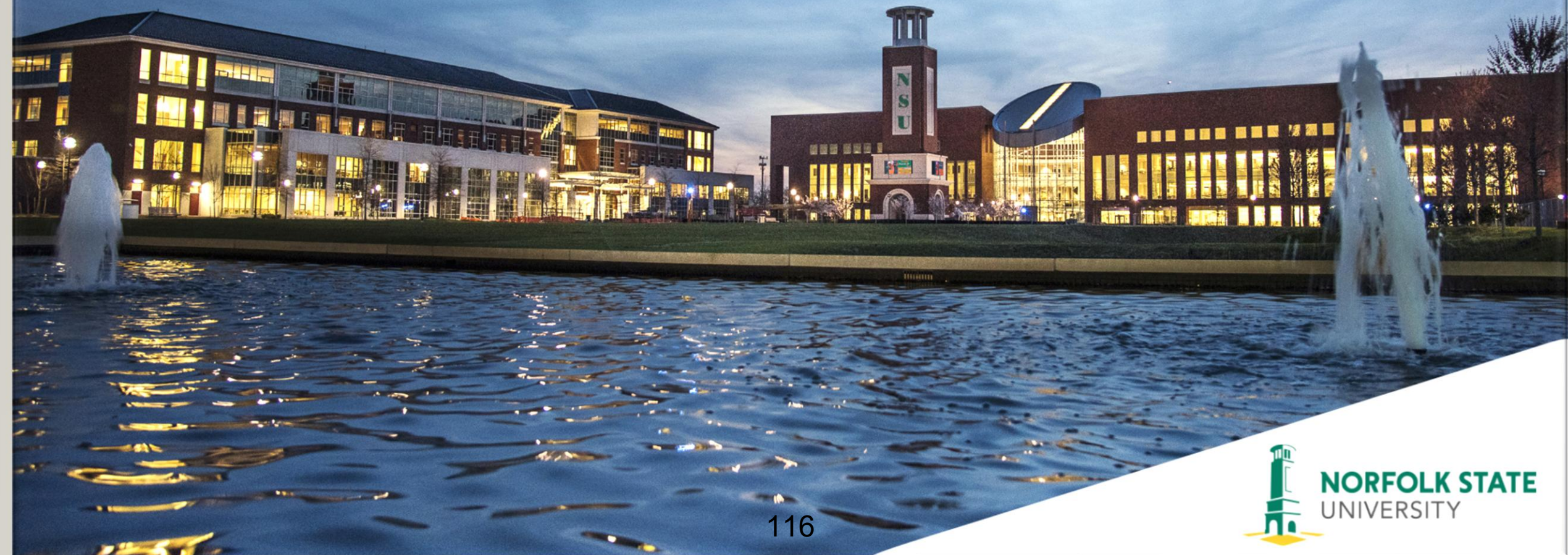


AGENDA:

- **Academic Affairs Update**
 - Proposed New Degree Programs
 - Certificate programs
 - Program Dissolution
 - Site Closure
- **Student Affairs Update**
- **Enrollment Management Update**
 - Enrollment overview
- **Athletics Update**
- **Strategy Discussion**

Proposed New Degree Programs, Certificate Programs, Program Dissolution, & Site Closure

Academic Affairs



Academic Affairs: Certificate Program Proposals

College of Science, Engineering, & Technology

- ❖ **Program:** Graduate Certificate in Cybersecurity
- ❖ **Department:** Computer Science
- ❖ **Credit Requirements:** 12 semester credit hours for completion.
- ❖ **Time to Complete:** The certificate program will be offered to both degree-seeking and non-degree-seeking students on a full-time and part-time basis. Degree-seeking and non-degree students enrolled full-time, maintaining a course load of nine credit hours each semester, can complete the certificate in one (1) calendar year.

❖ **Modality:** Online

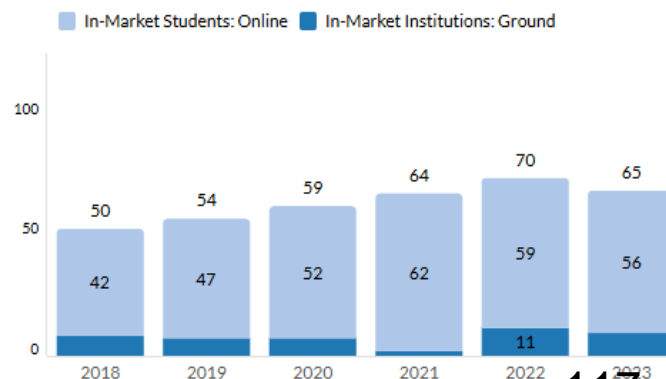
❖ **Year of Initiation:** Spring 2026

❖ **Program Specialty:** Students will learn the fundamentals of digital forensics for both computers and mobile devices, as well as how to use popular digital forensics software and tools. The program will teach students ethical hacking techniques to evaluate the security of enterprise systems. Graduates will be equipped to analyze the challenges of running an e-commerce business, including securing data, ensuring safe transactions, and proposing viable solutions..

❖ **Employment Demand:** The program's employment outcomes are impressive, with an Entry Level Salary ranking in the 92nd percentile at \$93,156, which surpasses most competing programs. Post Entry Level Median Salary is similarly strong, in the 91st percentile at \$115,009, reflecting healthy career progression. Job Postings per Graduate indicates favorable demand, positioned in the 72nd percentile, demonstrating opportunities for program graduates. Contributing further, Job Postings overall rank in the 98th percentile at 9,453, reinforcing strong market demand.

Please note that the table on the right provides completion information for similar programs in the Commonwealth of Virginia, comparing face-to-face and online degree programs. Source: Gray DI.

Total Completions by In-Market Students
Current Year and Previous Year



Total Completions by In-Market Institutions



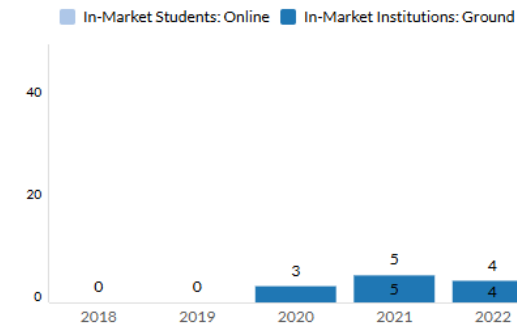
Academic Affairs: Certificate Program Proposals

College of Science, Engineering, & Technology

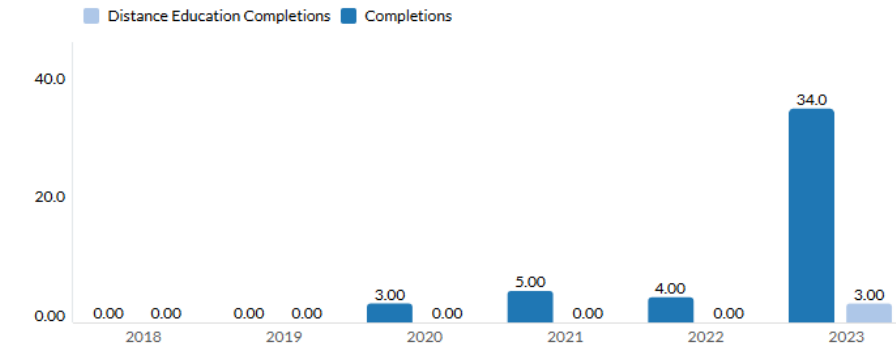
- ❖ **Program:** Graduate in Certificate Gaming Design and Development
- ❖ **Department:** Computer Science
- ❖ **Credit Requirements:** 12 semester credit hours for completion.
- ❖ **Time to Complete:** The certificate program will be offered to both degree-seeking and non-degree-seeking students on a full-time and part-time basis. The certificate will be offered using two full-term courses and four mini-term courses. Students enrolled full-time, maintaining a course load of nine credit hours each semester, can complete the certificate in one (1) calendar year.
- ❖ **Modality:** Online
- ❖ **Year of Initiation:** Spring 2026
- ❖ **Program Specialty:** Students will gain hands-on gaming design experience through a team-based development model. Students will learn to apply principles of game design to create interactive mechanics, narratives, and user experiences. Graduates will be able to develop prototypes from concept to final build using industry standard design platforms.
- ❖ **Market Demand:** This certificate program will be the first of its kind offered in the Commonwealth of Virginia. Employment for digital designers is expected to grow by 8 percent from 2023 to 2033, which is faster than the average for all occupations. On average, about 16,500 job openings for web developers and digital designers are projected each year over the next decade. Many of these openings will arise from the need to replace workers who move to different occupations or leave the labor force, such as through retirement.

Please note that the table on the right provides completion information for similar programs servicing students in the Commonwealth of Virginia, comparing face-to-face and online degree programs. Source: Gray DI.

Total Completions by In-Market Students
Current Year and Previous Year



Total Completions by In-Market Institutions



Academic Affairs: Certificate Program Proposals

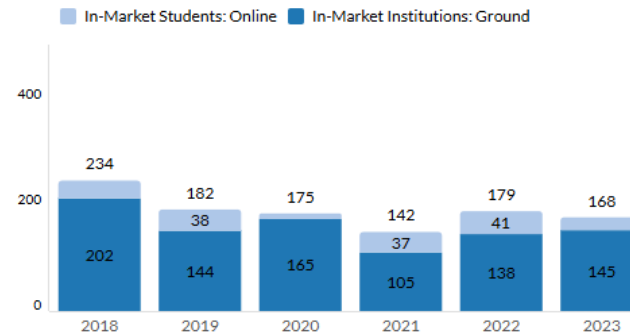
School of Education

- ❖ **Program:** Graduate Certificate in Teacher Education
- ❖ **Department:** Secondary Education and School Leadership
- ❖ **Credit Requirements:** 18 semester credit hours for completion.
- ❖ **Time to Degree:** Degree-seeking and non-degree seeking students attending full-time can complete the certificate in one (1) calendar year, including summer attendance. The certificate will be offered using 7-week sessions.

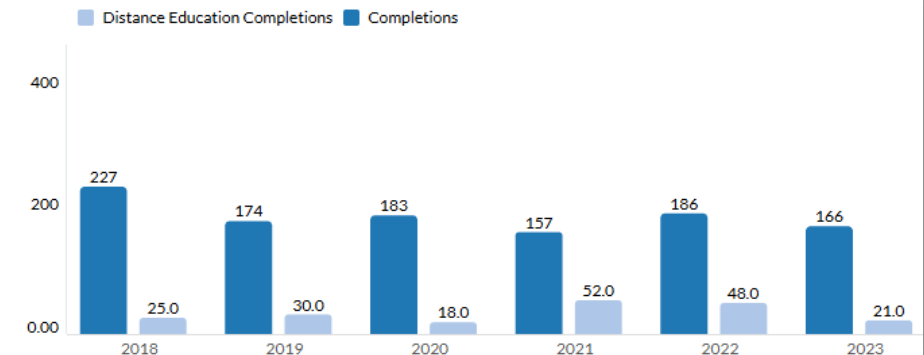
- ❖ **Modality:** Traditional face-to-face
- ❖ **Year of Initiation:** Spring 2026
- ❖ **Program Specialty:** The curriculum is designed to equip students with a strong foundation in teaching within preK-12 settings. Students will explore educational policies and their impact on school administration, teachers, and students. The Graduate Certificate in Urban Teacher Education provides a route for candidates to secure teaching license issued by the Virginia Department of Education (VOE). The VDOE requires that teachers meet specific competencies in educator preparation to ensure high-quality, licensed teachers are available to all students in the Commonwealth.
- ❖ **Market Demand:** The Bureau of Labor Statistics projects that from 2023 to 2033, there will be an average of approximately 106,500 job openings for kindergarten and elementary school teachers each year. These openings are anticipated to arise primarily from the need to replace workers who transfer to different occupations or leave the workforce, such as due to retirement.

Please note that the table on the right provides completion information for similar programs servicing students in the Commonwealth of Virginia, comparing face-to-face and online degree programs. Source: Gray DI.

Total Completions by In-Market Students
Current Year and Previous Year



Total Completions by In-Market Institutions



Academic Affairs: New Degree Program Proposals

College of Liberal Arts

- ❖ **Program:** Doctor of Philosophy (PhD) in Clinical Psychology
- ❖ **Department:** Psychology
- ❖ **Credit Requirements:** 98-122 semester credit hours for completion.
- ❖ **Entry Pathways:** The degree program has two entrance pathways based on the degree level: post-bachelor and post master's degree. Students with B.A./B.S. degree will be required to complete a minimum of 122 credits. Students with an M.A./M.S. degree will be required to complete a minimum of 98 credits. A dissertation and clinical internship are required.
- ❖ **Modality:** Traditional Face-to-face
- ❖ **Year of Initiation:** Fall 2026
- ❖ **Program Specialty:** This PhD program is a standalone degree offered by NSU following the dissolution of the Virginia Consortium partnership with Old Dominion University. The program utilizes a scientist-practitioner training model that integrates research with clinical practice, equipping graduate students with skills across multiple areas. The program provides the essential training needed for graduates to pursue careers as licensed clinical psychologists, neuropsychologists, clinical supervisors, and research psychologists in healthcare organizations, academia, and private practice.
- ❖ **Market Demand:** The program shows promising job opportunities with 8,815 Job Postings, ranking it in the 99th percentile in job availability. Overall employment of psychologists is projected to grow 7 percent from 2023 to 2033, faster than the average for all occupations. About 13,000 openings for psychologists are projected each year, on average, over the decade.

Summary of Projected Enrollments in Proposed Program

Year 1		Year 2		Year 3		Year 4 Target Year (2-year institutions)			Year 5 Target Year (4-year institutions)		
2026 - 2027		2027 - 2028		2028 - 2029		2029 - 2030			2030 - 2031		
HDCT <u>6</u>	FTES <u>6</u>	HDCT <u>12</u>	FTES <u>12</u>	HDCT <u>15</u>	FTES <u>15</u>	HDCT <u>18</u>	FTES <u>18</u>	GRAD —	HDCT <u>21</u>	FTES <u>21</u>	GRAD <u>4</u>

Academic Affairs: Joint Program Dissolution

College of Liberal Arts

- ❖ **Program:** Doctor of Philosophy (PhD) in Clinical Psychology
- ❖ **Department:** Psychology
- ❖ **Credit Requirements:** 115 semester credit hours for completion.
- ❖ **Background:** In 1978, Norfolk State University, and Old Dominion University, Eastern Virginia Medical School (EVMS), and the College of William and Mary in Virginia created the “Virginia Consortium Program in Clinical Psychology” to administer the Doctor of Philosophy (PhD) in Clinical Psychology. In 2008, William & Mary formally withdrew from the Consortium. In 2024, after ODU merged with EVMS, NSU and ODU were the remaining two (2) institutions in the Consortium.
- ❖ **NSU wishes to formally close the joint PhD in Clinical Psychology degree program and offer an independent PhD in Clinical Psychology degree program.**
- ❖ **Effective:** Spring 2026
- ❖ **Teach-Out Plan:** The last students to be admitted will be Fall 2025. The teach-out plan provides for one (1) additional year (a sixth year) beyond the five (5) years which allows six (6) years for all students to graduate from the degree program. The teach-out will continue through August 31, 2031, providing a 6 year teach-out from the final admitted class in August 2025.

Academic Affairs: New Degree Program Proposals

College of Science, Engineering, & Technology

- ❖ **Program:** Master of Science in Applied Mathematics and Statistics
- ❖ **Department:** Mathematics
- ❖ **Credit Requirements:** 30 semester credit hours for completion.
- ❖ **Entry Pathways:** The degree program has one entrance pathway: post-bachelor's degree.
- ❖ **Time to Degree:** Degree-seeking and non-degree seeking students attending full-time can complete the degree program in two (2) calendar years.
- ❖ **Modality:** Online
- ❖ **Year of Initiation:** Fall 2026
- ❖ **Program Specialty:** The curriculum will provide a solid, educational foundation in data analysis to discover patterns and trends to inform the decision-making process in organizations. The curriculum includes core components (e.g., statistical analysis, data visualization, linear algebra, and big data analytics) within the disciplines of applied mathematics and statistics. Coursework will train students to use algorithms, probability, and statistics to extract, organize, and analyze data.
- ❖ **Market Demand:** According to the US Bureau of Labor Statistics (BLS), Occupational Outlook, employment for mathematicians and statisticians is expected to grow 31 percent from 2021 to 2031, "much faster than the average for all occupations." Further, the BLS indicates "the amount of digitally stored data will increase over the next decade as more people and companies conduct business online and use social media, smartphones, and other mobile devices.

Summary of Projected Enrollments in Proposed Program

Year 1		Year 2		Year 3		Year 4 Target Year (2-year institutions)			Year 5 Target Year (4-year institutions)		
2026 - 2027		2027 - 2028		2028 - 2029		2029 - 2030			2030 - 2031		
HDCT 20	FTES 15	HDCT 27	FTES 20	HDCT 25	FTES 18	HDCT 28	FTES 22	GRAD —	HDCT 35	FTES 27	GRAD 23

Please note this program was originally approved by the BOV in 2021. Per SCHEV policy program's must be approved within one years of submission.

Academic Affairs: Naval Station Norfolk Site Closure

- ❖ **Background:** NSU's Dept. of Secondary Education and School Leadership previously conducted classes at Naval Station Norfolk. The Naval Station provided notice of termination of our Memorandum of Understanding, effective Dec. 9, 2024
- ❖ **Rationale:** Commanding Officer's decision to no longer support on base academic programs due to lack of enrollment and the desire of military personnel to make use of online modalities
- ❖ **Impact:** Negligible immediate impact, due to the absence of course offerings or enrollment at the site
- ❖ **Status:** NSU has satisfied its obligations regarding the site closure, e.g., the removal of University equipment from the site.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

**RESOLUTION TO APPROVE
REMOVAL OF AN OFF-CAMPUS INSTRUCTIONAL SITE**

WHEREAS, Norfolk State University has maintained an off-campus instructional site at Naval Station Norfolk, 8855 First Street, Building CEP-87 Navy College Annex, Room 202, which previously provided accessible academic programs in school counseling, mental health counseling, and rehabilitation counseling as part of the Master of Arts in Urban Education degree program; and

WHEREAS, the Commander of Navy Region Mid-Atlantic sent written notification to the President of Norfolk State University announcing the termination of the Memorandum of Understanding between the University and Naval Station Norfolk, effective December 9, 2024; and

WHEREAS, the Commander of Navy Region Mid-Atlantic stated that they will no longer support academic programs at the military installation, given low enrollment and participation rates, as well as the preference of military personnel for online education; and

WHEREAS, the University has no students enrolled and no courses presently offered at Naval Station Norfolk, and no teach-out plan is required;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the assigned staff, the Provost and Vice President for Academic Affairs, the University President, and upon the recommendation of the Board's Academic and Student Affairs Committee, the Norfolk State University Board of Visitors approves this resolution for the removal of the Naval Station Norfolk off-campus instructional site, as presented this 24th day of October 2025.

Signature

Kim W. Brown
Rector
Norfolk State University Board of Visitors

Date _____

Division of Student Affairs

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



Spartans On The Career Path to Success!

Post Graduation Outcomes



Post Graduation Status	Fall 2023	Fall 2024	Spring 2024	Spring 2025
Employed	56%	59%	52%	53%
Post-Graduate Intern or Fellow	5%	1%	3%	2%
Enrolled in Graduate or Professional School	8%	6%	10%	11%
Serving in the U.S. Military	2%	2%	4%	N/A
Total	72%	68%	69%	66%

SEVIO>AS Spartans Are Heroes Too!

Edward Seawood



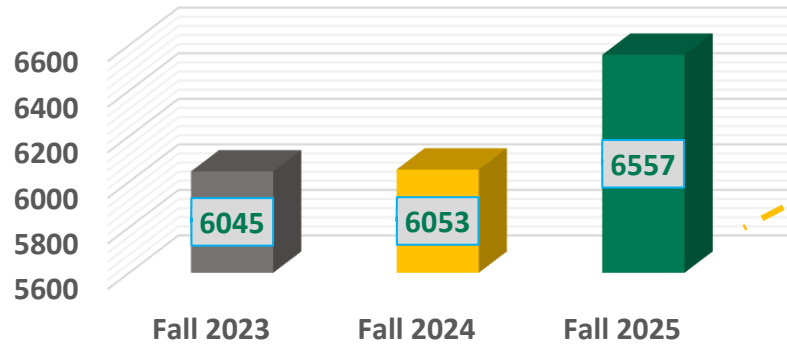
Enrollment Management Update

- **Justin Moses, J.D. Ed.D**
Vice President for Operations and Chief
Strategist for Institutional Effectiveness



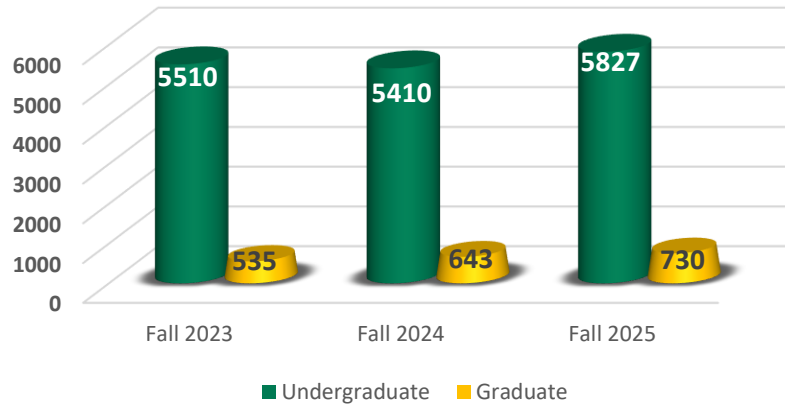
Enrollment Management Update

Total Enrollment



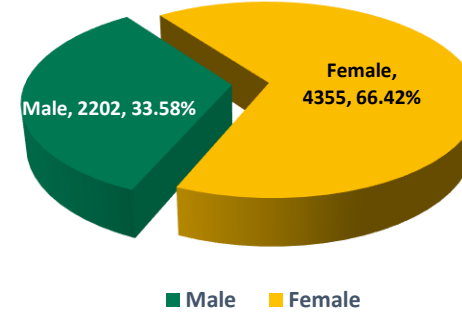
- **8.32% increase** from Fall 2024 – Fall 2025
- **Increase of 504 students** from Fall 2024 – Fall 2025
- **1551 first time freshman**
- **321 new transfer students**
- **\$130,000,000** awarded in Financial Aid
- **All incoming students provided with orientation** over the course of 55 in-person and virtual orientation sessions.

Enrollment By Level

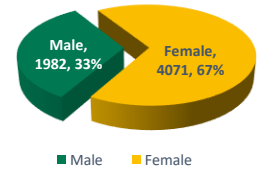


- **7.70 % increase** in undergraduate students (n = 417)
- **13.53 % increase** in graduate students (n = 87)
- **Continuous growth** in graduate students over the last 3 academic years

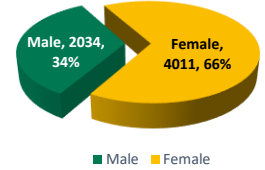
2025 Enrollment By Gender



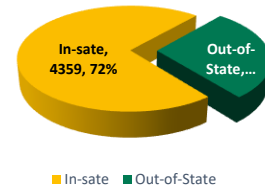
2024 Enrollment By Gender



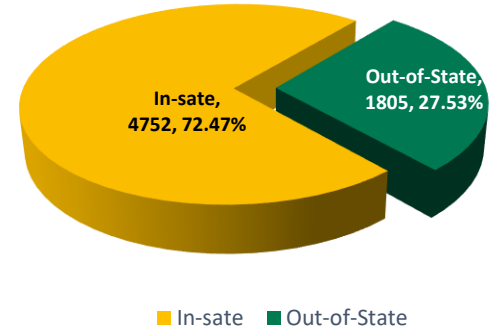
2023 Enrollment By Gender



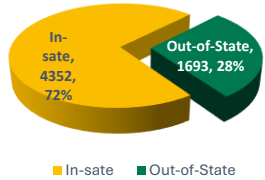
Fall 2024 Enrollment by Domicile



Fall 2025 Enrollment by Domicile

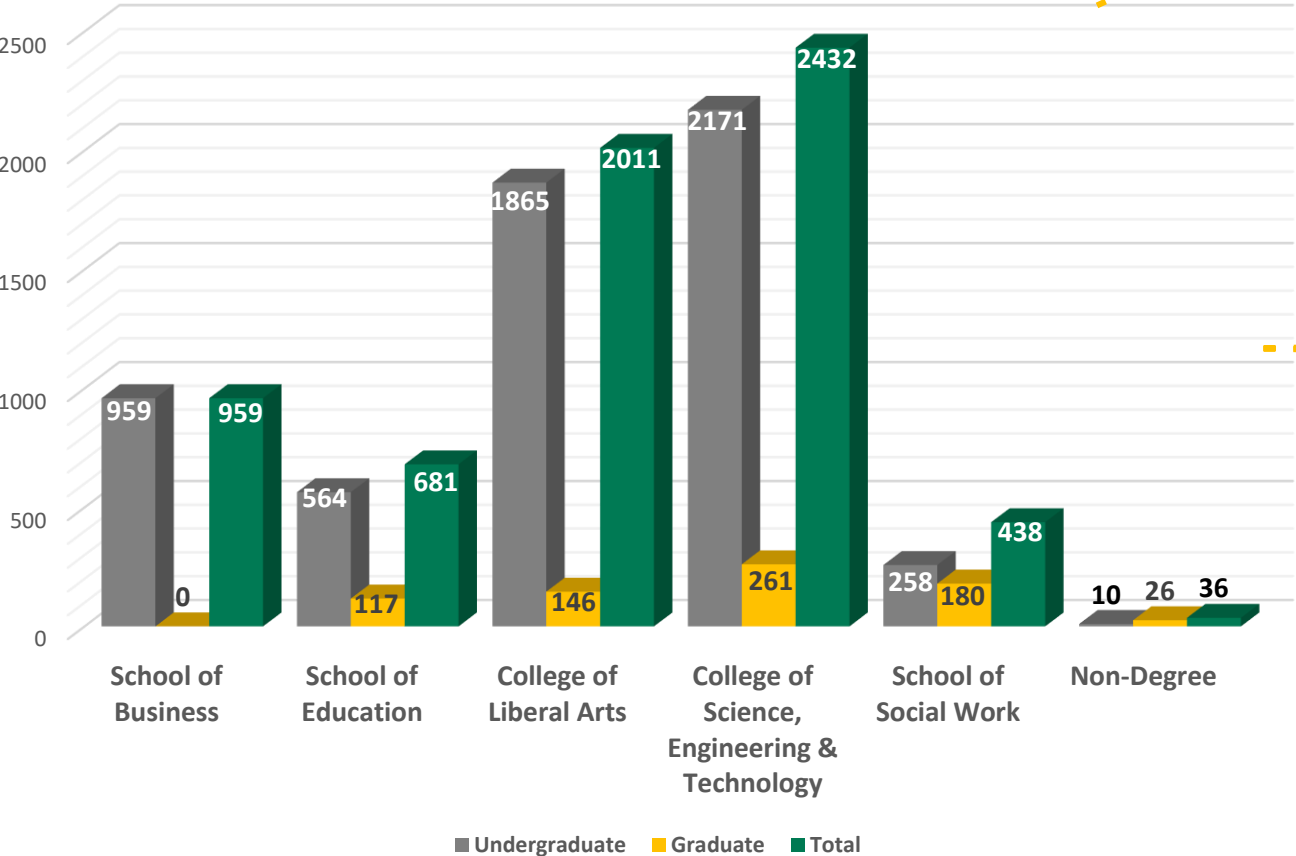


Fall 2023 Enrollment by Domicile



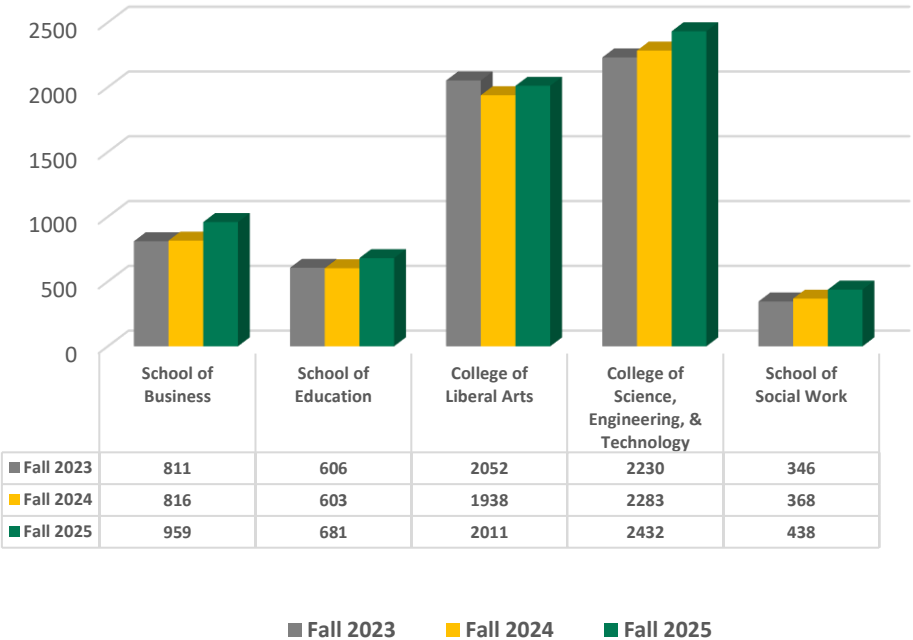
Enrollment Management Update

2025 Enrollment by College



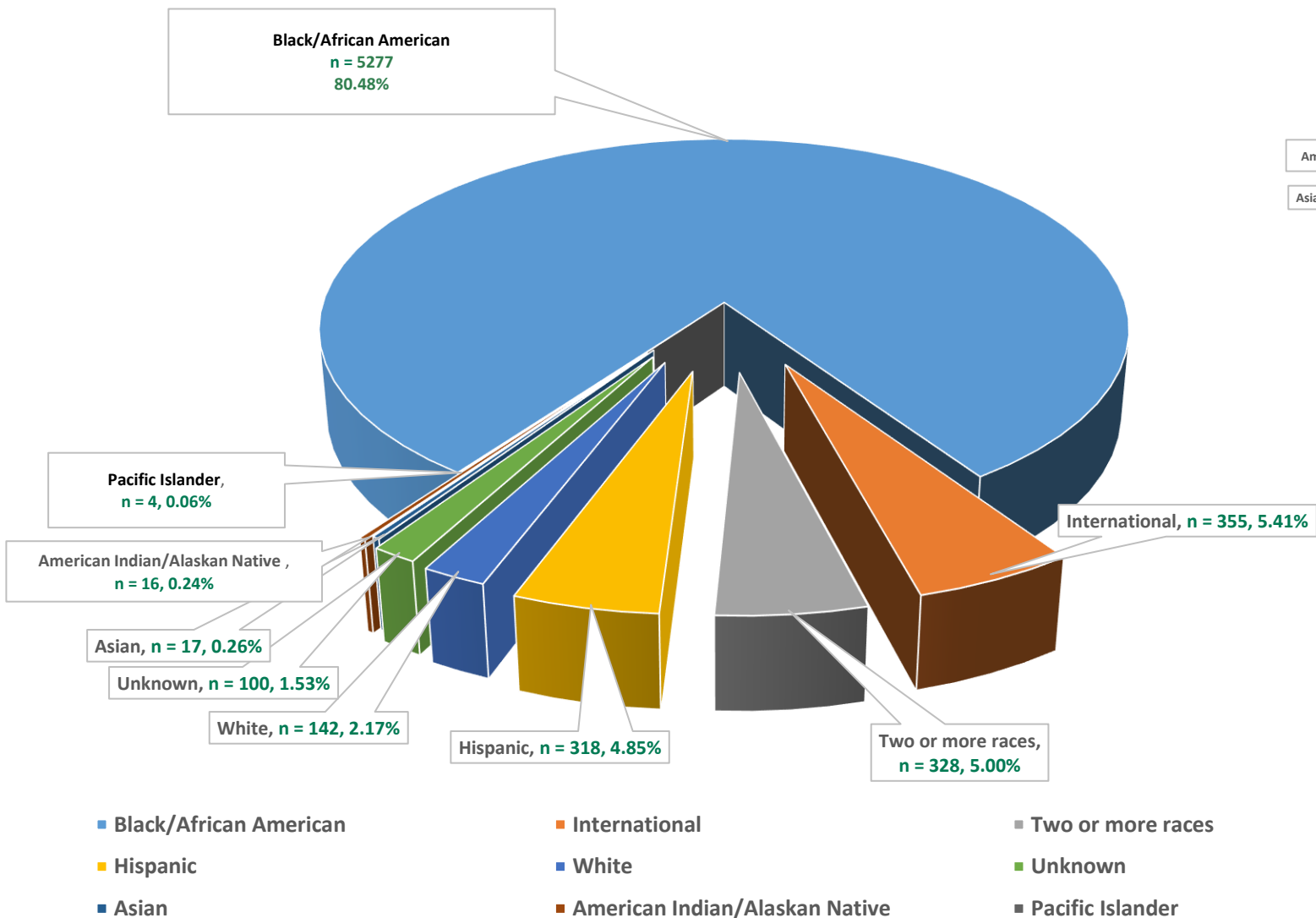
- College of Science, Engineering, & Technology, continues to be the largest academic college.
- All colleges experienced an increase in enrollment from the last academic year
- All but one two colleges experienced continual increase over the last three years.

College/School Enrollment - 2023 - 2025

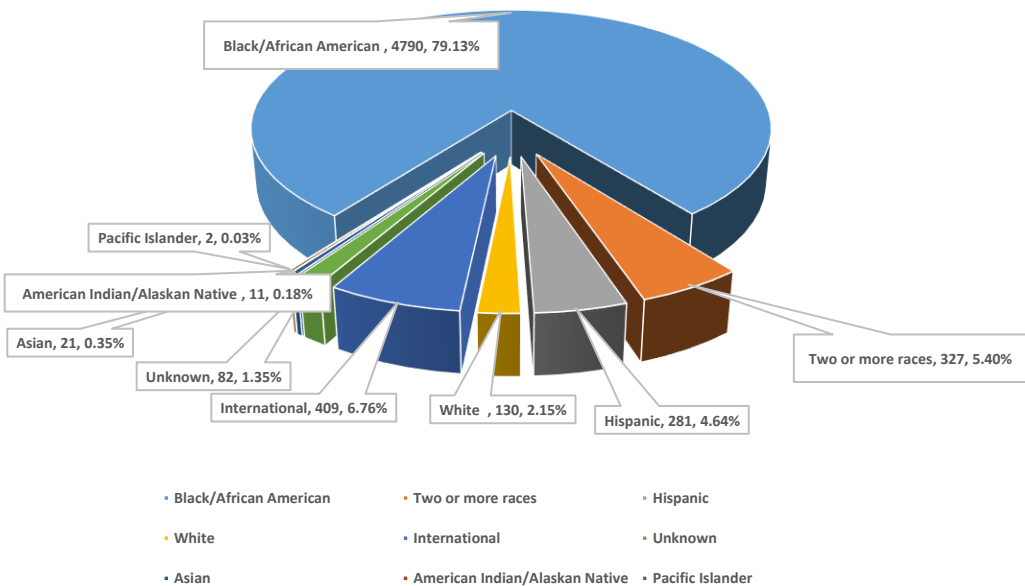


Enrollment Management Update

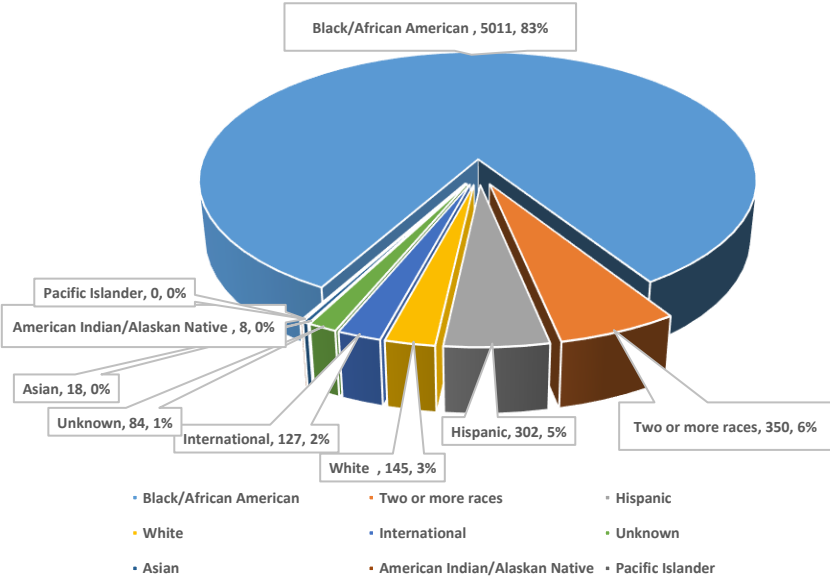
Fall 2025 Enrollment (By Race/Ethnicity)



Fall 2024 Enrollment (By Race/Ethnicity)



Fall 2023 Enrollment (By Race/Ethnicity)





ATHLETICS OVERVIEW



GOLD STANDARD

"THE STANDARD IS THE STANDARD"

- ✓ ELEVATE MEDIA FOOTPRINT
- ✓ BRANDING/EXPOSURE
- ✓ FUNDING GROWTH/PARTNERSHIPS
- ✓ REVENUE STRATEGIES
- ✓ FACILITIES
- ✓ CAPITAL PROJECTS



REVENUE STRATEGIES

- ✓ **ELEVATED MEDIA FOOTPRINT AND NATIONAL CONVERSATION AROUND THE PROGRAM**
- ✓ **RENEWED DONOR/ALUMNI PIPELINE AND CORPORATE PARTNER INTEREST**
- ✓ **CLEAR INSTITUTIONAL ALIGNMENT (PRESIDENT/AD/COMMS/GOVERNANCE)**
- ✓ **MOMENTUM IN RECRUITING AND COMMUNITY ENGAGEMENT**

Ticket Sales

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

Ancillary

Ancillary Revenue includes income generated from parking, concessions, merchandise sales, and other sources boosted by enhanced attendance.

Sponsorships

Sponsorships can increase significantly, attracting corporate partnerships, local & national brands & media sponsors looking to align with a successful, high-visibility program.

Contributions

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

Student Success Strategies

- Retention rates are measured by the percentage of first year college students who return for the Fall semester of their second year.
- Contextually, retention rates for the following categories are as follows:
 - Public four-year universities - 81%
 - Privates - 79%
 - Community Colleges 55%
 - HBCUs [60–80%] range.
 - **NSU is at 72 percent (2024)**



- **Factors that lead to attrition** of our students:
 - Financial resources
 - Impact of campus housing
 - Academic Progress
 - For our students, we see an even greater impact after the sophomore year



- **Strategies we are employing** to increase student success and graduation:
 - Change in advisor model
 - Bridge Programs
 - VCAN support
 - Athletics support
 - Data collection specific to student groups like Band, student leaders etc.
 - Trio support



Student Success Strategies

- NSU's 2025 Six Year Plan highlights are strategic pathways for the next several years
 - Increase the six-year graduation rate to at least 40% over the next 4 years
 - Elevate Pell-eligible student outcomes, with a goal of achieving a 40% six-year graduation rate for Pell recipients by 2030
 - Faculty Expansion to Support Enrollment Growth



- How can the BOV assist:
 - Advocate for additional state-funded resources and support
 - Continue to tell NSU's story of resilience and success
 - Let the data speak for itself with recent enrollment gains and increased retention rates over the last 3 years (2021-2024) and enrollment growth over the last 4 years (2021 – 2025).



NSU Strategic Plan Process

- NSU has partnered with Nehemiah – The Leadership Company to facilitate the Strategic Plan Process
- The upcoming strategic plan will replace the previous 2019 – 2025 plan
- The plan will be congruent with other strategic actions (i.e. NSU's Six-Year Plan and the Strategic Pillars)
- The plan involves a seven-part process
 1. Mission and Vision Development
 2. Analysis of institutional data and identification of strengths, gaps, and opportunities
 3. Development of Strategies/goals
 4. Community Feedback
 5. Executive Review and Plan Finalization
 6. Review/approval by BOV
 7. Publication





Thank You!

Executive Committee

Times are approximate

**AGENDA
BOARD OF VISITORS EXECUTIVE COMMITTEE MEETING**

Friday, October 24, 2025

Dr. Kim W. Brown, Rector

8:30 a.m. – 9:00 a.m.

Zoom Link: https://nsu-edu.zoom.us/webinar/register/WN_o6EkIGD3SbGe_mSC0j8rwg

- 8:30 a.m. **Call to Order/Establish Quorum.....**Dr. Kim W. Brown, Rector
- 8:35 a.m. **Request Approval for Electronic Participation**
- 8:40 a.m. **Recommend Approval of Prior Meeting Minutes**
 - Executive Committee Meeting Minutes – April 15, 2025
- 8:45 a.m. **MOTION - CLOSED MEETING-** Pursuant to § 2.2-3711(A) 1, 4, 7 and 8, Code of Virginia
- 8:50 a.m. **OPEN MEETING**
- 8:55 a.m. **ACTION ITEMS**
- 9:00 a.m. **ADJOURNMENT**

EXECUTIVE COMMITTEE

Dr. 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 October 24, 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:

LINK

https://nsu-edu.zoom.us/webinar/register/WN_o6EkIGD3SbGe_mSC0j8rwg

October 24, 2025, at 8:00 a.m.

Registering will allow participants to attend virtually or by phone. Information on public comment is provided in the notes tab via zoom. Public comment should address only the items listed on the agenda.

If there is any interruption in the broadcast of the meeting, please contact 757-755-4370.

**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 2 of 2

DRAFT

BOARD OF VISITORS

EXECUTIVE COMMITTEE MEETING

April 15, 2025

MINUTES

1. Call to Order

Mr. Dwayne Blake, Vice Rector, called the Executive Committee meeting to order at approximately 10:37 a.m.

A quorum was established with a 5-0 Roll Call vote. A list of individuals who joined the meeting is provided below.

Committee Members Present

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

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. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration
Dr. Melody M. Webb, Senior Associate Athletics Director/SWA
Mr. Clifford Porter, Vice President, University Advancement
Dr. Tanya S. White, Chief of Staff
Dr. Dawn Hess, Chief Compliance Officer
Mrs. Derika Burgess, Chief Audit Executive
Ms. Monica Reid, Senior Executive Assistant, Office of the Provost
Mr. Christopher Gregory, Office of Information Technology
Ms. Sher're Dozier, Clerk to the President for the Board of Visitors

2. Recommend Approval of Virtual Participation

None

Mr. Blake discussed the new calendar of the Board meetings for the remainder of 2025-2026, with the structure of a two-day Board Meeting. The Committee meeting will be held one day prior to the Full Board Meeting. The new calendar will commence in October 2025. The Proposed new calendar dates will be reviewed for approval with the Full Board during the May 2025 Board meeting.

3. Recommend Approval of Prior Meeting Minutes

The Committee voted and unanimously approved with a 5-0 Roll Call Vote, the Minutes for July 31, 2024, Executive Committee Meeting motioned by Dr. Chase and seconded by Mr. Jamison.

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

Mr. Blake read the following motion, seconded by Mr. Jamison, and with a 5-0 Roll Call Vote the Board unanimously approved.

Mr. Chair, I move that we adjourn and reconvene in Closed Meeting pursuant to: Section 2.2-3711(A) 1, 7, and 8 of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

(1):To discuss personnel matters, including discussion and consideration of a prospective candidate for employment where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and to discuss assignment, appointment, promotion, performance, evaluation and salaries of specific employees of Norfolk State University which may include evaluation of performance of university departments; and where such evaluation will necessarily involve discussion of performance of specific individuals; and

(7) and (8): Consultation with legal counsel regarding specific matters requiring the provision of legal advice pertaining to specific legal matters requiring the provision of legal advice by such counsel;

And more specifically, with reference to both of the above sections, to discuss and consider a multi-year contract for a specific individual who is being considered for employment; and discuss and consider several employee's performance, related compensation, and salaries;

And that any non-committee member of the NSU Board of Visitors be permitted to attend in person or virtually the Closed Meeting; but not participate or vote; and

further that the following remain for or attend virtually, when called, the Closed Meeting:

State all that apply:

- ___ President
- ___ University Counsel
- ___ NSU Athletic Director

5. OPEN MEETING- DISCUSSION

Mr. Blake read: 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.

6. ACTION ITEMS

Mr. Blake motioned that the Executive Committee recommend Full Board approval of a multi-year contract for an athletic coach, with the salary terms and conditions as discussed during the closed session, Seconded by Dr. Chase and with a 5-0 Roll Call Vote the Board unanimously approved.

8. Adjournment at 11:50 a.m.

Mr. Blake motioned to adjourned, Seconded by Mr. Jamison and with a 5-0 Roll Call Vote the Board unanimously approved.

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 April 15, 2025

Item	Rector Kim Brown	Mr. Dwayne Blake	Dr. Katrina Chase	Mr. Jay Jamison	Mr. Gilbert Bland	Totals
Quorum	Yes	Yes	Yes	Yes	Yes	5-0
Recommend Approval of Electronic Participation	Yes	Yes	Yes	Yes	Yes	5-0
Approval of the Minutes	Yes	Yes	Yes	Yes	Yes	5-0
Motion-Closed Meeting	Yes	Yes	Yes	Yes	Yes	5-0
Motion- Open Session	Yes	Yes	Yes	Yes	Yes	5-0
Approval of multi-year contract for an athletic coach, with the salary terms and conditions discussed during the closed session	Yes	Yes	Yes	Yes	Yes	5-0
Adjournment	Yes	Yes	Yes	Yes	Yes	5-0

May 9, 2025
Full Board Minutes

DRAFT

**BOARD OF VISITORS
FULL BOARD MEETING
May 9, 2025
MINUTES**

1. Call to Order/Establish Quorum

Bishop Kim W. Brown, Rector, called the Norfolk State University Board of Visitors meeting to order at approximately 9:10 a.m.

A quorum was established with a 11-0 Roll Call vote. A list of individuals who joined the meeting is provided below.

Present – Board Members

Bishop Kim W. Brown, Rector
Mr. Dwayne B. Blake, Vice Rector
Dr. Katrina Chase, Secretary
Mr. T. Michael Andrews
Mr. Gilbert Bland
Mr. Conrad Hall
The Honorable James W. Dyke, Jr.
Mr. James Jamison
Mr. Darrell “DJ” Jordan
Mr. Edward Sanders
Dr. Harold Watkins, II

Members Absent

Mrs. Heidi Abbott
Mr. Delbert Parks

Student Representative to the Board

Mr. Za’Chary R. Jackson, SGA

Faculty Representative to the Board

Dr. Robert K. Perkins, Faculty Representative

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General

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

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

Dr. Aurelia T. Williams, Vice Provost for Academic and Faculty Affairs

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

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

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

Mr. Clifford Porter, Vice President, University Advancement

Dr. Tanya S. White, Chief of Staff

Dr. Dawn Hess, Chief Compliance Officer

Mrs. Derika Burgess, Chief Audit Executive

Chief Brian K. Covington, Norfolk State University Police Department

Dr. Melissa J. Barnes, Assistant VP for Enrollment Management

Mr. Terry Woodhouse, Director of Capital Planning

Ms. Audrey Douglas-Cooke, Nursing & Allied Health

Mr. Nathan Cochran, Athletics

Mr. Dennis Jones, Executive Budget Director

Mrs. Sharea Williams, Executive Administrative Assistant to the Vice President of Operations

Ms. Monica Reid, Senior Executive Assistant to the Office of the Provost and Vice Provost

Ms. Batrina D. Martin, Assistant Professor, Health Services Management

Mr. Charles Fork, Faculty Senate, Secretary

Mr. James T. Walke, Associate Vice President, Institutional Effectiveness and Planning

Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist

Mr. Christopher Gregory OIT

Mr. Kenneth Radford, OIT

Mr. Rasool Shabazz, OIT

Mr. Ronald King, OIT

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

2. Opening Remarks

Rector Kim W. Brown requested remarks to be delivered at the conclusion of the presentation. An overview of the key points discussed during the recent Rectors meeting are below.

- Code of conduct on confidentiality.
- Importance of customer service.

- Cultural differences between Corporate Boards and University Boards.

Dr. Adams-Gaston expressed her gratitude to the members of the Board of Visitors. Dr. Adams-Gaston emphasized the significance of student success. The upcoming Commencement Ceremony on May 10, 2025, was highlighted, celebrating the graduating class comprising six hundred students.

3. Consent Agenda - Recommend Approval of March 7, 2025, Board Meeting Minutes

The Board unanimously approved with a 11-0 Roll Call Vote, the minutes for March 7, 2025, Board Meeting, motioned by The Honorable James W. Dyke, Jr. and Seconded by Mr. Blake.

4. Academic and Student Affairs Committee Update- Mr. Parks, Chair

Vice Rector, Mr. Blake, represented the Committee Chair, Mr. Parks, and delivered the Academic and Student Affairs Committee Update.

Dr. Fulton provided a review of the Academic Affairs proposal for the New Degree Program Doctor of Philosophy (Ph.D.) in Computer Science for the College of Science, Engineering, & Technology.

Dr. Watkins motioned to approve the Academic Affairs proposal for the New Degree Program Doctor of Philosophy (Ph.D.), in Computer Science for the College of Science, Engineering, & Technology. Seconded by Dr. Chase and with an 11-0 Roll Call Vote the Board unanimously approved.

Dr. Fulton provided a review of the BOV Policy #03 (2014) Faculty Role in University Governance.

The Honorable Mr. James Dyke, motioned to approve the BOV Policy #03 Faculty Role in University Governance, Seconded by Dr. Chase and with a 11-0 Roll Call Vote the Board unanimously approved.

Dr. Brown acknowledged the participation of three Norfolk State University students at the previous meeting. Each student was provided with the opportunity to share their personal experiences at the university. Dr. Brown also discussed the renovations of the Spartan Health Center.

Dr. Moses highlighted Norfolk State University's Admitted Student Day, which took place on Saturday, April 5, 2025. Dr. Moses also informed, that there has been an increase in applications, with 12 percent admitted students.

Dr. Webb provided an update highlighting tournaments, championships, and successful graduation rate.

5. Audit, Risk and Compliance Committee Update- Dr. Harold Watkins, Chair

Dr. Watkins highlighted two action items for approval, which included the 2025 Internal Audit Charter and the State of Internal Audit, Mission, Vision and Goals.

- Internal Audit 2025 Charter

Mr. Blake motioned to approve the Internal Audit 2025 Charter, Seconded by Mr. Jamison and with a 11-0 Roll Call Vote the Board unanimously approved.

- State of Internal Audit, Mission, Vision and Goals

Mr. Hall motioned to approve the State of Internal Audit, Mission, Vision and Goals, Seconded by Mr. Jamison and with a 11-0 Roll Call Vote the Board unanimously approved.

Dr. Hess provided an update of the Compliance Assessment Status. The status of the Human Resources Compliance and the University-Wide Active Plans gap closures were discussed. Dr. Hess informed that the majority of the gaps are closed.

6. Strategic Finance Committee Update – Mr. Jay Jamison, Chair

Mr. Jamison discussed the Quarterly Financial Report, through a review of revenues and expenses. Dr. Hunter informed of the Debt Management Policy Compliance, and the WNSB-FM Radio Station Audit. Mr. Jamison also highlighted two action items for approval, which included the Tuition and Fees for Fiscal Year 2025-2026; and the FY2026 Operating Budget. For the fiscal year 2025-2026, tuition and fees for both full-time and part-time students will see an increase of 2.5% amounting to a total of \$152.00. Additionally, the cost for room and board will rise by 3% which translates to an increase of \$230.00 for room and \$116.00 for boarding.

- Tuition and Fees for Fiscal Year 2025-2026

Dr. Chase motioned to approve the Tuition and Fees for Fiscal Year 2025-2026 Seconded by Mr. Hall and with a 11-0 Roll Call Vote the Board unanimously approved.

-FY2026 Operating Budget

Mr. Blake motioned to approve the FY2026 Operating Budget Seconded by Dr. Chase and with an 11-0 Roll Call Vote the Board unanimously approved.

Mr. Eric Claville, provided an update for the Legislative Report. Mr. Claville reviewed the General Assembly significant dates for the year of 2025. The Governor's Budget Recommendations were also discussed. Mr. Claville advised that the Governors Recommendation did not suggest any cut to the General Assembly Conferee Report in favor of Norfolk State University's budget request. Mr. Claville also highlighted Norfolk State University Day on the Hill and the NSU Choir participation at the Commonwealth Coffee.

Dr. Moses provided an update for Operations and Institutional Effectiveness. Dr. Moses advised of the continuous development of the Workday HCM/ERP Projects. Dr. Moses also informed of the most recent hire of the HRIS Specialist position. Dr. Moses advised that a search will soon be initiated to fill the position of Chief Human Resource Officer (CHRO).

Mr. Porter provided the University Advancement update and highlighted the success of the Now Is Our Time Campaign. The Founders Day Celebration and the President's Gala were also discussed. Mr. Porter provided a review of the Naming Resolution for the Hall of Fame Lobby of the Joseph E. Echols Memorial Hall, to the Charles O. Christian Hall of Fame Lobby.

The Honorable Mr. James Dyke, motioned to approve the Naming Resolution for the Hall of Fame Lobby of the Joseph E. Echols Memorial Hall to the Charles O. Christian Hall of Fame Lobby Seconded by Mr. Hall and with a 11-0 Roll Call Vote the Board unanimously approved.

7. Governance Committee Update- Mrs. Heidi Abbott, Chair

Mr. Andrews represented the Committee Chair, Mrs. Abbott, and delivered the Governance Committee Update. Mr. Andrews provided a review regarding expiring terms. The nominations for the positions of Rector, Vice Rector, and Secretary were confirmed, and the Board conducted a vote for each.

Mr. Hall, motioned to approve Bishop Kim W. Brown for Rector, Seconded by The Honorable Mr. Dyke and with a 11-0 Roll Call Vote the Board unanimously approved.

The Honorable Mr. Dyke, motioned to approve Mr. Dwayne B. Blake for Vice Rector, Seconded by Mr. Jamison and with a 11-0 Roll Call Vote the Board unanimously approved.

Mr. Blake motioned to approve Dr. Katrina Chase for Secretary, Seconded by Mr. Jamison and with a 11-0 Roll Call Vote the Board unanimously approved.

Mr. Jamison and Mr. Bland both informed that they would like to remain as members of the Executive Committee.

Mr. Sanders, motioned to approve Mr. James Jamison as a member of the Executive Committee, Seconded by Mr. Andrews and with a 11-0 Roll Call Vote the Board unanimously approved.

Mr. Andrews, motioned to approve Mr. Gilbert Bland as a member of the Executive Committee, Seconded by Dr. Chase and with a 11-0 Roll Call Vote the Board unanimously approved.

8. Student Representative Update-Mr. Za’Chary Jackson

Mr. Jackson expressed his gratitude and pride in serving as the voice of the students, in the role of Student Government Association President. Mr. Jackson highlighted the student-led town halls that addressed the key issues below.

- Academic Support
- Mental Health Campaign
- Campus Safety

Mr. Jackson also expressed his appreciation for the support provided by the Division of Student Affairs, Administration, and the Board of Visitors. Mr. Jackson emphasized the significant influence that his role as Student Government Association (SGA) representatives had on his overall college experience. Mr. Jackson also highlighted the feedback received from the Board of Visitors regarding the past concerns presented during his role as SGA.

9. Faculty Representative Update-Dr. Robert K. Perkins

Dr. Perkins provided an overview of the 2023-2024 Faculty Senate Elected Officers, 2023-2024 Faculty Senate Executive Committee, and 2023-2024 Faculty Senators. Dr. Perkins reviewed the Strategic Plan for the year 2024-2025. Dr. Perkins also reviewed a list of Faculty accomplishments. Dr. Messaoud Bahoura was acknowledged in the Faculty Spotlight.

10. State of the University

Dr. Adams-Gaston expressed her gratitude and highlighted that the university provides the opportunity to express greatness. Dr. Adams-Gaston acknowledged May 10, 2025, Commencement Speaker Mrs. Sheryl Lee Ralph. The success during the 2024-2025 Academic Year was discussed with a focus on the steps below.

- Planning
- Teamwork

- Executing

Dr. Adams-Gaston highlighted the hard work received from the Board of Visitors, Executive team, Faculty, and Staff through direction and support. The Academic Year success was discussed and listed below.

- Groundbreaking Science Education Building
- 2029 Fine Arts Building
- NCAA Tournaments
- Opportunity for Paid Internships
- Approval received from SCHEV of the Joint School of Public Health in partnership with ODU and NSU
- Partnership with Boyd Gaming with the launch of Virginia's First College Course on Gaming Management.
- Welcoming of Norfolk State University Head Football Coach Michael Vick

Dr. Adams-Gaston also discussed the continuous success and opportunities for educational excellence, through strategies and engagement.

Dr. Fulton highlighted the student preparation for high priority industries, as well as degrees and enrollment within the field. Internship opportunities were also discussed, through partnership with the Virginia Department of Health.

Dr. William highlighted the courses offered through Cybersecurity, Data Science, and Artificial Intelligence. Partnerships with Google Cloud technology were also addressed.

Dr. Moses provided a review of several data points in relation to student population, and an effort to provide students with the best financial support.

The importance of having a living learning dining facility was discussed. The opportunities that would be pertinent through the accessibility of this facility are listed below.

- Knowledge of farming
- Educational opportunity for nutrition

Dr. Barnes provided a presentation and informed of the success of the Virginia College Affordability Scholarship (VCAN). Dr. Barnes highlighted that 88 students will be graduating this May within 4 years, and are recipients of the VCAN Scholarship.

Mr. Porter provided a presentation and highlighted the donation received from Boyd Gaming.

11. Motion-Closed Meeting Pursuant to 2.2-3711(A) 1, 7, and 8 of the Code of Virginia
Mr. Blake read the following motion, seconded by Dr. Watkins, and with an 11-0 Roll Call
Vote the Board unanimously approved.

Mr. Chair, I move that we adjourn and reconvene in Closed Meeting pursuant to:
Section 2.2-3711(A) 1, 7, and 8 of the Code of Virginia, for the following purposes, pursuant to the
noted subsections:

(1): To discuss personnel matters, including more specifically, appointment, and/or promotions,
salaries, performance evaluations, as well as the granting of tenure and/or promotion to certain
university employees; and

to discuss assignment, appointment, promotion, performance, evaluation and salaries of specific
employees of Norfolk State University which may include evaluation of performance of specific
university departments; and where such evaluation will necessarily involve discussion of
performance of specific individuals;

and more specifically, with reference to the above sections, to discuss and consider a multi-year
contract for a specific individual who is being considered for employment; and discuss and consider
several employee's performance, related compensation, and salaries; and

(7) and (8): Consultation with legal counsel regarding specific matters requiring the provision of
legal advice pertaining to actual or probable litigation, where such consultation or briefing in open
meeting would adversely affect the negotiating or litigating posture of the university, including more
specifically for legal counsel to give a status update on pending and potential litigation of which the
Board should be made aware; along with any necessary consultation with legal counsel regarding
matters noted in this motion; and

that any member of the NSU Board of Visitors be permitted to attend virtually or by phone the Closed
Meeting;

and further that the following remain for or attend virtually, when called, the Closed Meeting:

State all that apply: _____

- _____ that the President
- _____ University Counsel
- _____ Chief Strategist for Operations & Vice President for Institutional Effectiveness
- _____ Provost
- _____ Athletic Director
- _____ Interim, AVP Facilities Management
- _____ Vice President for Student Affairs
- _____ Vice President for Finance and Administration

12. Open Meeting

Rector Brown read: 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.

Please call the Roll.

13. Action Items

Mr. Blake motion to approve the list of candidates promotion for tenure, seconded by Dr. Watkins, and with an 11-0 Roll Call Vote the Board unanimously approved.

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14. Old Business

There was none.

15. New Business

Mr. Claville introduced the guest speaker, SCHEV Director, Mr. Scott Fleming, who then presented an overview of Norfolk State University Fact Pack. Mr. Fleming informed that the SCHEV Fact Pack originated two summers ago; with digital data available on the SCHEV website. Mr. Fleming reviewed the high-level financials components of the Fact Pack regarding several key factors below.

- Population of students
- Undergraduate Enrollment
- Overall Enrollment
- Wages in comparison to other schools
- Enrollment growth based on level of degree
- Retention rate for first year students

16. Public Comment

There was none.

17. Information Items

There was none.

18. Adjournment At 3:04 p.m.

Mr. Dyke motioned to adjourned, with a 11-0 Roll Call Vote the Board unanimously approved.

**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.

Signature

Kim W. Brown, Rector
Norfolk State University Board Visitors

Date _____

**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 _____

NORFOLK STATE UNIVERSITY
RESOLUTION TO NAME
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

NORFOLK STATE UNIVERSITY BOARD OF VISITORS ROLL CALL VOTE MAY 9, 2025

Item	Rector Brown	Dr. Chase	Mr. Blake	Mr. Bland	Mr. Andrews	Mrs. Abbott Absent	Mr. Darrell “DJ” Jordan	Honorable Dyke	Mr. Sanders	Mr. Hall	Mr. Jamison	Mr. Parks Absent	Dr. Watkins	Totals
Quorum established for start of Full Board Meeting	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Approval of March 7, 2025, Minutes	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Approval of the Academic Affairs proposal for the New Degree Program Doctor of Philosophy (Ph.D.), in Computer Science for the College of Science, Engineering, & Technology	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0

Approval of the BOV Policy #03 Faculty Role in University Governance	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Approval of the Internal Audit 2025 Charter	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Approval of the State of Internal Audit, Mission, Vision and Goals	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0

Approval of the Tuition and Fees for Fiscal Year 2025-2026	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Approval of the FY2026 Operating Budget	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Approval of the Naming Resolution for the Hall of Fame Lobby of the Joseph E. Echols Memorial Hall to the Charles O. Christian Hall of Fame Lobby	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0

Approval of Bishop Kim W. Brown for Rector	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Approval of Mr. Dwayne B. Blake for Vice Rector	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Approval of Dr. Katrina Chase for Secretary	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Approval of Mr. James Jamison as a member of the Executive Committee	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Approval of Mr. Gilbert Bland as a member of the Executive Committee	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Motion-Open Session	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Approval of the list of candidates' promotion for tenure	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0
Adjournment	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	Yes	11-0

Student Representative

Faculty Representative

President's Presentation

THE NEXT LEVEL OF ACHIEVEMENT **FOR** **NORFOLK STATE UNIVERSITY**

DR. JAVAUNE ADAMS-GASTON

Seventh President of Norfolk State University,
October 24, 2025



NORFOLK STATE
UNIVERSITY

CELEBRATING 90 YEARS OF SPARTAN SUCCESS



Op-Six | Six-Year Plan

Norfolk State University



LAYING FOUNDATION FOR THE NEXT LEVEL OF ACHIEVEMENT



Student Success & Engagement

64%

URM retention, graduation, or in graduate school

Undergraduate Research and Mentorship (URM) Program: Since its launch in 2021, **64% of participants have been retained, graduated, or entered graduate programs** aligned with their fields of study.

74% of

NSU graduates remain in Virginia

74% of NSU's in-state graduates remain in Virginia, exceeding the 70% average

50% of

2025 NSU graduates pursuing graduate degrees

50% pursuing graduate education (some full-time, others while working)
50% employed in Virginia and throughout the U.S.

2536

NSU students in work-based learning

2536 students participated in paid internships, micro-internships, classes, and trainings 2024 – 2025 – Academic Year

425K

in SCHEV awards

Awarded over \$425,000 SCHEV Commonwealth Innovative Internship Fund Program (VTOP) Grants.

85% of

TRiO students remain in good standing

Over 85% of TRiO participants remained in good academic standing for the 2024-2025 AY – **a 15% increase in fall-to-spring retention compared to previous year.**



DR. PATRICIA LYNCH STITH STUDENT SUCCESS CENTER
PRESENTS

VCAN STUDENT SUCCESS Mixer

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

THURSDAY, FEBRUARY 24TH
11:00 AM AND 5:30 PM
NGE 205

✉ SSC@NSU.EDU ☎ (757) 823-8507

NORFOLK STATE UNIVERSITY
VIRTUAL CAREER EXPO

VISIT WWW.NSU.EDU/CAREER-SERVICES **March 5, 2025**
11:00 A.M. TO 4:00 P.M.

LET YOUR VOICE Be Heard

2024 Faculty Survey of Student Engagement (FSSE)

NSU wants your feedback! We are interested in learning how to improve student engagement. The results are a catalyst for productive discussions related to teaching, learning and the undergraduate educational experience.

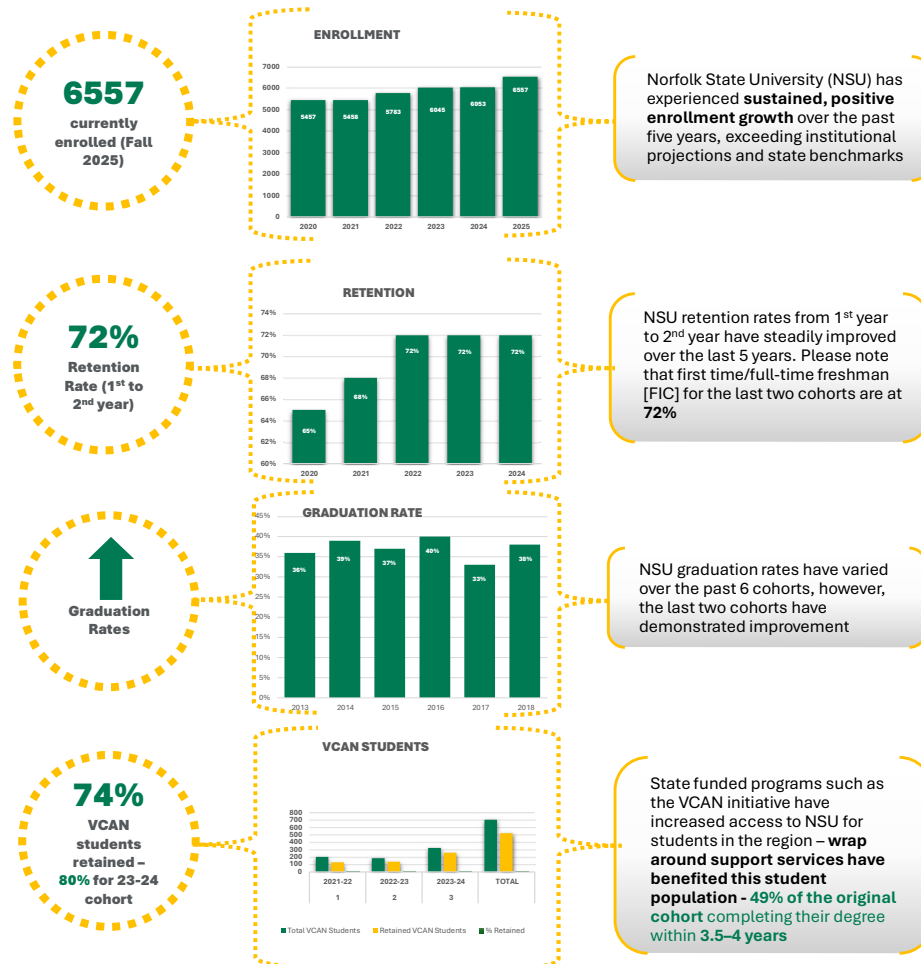
Educational Practices **Student Engagement**

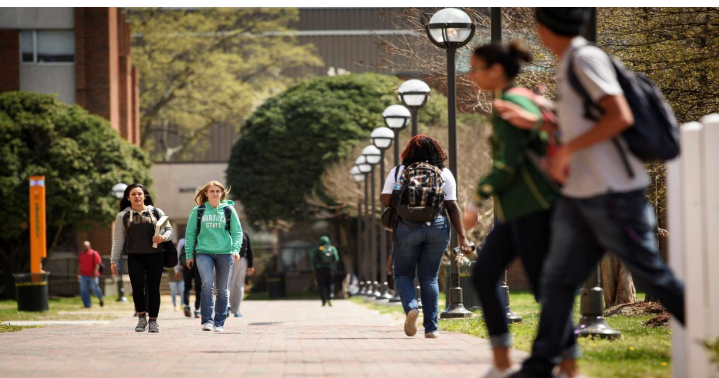
NORFOLK STATE UNIVERSITY

Please check your email to complete the survey. If you have questions, please contact assessment@nsu.edu.



Enrollment & Retention





Financial Efficiency & Feasibility



NSU offers in-state students the lowest tuition within the Commonwealth as noted in the exposure draft of the JLARC report on Spending and Efficiency in Higher Education



New focus on revenue generation through advancement, fundraising (**\$90 million campaign**), and partnerships



Increased revenue through increased enrollment demonstrated by 5 consecutive years of positive enrollment growth



Modernization of administrative and operational systems such as the Workday ERP implementation



Increased research activities and expenditures

NSU's Path Forward



The Top Producers of HBCU Graduates

Diverse 100 Each year, Diverse: Issues In Higher Education publishes lists of the Top 100 producers of associate, bachelor's, and graduate degrees awarded to underrepresented students. Top 100 analyses are based on research conducted by Dr. Rhonda Vonshay Sharpe, founder and president of the Women's Institute for Science, Equity and Race.

The data for the Top 100 annual analysis come from the "Completions Survey" of the Integrated Postsecondary Education Data System, collected by the U.S. Department of Education's National Center for Education Statistics.

Bachelor's - All Disciplines Combined									
RANK	INSTITUTION	STATE	TOTAL	MIN	MAX	GRAD	PRG	CH	
1	North Carolina A & T State University	NC	1974	722	1252	100%	2029	-3%	
2	Howard University	DC	1616	435	1181	100%	1292	25%	
3	Florida Agricultural & Mechanical University	FL	1426	438	998	100%	1567	-8%	
4	Prairie View A & M University	TX	1417	410	1007	100%	1421	0%	
5	Fayetteville State University	NC	1063	272	791	100%	1078	-1%	
6	Central State University	OH	1047	313	734	100%	453	111%	
7	North Carolina Central University	NC	957	255	702	100%	997	-4%	
8	Morgan State University	MD	946	328	618	100%	964	-2%	
9	Texas Southern University	TX	886	314	572	100%	929	-5%	
10	Winston-Salem State University	NC	885	222	663	100%	932	-5%	
11	Rowle State University	MD	855	307	548	100%	850	1%	
12	Jackson State University	MS	838	280	558	100%	1078	-22%	
13	Norfolk State University	VA	778	232	546	100%	689	13%	
14	Tennessee State University	TN	745	241	504	100%	795	-6%	
15	Southern University and A & M College	LA	699	210	489	100%	722	-3%	
16	Grambling State University	LA	659	209	450	100%	671	-2%	
17	Delaware State University	DE	657	182	475	100%	684	-5%	
18	Virginia State University	VA	618	236	382	100%	587	5%	
19	Albany State University	GA	615	159	476	100%	584	5%	
20	Alabama A & M University	AL	510	184	326	100%	511	0%	
21	Hampton University	VA	506	189	317	100%	666	-24%	
22	Alcorn State University	MS	463	143	320	100%	584	-21%	
23	Alabama State University	AL	457	154	303	100%	480	-5%	
24	Clark Atlanta University	GA	437	100	337	100%	583	-25%	
25	Savannah State University	GA	424	161	263	100%	405	5%	
26	Spelman College	GA	420	0	420	100%	483	-13%	
27	Xavier University of Louisiana	LA	416	80	336	100%	410	1%	
28	Tougaloo University	AL	404	154	250	100%	402	0%	
29	Morehouse College	GA	398	398	0	100%	464	-14%	
30	Elizabeth City State University	NC	360	138	222	100%	305	18%	
31	University of Arkansas at Pine Bluff	AR	349	124	225	100%	330	6%	
32	University of the District of Columbia	DC	338	148	190	100%	367	-8%	
33	Bethune-Cookman University	FL	337	123	214	100%	400	-16%	
34	Coppin State University	MD	332	99	233	100%	330	1%	
35	Benedict College	SC	330	126	204	100%	258	28%	
36	Clifton University	SC	329	90	239	100%	417	-21%	
37	Lincoln University	PA	302	95	207	100%	368	-18%	
38	University of Maryland Eastern Shore	MD	301	115	186	100%	300	0%	
39	Fort Valley State University	GA	294	111	183	100%	347	-15%	
40	West Virginia State University	WV	276	126	150	100%	334	-17%	
41	Harris-Stowe State University	MO	244	71	173	100%	237	3%	
42	Mississippi Valley State University	MS	238	91	147	100%	212	12%	
43	Southern University at New Orleans	LA	223	50	173	100%	254	-12%	
44	South Carolina State University	SC	221	84	137	100%	319	-31%	
45	Dillard University	LA	217	47	170	100%	192	13%	
46	Langston University	OK	203	65	138	100%	205	-1%	
47	Lincoln University	MO	202	71	131	100%	241	-16%	
48	Johnson C. Smith University	NC	180	59	121	100%	214	-16%	
49	Shaw University	NC	177	78	99	100%	160	11%	
50	Oakwood University	AL	157	54	103	100%	210	-25%	

Diversededucation.com

- Serve a greater number of students in the Commonwealth
- Continue improving retention and graduation rates



- Continue to produce graduates in VEDP high-priority workforce areas
- Increase experiential learning for all students



- Continue to elevate NSU's national academic reputation and presence
- Expand research output and innovation



- Enhance organizational operations, infrastructure, and facilities



- Further enhance the student experience through the implementation of a first- and second-year live-on-campus requirement



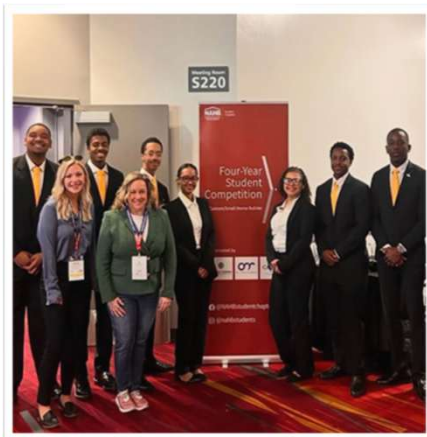


NORFOLK STATE UNIVERSITY
We see the future in you.

MAKE YOUR CAREER IN CYBERSECURITY AND MAKE A DIFFERENCE.

The Cybersecurity programs and research at Norfolk State University will prepare you to compete in this exciting and vital field. You'll learn theory and hands-on skills like digital forensics. You'll acquire practical training. Plus, you'll sharpen your ability to think critically and communicate more effectively. If you see yourself in an academic institution, industry or government, matching wits with cyber attackers, we see cybersecurity in your future. [Learn more at nsu.edu/learnmore](https://www.norfolkstate.edu/learnmore).

NSU.EDU |   



Overview

**TOP
12%**

Research College and University (RCU) Classification by Carnegie/**top 12%** of U.S. institutions with established research capacity



74% In-state graduates remain in VA

74% in-state /59% out-of-state graduates remain in Virginia



Cyber-Security MS – Ranked # 7

High achieving academic and leadership programs: **DNIMAS; Cybersecurity (MS)** Ranked #7 by **FORBES** with 94% retention 98% graduation



Higher earning salary from strategic programs in disciplines such as **Nursing (BSN), Social Work (MSW), and Teacher Education (M. Ed)**





TIP 2

Track your spending regularly

LEARNING COMMUNITIES
NORFOLK STATE
UNIVERSITY

Being financially prepared is crucial for college success. Create a **budget plan** to manage expenses and avoid unnecessary debt throughout your studies.



Impact of Federal Funding & Executive Orders

70% of NSU's students are Pell eligible – NSU continues to leverage resources to support students (i.e. VCAN; Fundraising; Scholarships)

Research and grant avenues – NSU continues to secure research opportunities for faculty and students

NSU actively engages students on managing student debt by advocating for budgeting, financial management, and alternative funding sources



WE SEE THE FUTURE IN YOU





NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk VA 23504



**NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTIONS APPROVED OCTOBER 24, 2025**

FY 2025 RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS RESOLUTION TO
APPROVE THE 2025 SIX-YEAR PLAN
AND AMMENDMENTS**

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

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

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

WHEREAS, Norfolk State University prepared a Six-year Plan in accordance with the requirements and guidelines and the amendments to the Plan were submitted by the stated deadline of July 3, 2025; and

WHEREAS, the amendments to the 2025 Six-year Plan must be formally approved by the Board of Visitors prior to November 17, 2025, final submission or as soon thereafter;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Provost and Vice President for Academic Affairs, the Vice President for Finance and Administration, the University President, and by University Counsel for legal sufficiency, the Norfolk State University Board of Visitors approves this resolution for the amendments to the 2025 Six-year Plan as presented 24th day of October 2025; and

BE IT FURTHER RESOLVED, that the University is authorized to revise the 2025 Six-year Plan with any changes recommended by the Commonwealth's Higher Education Advisory Committee (HEAC) before the final submission is due on November 24th, 2025.

Bishop Kim W. Brown, Rector
Norfolk State University

Signature _____

Date_____