

Board of Visitors Meeting

Student Center Board Room, Suite 301

700 Park Avenue

Norfolk, VA, 23504

December 4-5, 2025



AGENDA
BOARD OF VISITORS COMMITTEE MEETINGS
Thursday, December 4, 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 8:30 a.m.**

Electronic Meeting Participation:

https://nsu-edu.zoom.us/webinar/register/WN_3vOyVnFqQvuGre2-212npQ

- 9:00 a.m. **Audit, Risk, and Compliance Committee** Mr. Delbert Parks, Chair
- 10:00 a.m. **Strategic Finance Committee** Mr. Jay Jamison, Chair
- 11:30 a.m. **Governance Committee** Ms. Heidi Abbott, Chair
- 12:30 p.m. **Lunch**.....
- 1:30 p.m. **Ad-Hoc Committee** Mr. Dwayne B. Blake, Vice Rector
- 2:00 p.m. **Academic and Student Affairs Committee** Mr. Gilbert Bland, Chair
- 3:30 p.m. **Other Comments**
- 4:00 p.m. **Adjournment**

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 December 4, 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_3vOyVnFqQvuGre2-212npQ

December 4, 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.

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.

AGENDA

Times are approximate

BOARD OF VISITORS MEETING

Friday, December 5, 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:

https://nsu-edu.zoom.us/webinar/register/WN_3vOyVnFqQvuGre2-212npQ

- 8:30 a.m. **Call to Order/Establish Quorum**.....Dr. Kim W. Brown, Rector
Approve Virtual Participation..... Dr. Kim W. Brown, Rector
- 8:35 a.m. **Opening Remarks**Dr. Kim W. Brown, Rector
Dr. Javaune Adams-Gaston, President
- 8:50 a.m. **Consent Agenda** – Recommend Approval of the following minutes:
– October 24, 2025, Board Meeting Minutes
- 9:00 a.m. **Auditor of Public Accounts**.....Ms. Jennifer Eggleston, CPA, CISA, CGFM,
.....Audit Director
- 9:20 a.m. **Representatives to the Board**
Student Representative Update Ms. A’Kiera Grant
Faculty Representative UpdateDr. Shaun Anderson
- 9:50 a.m. **Audit, Risk and Compliance Committee Update**.....Mr. Delbert Parks Chair
- 10:10 a.m. **Academic and Student Affairs Committee Update**.....Mr. Gilbert Bland, Chair
- 10:30 a.m. **BREAK (15 minutes)**
- 10:45 a.m. **Strategic Finance Committee Update**..... Mr. Jay Jamison, Chair
- 11:05 a.m. **Governance Committee Update**..... Ms. Heidi Abbott, Chair
- 11:25 a.m. **State of the University**.....Dr. Javaune Adams-Gaston, President

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this meeting there will be no opportunity for public comment (except where indicated).

- 11:55 a.m. **Action Items**
- 12:15 p.m. **OLD BUSINESS**
- 12:25 p.m. **NEW BUSINESS**
- 12:40 p.m. **MOTION – CLOSED MEETING – Pursuant to §2.2-3711A. 1, 4, 7, and 8, Code of VA
Break (10 minutes)**
- 12:50 p.m. **START OF CLOSED MEETING**
Lunchbreak (included during this period)
- 2:50 p.m. **OPEN MEETING**
- 3:10 p.m. **PUBLIC COMMENT**
- 3:20 p.m. **ADJOURNMENT**

The Norfolk State University Board of Visitors will meet December 5, 2025, in person.

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December 5, 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.

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Page 2 of 2

**Meeting Book - Board of Visitors Meeting Book
December 4-5, 2025**

	Page
AUDIT, RISK, AND COMPLIANCE COMMITTEE UPDATE	
AUDIT, RISK, AND COMPLIANCE Notification.pdf	7
AUDIT, RISK, AND COMPLIANCE Agenda December 4-5, 2025	8
AUDIT, RISK, AND COMPLIANCE Meeting Minutes October 23, 2025	9
AUDIT, RISK, AND COMPLIANCE Presentation	17
STRATEGIC FINANCE COMMITTEE UPDATE	
STRATEGIC FINANCE COMMITTEE Notification.pdf	31
STRATEGIC FINANCE COMMITTEE Agenda December 4-5, 2025	32
STRATEGIC FINANCE COMMITTEE Meeting Minutes October 23, 2025	33
STRATEGIC FINANCE COMMITTEE Presentation	39
GOVERNANCE COMMITTEE UPDATE	
GOVERNANCE COMMITTEE Notification.pdf	98
GOVERNANCE COMMITTEE Agenda December 4-5, 2025	99

GOVERNANCE COMMITTEE Meeting Minutes October 23, 2025	100
GOVERNANCE COMMITTEE Presentation	104
AD-HOC COMMITTEE Notification.pdf	107
AD-HOC COMMITTEE Agenda	108
ACADEMIC AND STUDENT AFFAIRS UPDATE	
ACADEMIC AND STUDENT AFFAIRS Notification.pdf	109
ACADEMIC AND STUDENT AFFAIRS Agenda December 4-5, 2025	110
ACADEMIC AND STUDENT AFFAIRS Meeting Minutes October 23, 2025	111
ACADEMIC AND STUDENT AFFAIRS Presentation	117
INCLUDED AGENDA ITEMS FOR DECEMBER 5, 2025	
OCTOBER 24, 2025, BOARD MEETING MINUTES	134
STUDENT REPRESENTATIVE	151
FACULTY REPRESENTATIVE	152
PRESIDENT’S PRESENTATION	153

Audit, Risk, and Compliance Committee

AGENDA
BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING
Thursday, December 4, 2025
Mr. Delbert Parks, Chair
9:00 a.m. to 10:00 a.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_3vOyVnFqQvuGre2-212npQ

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the October 23, 2025, Committee Minutes
- III. Discussion Items
 - a. Internal Audit
 - i. State of Internal Audit
 1. Leading Practices
 2. Resource Planning
 3. Modified Audit Plan
 - ii. Enrollment Reporting: (NSLDS) National Student Loan Data System
 - iii. OIA Maturity Model
 - iv. Continuous Monitoring: Actions, Trends and Aging Report
 - b. University Compliance
 - i. Compliance Partner Support
 - ii. EOY Inventory Status
 - iii. Year End Summary
- 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

The President participates in all Committee meetings.

*All meetings of all committees are noticed for meeting at 9:00 a.m. on December 4, 2025. Committee Meetings will meet sequentially in the order listed. The meeting of each public body will begin 10 minutes following adjournment of the prior meeting. Thus, the specific times shown for the various meetings are approximate only, and meetings may start earlier than the listed approximate start time.
In compliance with the Virginia Freedom of Information Act, please be advised that during the course of this meeting there will be no opportunity for public comment (except where indicated).

**BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING
October 23, 2025**

MINUTES

1. Call to Order/Establish Quorum

Mr. Delbert Parks, Chair, called the Audit, Risk and Compliance Committee meeting to order at approximately 11:47 a.m. A quorum was established with a 4-0 roll call.

Committee Members

Mr. Delbert Parks, Chair
Mrs. Heidi Abbott
Dr. Teresa McNair Gladney
Mr. Edward Sanders

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, Vice President/Chief of Staff
Ms. Derika L. Burgess, Chief Audit Executive
Dr. Dawn Hess, Chief Compliance Officer
Dr. Leonard E. Brown Jr., Vice President for Student Affairs
Dr. Gerald Ellsworth Hunter, VP/Chief Financial Officer, Finance and Administration
Dr. Justin L. Moses, VP Operations and Chief Strategist for Institutional Effectiveness
Mr. Clifford Porter, Vice President for University Advancement
Dr. Melody Webb, Athletics Director
Dr. Aurelia Williams, Senior Vice Provost for Academic & Faculty Affairs
Mr. Gregory Baptiste, Interim Chief Information Officer/Dir., Enterprise Applications
Dr. Melissa Barnes, Interim Associate Vice President for Enrollment Management
Ms. Kim Gaymon, Office of the President
Mr. Ronald King, Chief Information Security Officer/Director, OIT Security
Ms. Erica Saunders, Executive Assistant, Provost Office and VP for Academic Affairs
Ms. Sharea' Williams, Executive Assistant/Operations and for Institutional Effectiveness
Mr. Terry G. Woodhouse, Interim Associate Vice President for Facilities Management
Mr. Christopher Gregory, Office of Information Technology
Mr. Rasool Shabazz, Office of Information Technology
Ms. Sher're S. Dozier, Clerk to the University President/Liaison to the Board of Visitors
Ms. Phillita Peeples, Executive Assistant to Internal Audit and Compliance

2. Approval of the Minutes

Ms. Heidi Abbott motioned, Mr. Edward Sanders seconded, and the Committee unanimously approved the Audit, Risk and Compliance Committee meeting minutes for April 15, 2025.

3. Discussion Items

Internal Audit

Ms. Burgess presented the FY26 Mission, Vision, Strategy and FY26 Risk Assessment, Resource and Audit Plan for committee approval. She provided comprehensive insights on Continuous Monitoring: Actions, Trends and Aging Reports.

Audit Mission, Vision, and Goals

- The Internal Audit purpose, mission, and vision, was presented along with 3-unit goals and coinciding strategies to achieve each goal.

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

Mrs. Burgess presented the Internal Audit FY2026 Mission, Vision, Strategy to the committee for recommendation of approval.

Ms. Heidi Abbott motioned to approve the Internal Audit FY2026 Mission, Vision, Strategy. Seconded by Mr. Edward Sanders with a 4-0 Roll Call Vote the committee unanimously approved.

Audit Resource Plan

- The Internal Audit organization chart outlines a tiered hierarchy structure with the Chief Audit Executive overseeing staff with specialized roles and audit co-sources to support audit execution.
- An expense pie chart illustrates 4-audit resources and the % expensed.
 - Conference/workshop | 9%
 - Auditing Services | 57%
 - Supplies/Materials | 9%
 - Computers | 25%

- The Audit Plan charts 6-audits, 2-management advisory services, and the progress of each activity.
 - Operational Audits | 2-planned / 0-actual
 - Financial Audits | 2-planned / 1-actual
 - I.T. Audit | 2-planned / 1-actual
 - Fraud, Waste, Abuse Consultations | 2-planned / 1-actual

ERM: Higher Education Top Risk

- An industry heat map visualized the distribution of risks based on likelihood and impact.
- The risk areas range from high to low, with warmer colors like red which indicate higher impacts and cooler colors like green reflecting a lower impact to the University.
 - R1 | Technological Infrastructure/Cybersecurity
 - R2 | Campus Safety
 - R3 | Funding Resources
 - R4 | Political Environment
 - R5 | Access and Affordability
 - R6 | Employee Retention
- The risk drivers for the top 3 risks:
 - R1 | Increase 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

- The audit plan for fiscal year 2026 consist of 10 proposed audit areas along with an audit description/preliminary audit scope, and reason for inclusion.
- Audit Timeframe:
 - Fall 2025 | 2
 - Spring 2026 | 2
 - Summer 2026 | 1
 - Continuous Monitoring | 3
 - In Progress | 1
 - *As Required | 1

Action Item: Approval of Office of Internal Audit FY2026 Risk Assessment, Resource and Audit Plan

Mr. Edward Sanders motioned to approve the Internal Audit FY2026 Risk Assessment, Resource and Audit Plan. Seconded by Ms. Heidi Abbott with a 4-0 Roll Call Vote the committee unanimously approved.

Actions, Trends, and Aging

- Corrective Action Status:
 - OBS | Observation – All closed
 - MRA | Matters Requiring Attention – 1 closed out of 8
 - MRIA | Matters Requiring Immediate Attention – 31 closed out of 58
- Hotline Trends:
 - An allegation of Abuse of Authority was reported in 2026.
- Corrective Action Aging Report
 - MRIA | 5 audits | 25 overdue
 - MRA | 5 audits | 7 overdue

University Compliance

Chief Audit Executive Burgess presented status updates on Compliance obligation On-time Submissions and completed Mandatory Employee training.

Required Employee Training

- University Compliance partnered with 10 distinct areas campus wide and identified 55 required employee trainings related to compliance.
- The required employee training achieved 98% on time completion rate.

Required Submissions

- A total of 24 out of 223 compliance required submissions were received after the due date.
- The compliance submissions resulted in an 90% on-time submission rate without penalty.

4. Public Comment

No public comments were made at this meeting.

5. Adjournment

There being no further business, Mr. Delbert Parks, adjourned the meeting at 12:11 p.m.

Respectfully submitted,

Mr. Delbert Parks, Chair
Audit, Risk and Compliance Committee

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

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.

Signature

Mr. Bishop Kim Brown, Rector
Norfolk State University Board of Visitors

Date _____

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.

Signature

Mr. Bishop Kim Brown, Rector
Norfolk State University Board of Visitors

Date _____

NSU BOV AUDIT, RISK AND COMPLIANCE COMMITTEE
ROLL CALL VOTE
OCTOBER 23, 2025

Item	Mr. Delbert Parks (Chair)	Ms. Heidi Abbott	Dr. Teresa McNair Gladney	Mr. Edward Sanders	Totals
Quorum	Yes	Yes	Yes	Yes	4-0
Approval of the April 15, 2025 Minutes	Yes	Yes	Yes	Yes	4-0
Motion of Approval of Resolution for FY 26 Internal Audit Mission, Vision, and Strategy	Yes	Yes	Yes	Yes	4-0
Motion of Approval of Resolution for FY 26 Risk Assessment, Resource, and Audit Plan	Yes	Yes	Yes	Yes	4-0
Adjourned	Yes	Yes	Yes	Yes	4-0

Board of Visitors Audit, Risk and Compliance Committee

December 04, 2025



Agenda

I. Internal Audit

- ▶ State of Internal Audit
 - ▶ Leading Practices
 - ▶ Resource Plan
 - ▶ Modified Audit Plan
- ▶ Enrollment Reporting: NSLDS
- ▶ Maturity Model
- ▶ Actions, Trends, and Aging Report

II. University Compliance

- ▶ Compliance Partner Support
- ▶ Inventory Status
- ▶ Year End Summary



Agenda

I. Internal Audit

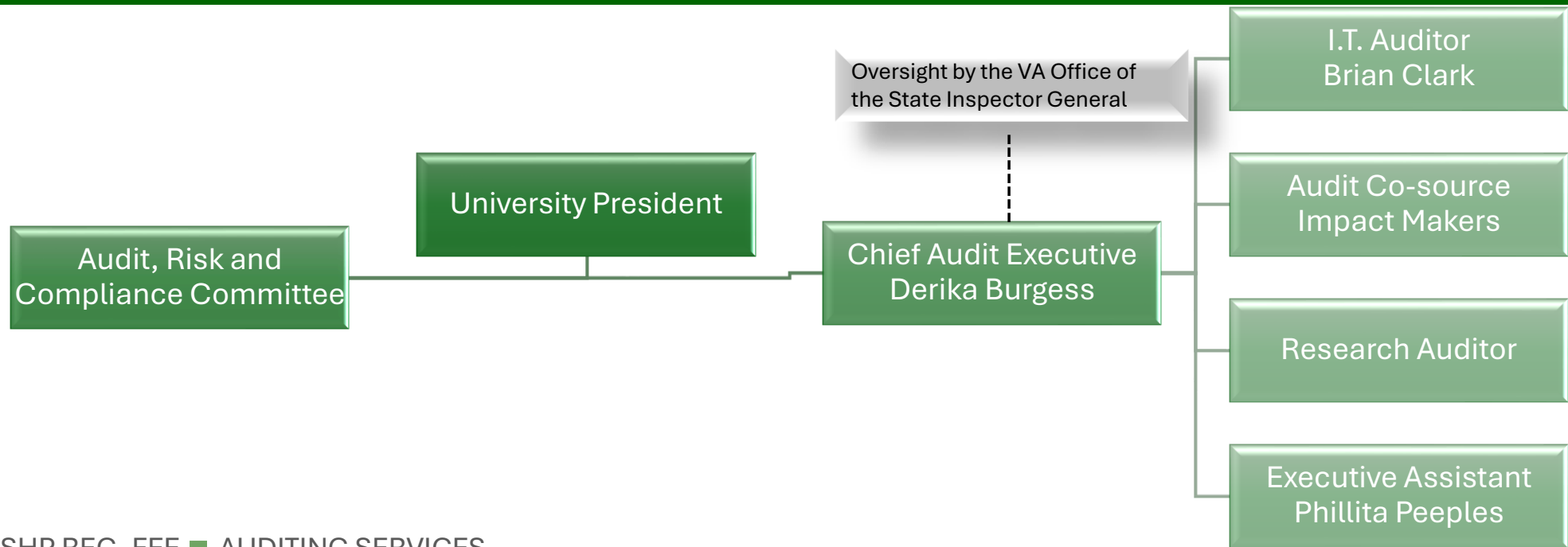
- ▶ State of Internal Audit
 - ▶ Leading Practices
 - ▶ Resource Plan
 - ▶ Modified Audit Plan
- ▶ Enrollment Reporting: NSLDS
- ▶ Maturity Model
- ▶ Actions, Trends, and Aging Report

II. University Compliance

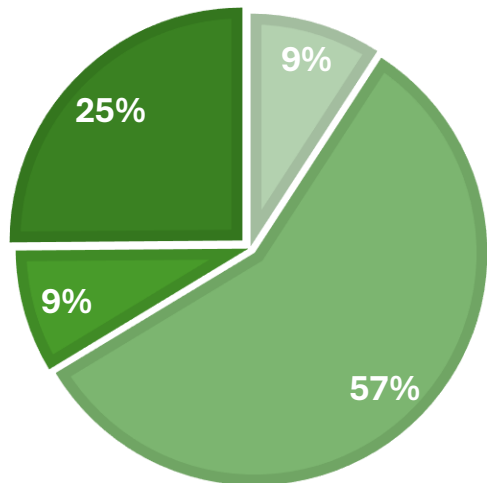
- ▶ Compliance Partner Support
- ▶ Inventory Status
- ▶ Year End Summary



Audit Resource Plan



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



Types	Plan	Actual
Operational Audits	2	1
Financial Audits	1	0
I.T. Audits	3	1
Fraud, Waste, Abuse	n/a	2
Consults/Monitoring	4	2

Leading Practices of an Internal Audit Function

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



How IA drives value...

Respected leadership

Direct board access and working relationships with executives

Not just regulations

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

Add value up front

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

Greater focus on challenges

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

Talent expertise and development

Expertise in subject matter areas and fosters leadership development

Optimize process and technology

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

NSU 2025-2026 Audit Plan

Audit Timeframe	Proposed Audit Area	Audit Description/ Preliminary Audit Scope	Reason for inclusion
In Process	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 incidents involving an NSU student, faculty or staff.	Intitial Senstive System review in compliance with NSU IT security standard
Fall 2025	University Wide	University Disclosures as required by SCHEV, Department of Education	T1 or T2 arrangement between it and a third-party servicer or financial institution such as BOA; copyright infringement and penalties
Spring 2026	Office of Sponsored Programs	Review of the process for identifying, accessing, securing and reporting maintenance sponsored research equipment	Research non compliance-theft of equipment, RU
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.	Intitial Senstive System review in compliance with NSU IT security standard
Continous Monitoring	Auditor of Public Accounts Readiness	Support corrective action completiton including pre-tests	Repeat findings
Continous Monitoring	Property and Evidence Room	Semi-annual inspections	Minimum corrective actions implemented; support activity for CALEA professional standards
Continous 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
Special Projects and Consults			
In Process	Foreign Funding Reporting	20 U.S. Code § 1011f - Disclosures of foreign gifts, contracts and agreements	No formal policy or process; Federal E.O. April 23, 2025
In Process	Enrollment Reporting	Verification that corrective actions are designed, complete, implemented and working as intended	Repeat APA audit findings
* Assuming 6 allegations per year and average of 20 hours per allegation.	State Fraud, Waste and Abuse Hotline Calls	Budgeted time for investigation of allegations	
Continous	Monitoring the Status of Managememt Corrective Action Plans	Budgeted time for status management of outstanding action items resulting form internal audits and special projects.	

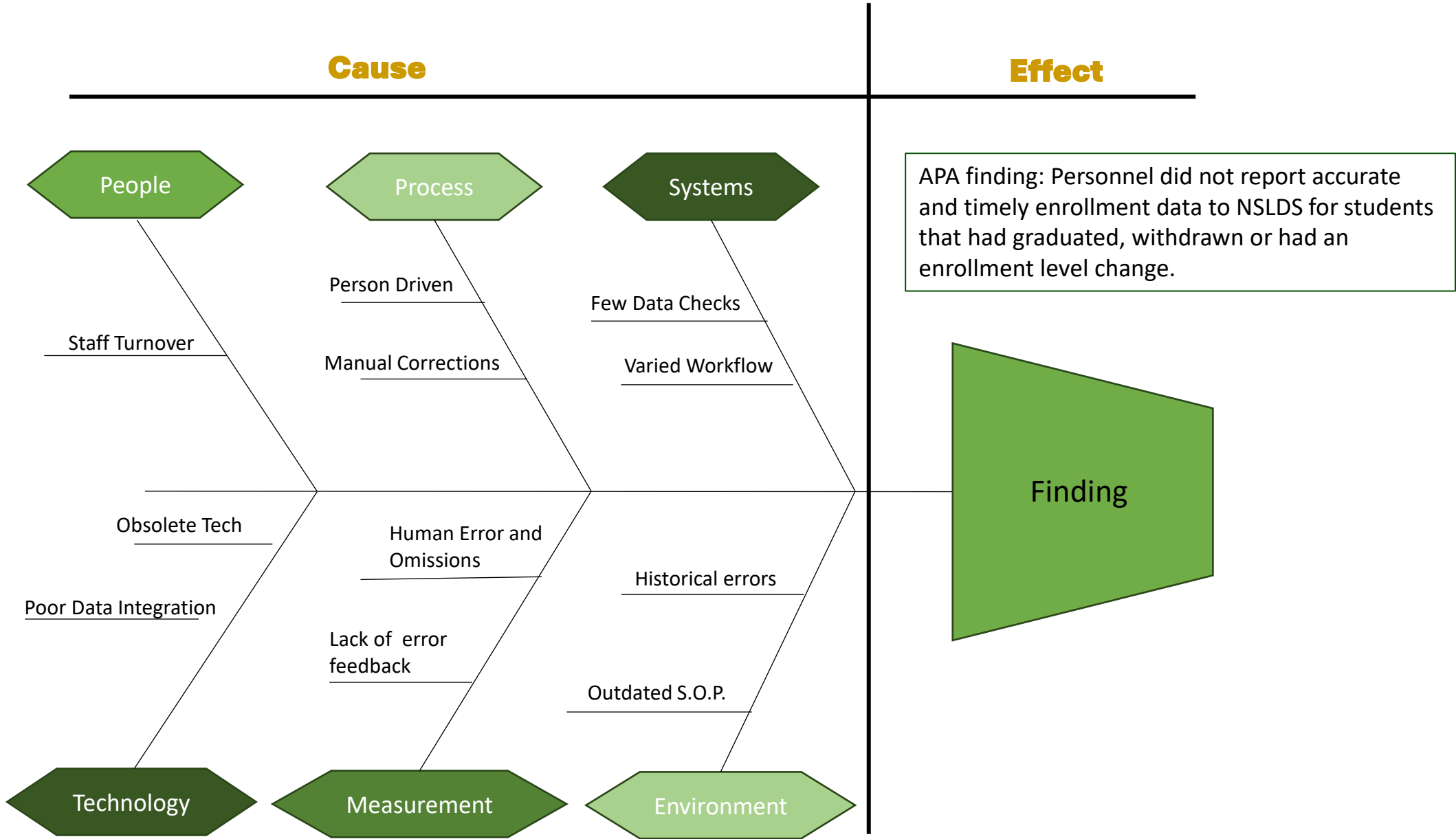
Modified

Internal

Audit

Plan

FY26



**National Student Loan
Data System**

1

Title IV Withdrawals

2

Title IV Calculations

3

Title IV Returns

4

Federal Verifications

5

Credit Balances

6


Corrective Actions for Remediation

- Engagement of Protiviti and WPG
- Documentation of system requirements
- Documentation for processing enrollment and degree changes
- Quarterly reporting to the State of Virginia
- Continuous monitoring of reporting (1st and 15th)
- Significant reduction in the following:
 - Invalid SSNs
 - Invalid grad dates
 - Invalid birth dates
 - Invalid program codes

Leading Practices of an Internal Audit Function

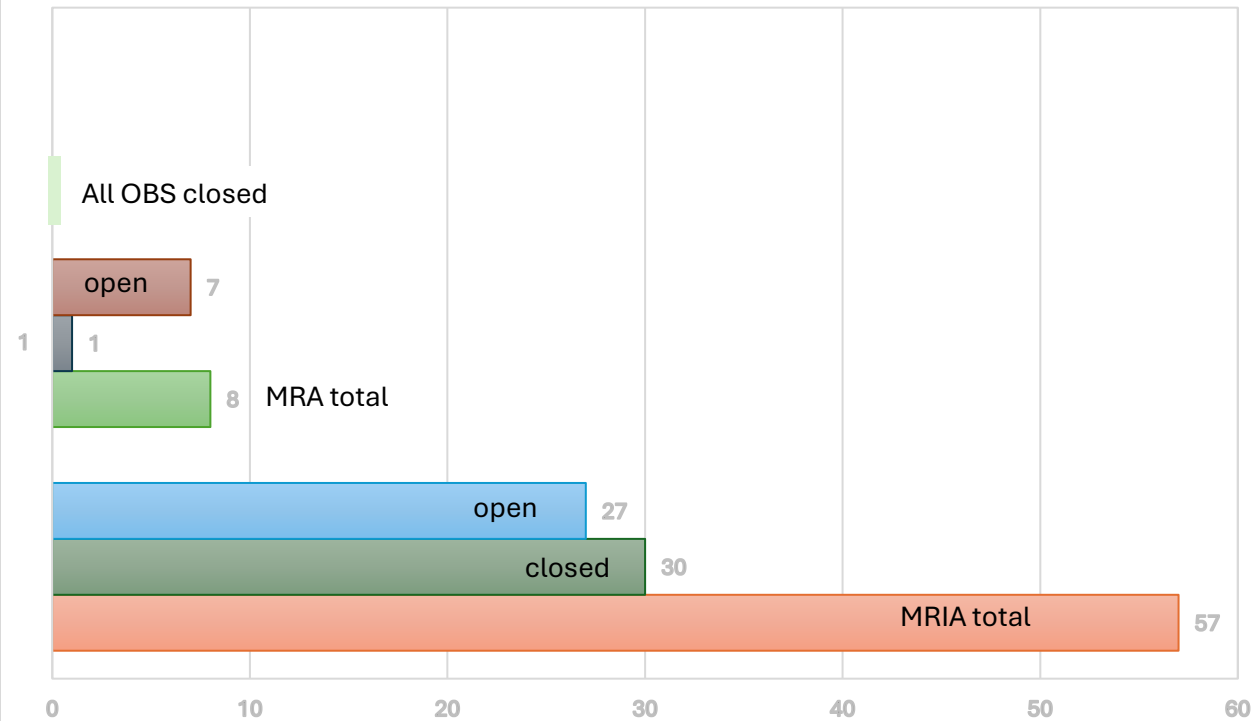
Understanding the maturity of an IA function helps identify areas of improvement and can help the department enhance its value to the organization. As the function progresses towards maturity, knowing the current status helps better align expectations with key stakeholders.

Office of Internal Audit Maturity Model

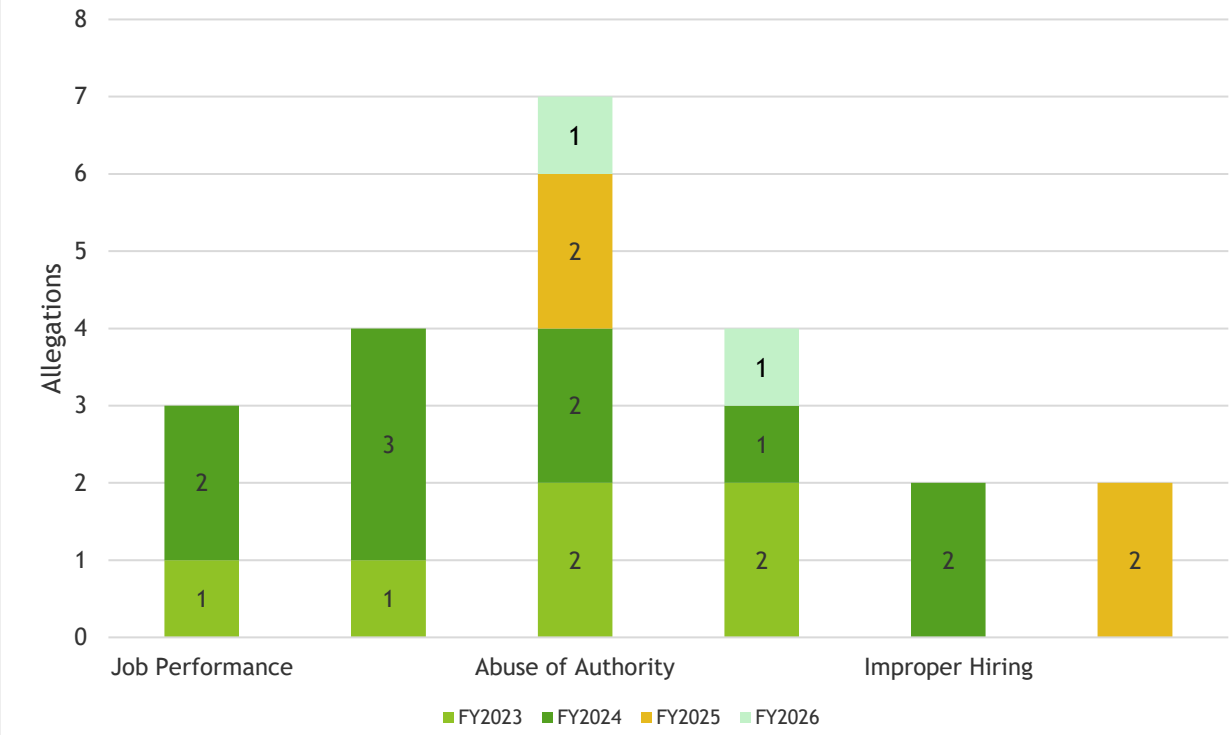
	Immature		Mature
Perspective	Focus on the past	Focus on present with a retrospective look back to the past	Forward looking, focus on the future
Style	Corporate police	Fact finder and key recommendations	Trusted advisor (auditing and consulting)
Planning/risk focus	Rotational/Based on history (Financial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

Actions, Trends and Aging

Corrective Action Status










Hotline Trends



Corrective Action Aging Report

		MAP	MRIA				MRA				OBS			
Audit	Date	Count	Count	Implemented MRJA	Overdue MRJA	Months Overdue	Count	Implemented MRA	Overdue MRA	Months Overdue	Count	Implemented OBS	Overdue OBS	Months Overdue
LOTO	14-Feb-22	10	9	7	2	31	1	1	0	0	0	0	0	0
Property	19-Aug-22	15	15	8	7	25	0	0	0	0	0	0	0	0
Export Controls	10-Feb-23	17	17	13	4	19	0	0	0	0	0	0	0	0
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	0	4	9	0	0	0	0	0
Total		65	57	30	27	8	1	7	9	0	0	0	0	0

Compliance Partners

						
Student Affairs: <ul style="list-style-type: none">• Hazing policy (Code of Virginia §18.2-56) Animals in Housing Program (ADA & VA Code § 36-96.3:1)• Hazing Transparency Report, December 2025• International Students	EHS: <ul style="list-style-type: none">• Hazardous Commodity Disclosure policy (Federal & State Laws)• Spill Prevention Control and Countermeasures plan (40 CFR Part 112)• Multiple supporting programs and SOPs	Campus Police: <ul style="list-style-type: none">• Protection and Safety of Minors on Campus (VA Code § 63.2-1509 (A)(18)) interim policy• Campus Security Authority (CSA)	Operations and Institutional Effectiveness: <ul style="list-style-type: none">• Policy management platform and developing a new policy template• Updating Nondiscrimination policy (Federal and State Civil Rights Laws)	Human Resources: Civility in the Workplace policy (DHRM Policy 2.35)	Research and Innovation: <ul style="list-style-type: none">• Research Operations Coordinator who will serve as our Laser and Radiation Safety Officer (ANSI Z136.1 and NRC)• Chemical Hygiene Plan	Sponsored Programs: <ul style="list-style-type: none">• Animal Care and Use policy (Animal Welfare Act)• Research Misconduct policy (Federal and Sponsor requirements) Modified the Timely Awards process flow



Continuous Support:

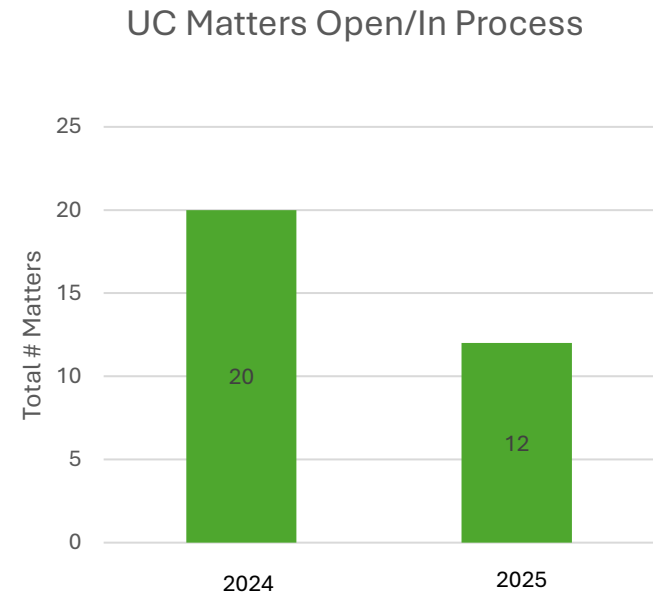
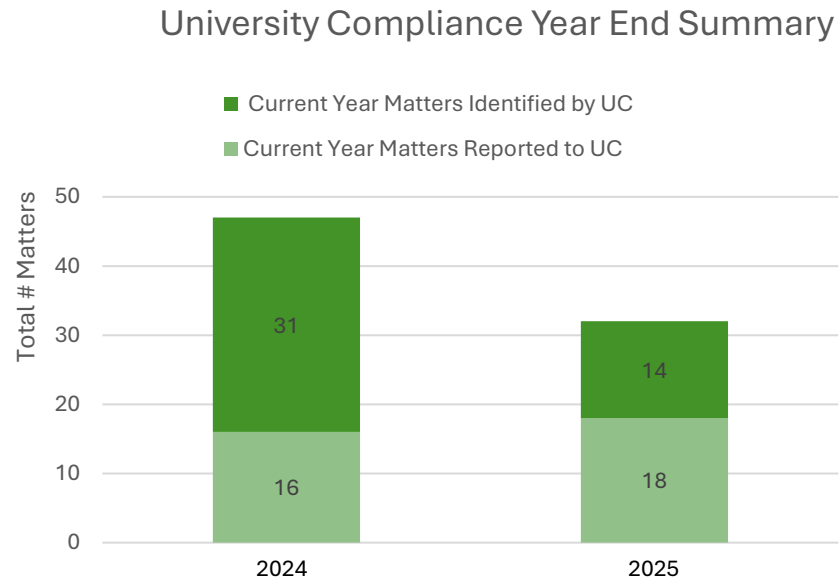
- Monitoring the progress of our Hazardous Commodities program including campus training sessions with EHS and Procurement, December 2025
- Support reporting mechanisms for hazing incidents with Dean of Students and NSUPD.
- Support Chemical Hygiene Plan development and Review
- Via-TRM platform acquisition for International Students
- Campus Security Authority - Staff Identification

Compliance Activities

Division	Unit	# Compliance Obligations
Finance and Administration (231)	Vice President Finance & Administration	1
	Controller	73
	Controller: Bursar	2
	Controller: Payroll	34
	Planning & Budget	8
	Facilities Management: Administrative	4
	Services, Buildings & Grounds	
	Facilities Management: Capital Planning	7
	Facilities Management: Environmental, Health and Safety	41
	Procurement	36
	University Police	25
	Access and Equal Opportunity	14
Operations and Institutional Effectiveness (141)	Enrollment Management: Admissions and Financial Aid	26
	Enrollment Management: Registrar	12
	Human Resources	35
	Information Technology	22
	Institutional Research	32
Academic Affairs (32)	Academic Administration	7
	Academic Effectiveness	6
Student Affairs (20)	Graduate School & Research	10
	Title III	9
	Dean of Students	4
	Dean of Students: Counseling and Student Support Services	3
	Dean of Students: International Student Services	2
	Dean of Students: Disability Services	4
	Military Student Services	2
	Spartan Health Center	5
Communication & Marketing		2
President's Office/Compliance/Ethics		28

2026 Inventory

University Compliance Calendar Year End Summary 2025



Compliance Matters		
2024 Compliance Matters	47	
2025 Compliance Matters	32	
Total Compliance Matters 2024-2025	79	
2025 Open Compliance Matters	12	

Questions

Strategic Finance Committee

AGENDA
BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING

December 4, 2025, 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_3vOyVnFqQvuGre2-212npQ

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of October 23, 2025, Committee Minutes**
- IV. Discussion Items**
 - A. Quarterly Financial Report
 - B. ARMICS Update
 - C. SWAM Update
 - D. Campus Safety Update
 - E. Facilities Update
 - F. Legislative Affairs Update
 - G. Human Resources Update
 - H. Operations & Institutional Effectiveness Update
 - I. Information Technology and Security Update
 - J. 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, *Chair*

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).

DRAFT
BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
October 23, 2025
MINUTES

1. Call to Order/Establish Quorum

Mr. Jamison, Chair, called the Strategic Finance Committee to order at approximately 10: 04 a.m.

A quorum was established by a 3-0 Roll Call vote.

Present Committee Members

Mr. Jay Jamison, Chair
Mr. Delbert Parks

Virtual Committee Members

Mr. Darnelle “DJ” Jordan

Absent Committee Member

Mr. Conrad Hall

Board Members Present

Rector Kim W. Brown
Mr. Gilbert Bland
Dr. L.D. Britt (Strategic Finance Committee Quorum)

Participants - NSU Administrators and Staff:

Dr. Javaune Adams-Gaston, President
Dr. Melissa Barnes, Interim Associate Vice President, Enrollment Management& Special Advisor
Mr. Gregory B. Baptiste, Director of Enterprise Applications, Office of Information Technology
Ms. Derika Burgess, Chief Audit Executive, Internal Audit
Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General
Ms. April Britt-Pimienta, Executive Administrative Assistant, University Advancement
Dr. Leonard Brown Jr., Vice President for Student Affairs
Mr. Eric Claville, Executive Advisor to the President, Governmental Relations
Ms. Sher’re Dozier, Clerk to the President for the Board of Visitors
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
Mr. Dennis Jones, Executive Director, Planning and Budget

Mr. Ronald King, Chief Information Security Officer/Director of IT Security
Office of Information Technology
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Linwood F. Moses, Director, IT Project Management, Office of Information Technology
Ms. Phillita Peeples, Executive Assistant, Office of Internal Audit/University Compliance
Mr. Clifford Porter, Vice President, University Advancement
Ms. Erica Saunders, Executive Administrative Assistant, Provost Office
Mr. Rasool Shabazz, Associate Director, Academic Technology Services, Office of Information Technology
Ms. Crystal Square-Williams, Director, University Events, University Advancement
Dr. James T. Walke, Assoc. V.P. Institutional Effectiveness and Planning
Dr. Melody Webb, Athletic Director, Athletics Department
Dr. Tanya White, Vice President and Chief of Staff
Dr. Aurelia Williams, Interim Provost for Academic and Faculty Affairs, Provost Office
Ms. Sharea Williams, Executive Administrative Coordinator, Institutional Effectiveness
Ms. Martha M. Wilson, Executive Assistant, Finance and Administration
Mr. Terry Woodhouse, Interim Associate Vice President, Facilities Management

2. Recommend Approval of Electronic Participation

Mr. Darrell “DJ” Jordan joined electronically at 11:09 am.

A motion was made by Mr. Parks, and second by Dr. Britt with a 3-0 Roll Call vote to approve Mr. Jordan electronic participation at 11:09 a.m.

3. Recommended Approval of the April 15, 2025 Committee Minutes

A motion was made by Mr. Parks, and second by Dr. Britt with a 3-0 Roll Call vote to approve April 15, 2025, meeting minutes.

4. Discussion Items

- **Quarterly Financial Report** - Dr. Gerald Ellsworth Hunter presented the Quarterly Financial Report for the period ending June 30, 2025.
- Actual revenue totaled \$373.3 million and Actual expenses totaled \$299.5 million for a positive Fund balance of \$73.7 million.
- **Fall 2025 Revenue Report** - Dr. Hunter presented the Fall 2025 Financial Forecast, noting stable enrollment and strong tuition revenue performance.
 - A&E mandatory fees are projected at \$12.3 million, exceeding the budgeted amount of \$11.4 million, producing a favorable variance of \$978,781 for an enrollment of 5,865 students.
 - Capital Outlay Fee revenue projections stand at \$420,789, based on an annual obligation for 1,620 students.
 - Actual enrollment as of September 16, 2025, totals 6,557 students, exceeding forecast projections.
- **Facilities Update**
 - Construct Living Learning Center and Dining Facility – \$135,900,060

- Construct Wellness, Health and Physical Education Center – \$125,887,609
- Construct New Dining Facility / Replace Scott Dozier – \$90,635,348
- Construct Residential Housing Phase II / Replace Rosa & West Café – \$90,507,219
- **In Progress Facilities Projects Are:**
 - Construct New Science Building
 - Replace the Fine Arts Building
 - Construct Physical Plant/Warehouse
 - New Science Building
 - New Fine Arts Building
 - Perimeter Security Fence:
 - 8-foot masonry piers and aluminum
 - Card Access controlled at Pedestrian Gates
 - Replace Physical Plant
 - Gill Gym Renovations
- **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, and Congressional Forum events.

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 for 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 funds to support operations at the institution and minimizes potential tuition and fee increase 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.

● **Human Resources Update**

Dr. Tanya White, Vice President and Chief of Staff, provided the Human Resources Updates for the period of March 2025-September 2025: As well as other implementations.

- Total HR Transactions: 1,780
- Full-time (426 total):
- Faculty – 166
- Classified – 161
- Administrative Faculty – 99
- Part-time (1,354 total):
- Adjunct Faculty – 310
- Graduate Assistant – 138
- Student – 235
- Hourly – 211
- Other (recruitment, changes, and separations, etc.) – 460

Dr. White reported that the search for the Associate Vice President for Human Resources has been completed, the new person will start on December 1, 2025.

- **Operations & Institutional Effectiveness and Planning**

Dr. Moses presented the report on Information Technology, Institutional Research & Project Management Implementations: They are:

- IT Related Acquisitions
- Spartan Innovation Academy
- Information Security
- Technical Services
- Academic Technology
- Institutional Research
- Project Management

- **Information Technology and Security Update**

- **University Advancement Update**

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

- ✓ Norfolk State University won four (4) awards for the Circle of Excellence Silver Case Awards showcase for outstanding work in advancement services, alumni relations, communications, fundraising, and marketing.
- ✓ Norfolk State University 90th Anniversary 1935-2025
 - Founders Dag Celebration Activities
 - President's Gala
- ✓ Now is Our Time Campaign (\$90 million was the goal but \$95.3 million raised as of October 23, 2025).
- ✓ Norfolk State University's Division of University Advancement has initiated two virtual engagement officers that are 100% powered by Artificial Intelligence. These two officers will have a portfolio of 1,000 donors each. Engagement activities will include text and email messages announcing campus updates and fundraising opportunities to individuals within the portfolio. The engagement officers will make referrals to members of the advancement team when human interaction is needed to complete gifts or to give more detailed information.

5. Closed Meeting Certification

A motion was made by Dr. Britt, and second by Mr. Park's with a 4-0 Roll Call vote for the Closed Meeting Certification

6. Adjournment

There being no further business, the Committee Meeting adjourned at approximately 11:34 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

NSU BOV STRATEGIC FINANCE COMMITTEE
ROLL CALL VOTE OCTOBER 23, 2025

Item	Mr. Jay Jamison (Chair)	Mr. Conrad Hall	Mr. Delbert Parks	Mr. Darrell “DJ” Jordan	Dr. D. L. Britt	Totals
Quorum	✓	Absent	✓	-	✓	3.0
Recommend Approval of Electronic Participation	✓	Absent	✓	-	✓	3.0
Approval of the Minutes	✓	Absent	✓	-	✓	3.0
Closed Meeting Certification	✓	Absent	✓ V	✓ V	✓ V	4.0

(V) Virtual

NORFOLK STATE UNIVERSITY



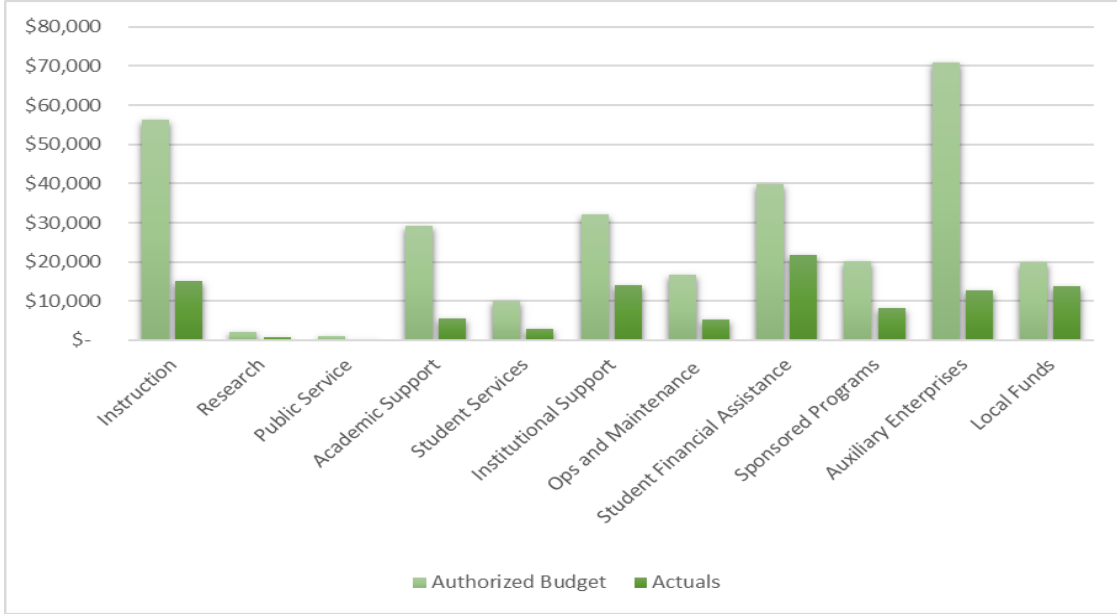
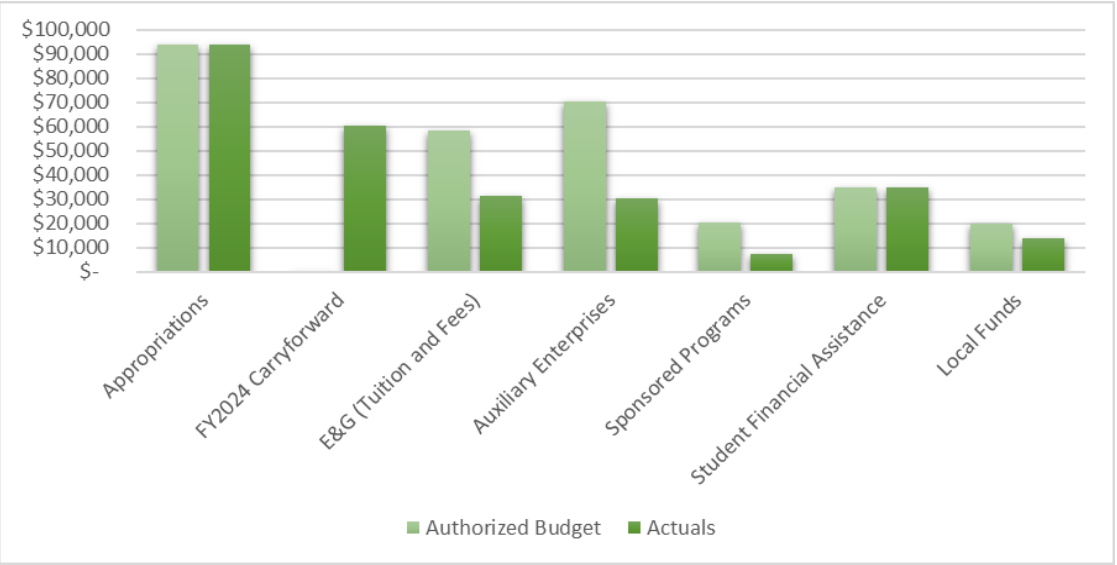
**NORFOLK STATE
UNIVERSITY**

We see the future in you.

Dr. Gerald Ellsworth Hunter, PhD
Vice President & Chief Financial Officer
Board of Visitors Meeting³⁹ ~ Finance and Administration Committee

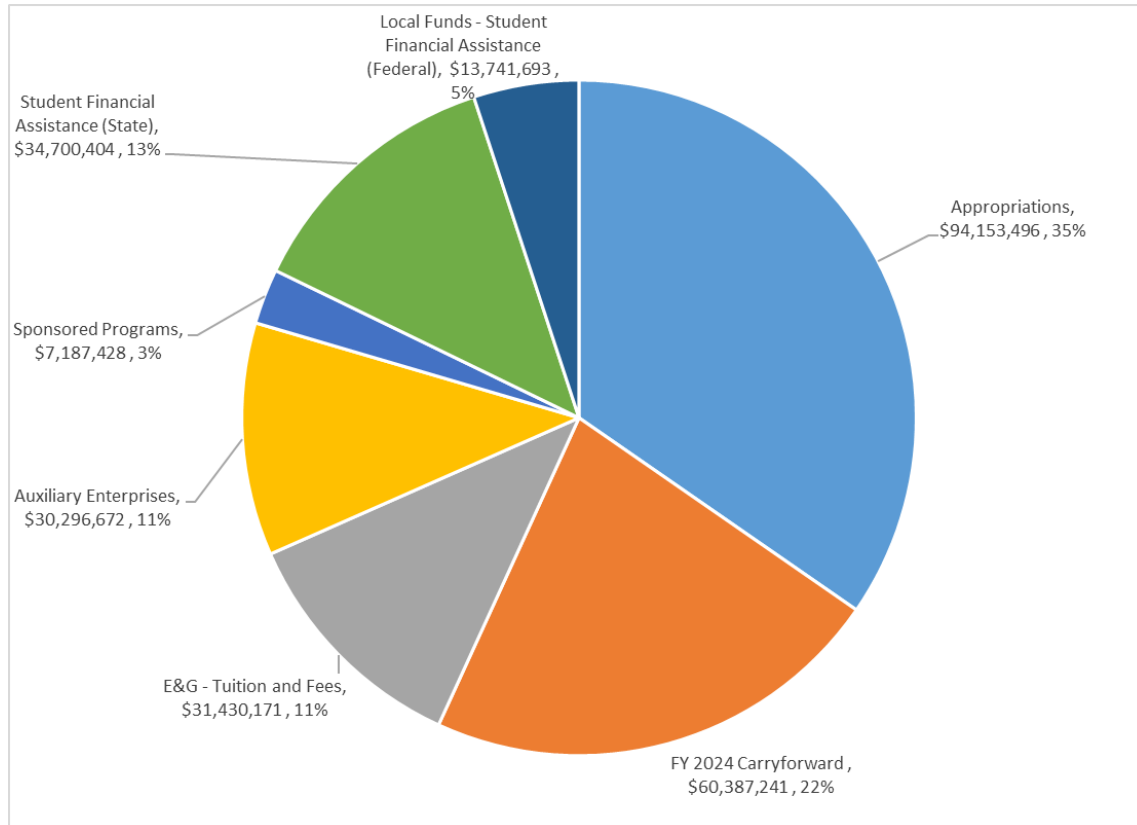
<u>Revenues</u>	<u>Authorized</u> <u>Budget</u>	<u>Actuals</u>	<u>% of Budget</u> <u>Collected</u>	<u>Year-end Projection</u>
Appropriations	\$ 94,150	\$ 94,153	100%	\$ 94,153
FY2024 Carryforward	-	60,387	0%	60,387
E&G (Tuition and Fees)	58,148	31,430	54%	61,855
Auxiliary Enterprises	70,420	30,297	43%	70,420
Sponsored Programs	20,232	7,187	36%	20,232
Student Financial Assistance	34,700	34,700	100%	34,700
Local Funds	20,000	13,742	69%	20,000
Total Revenues	\$ 297,650	\$ 271,897	91%	\$ 361,748

<u>Expenses</u>	<u>Authorized</u> <u>Budget</u>	<u>Actuals</u>	<u>% of Budget</u> <u>Spent</u>	<u>Year-end Projection</u>
Instruction	\$ 56,366	\$ 15,193	27%	\$ 56,366
Research	2,141	734	34%	2,141
Public Service	962	173	18%	962
Academic Support	29,108	5,438	19%	29,108
Student Services	9,962	2,794	28%	9,962
Institutional Support	32,028	14,018	44%	32,028
Ops and Maintenance	16,598	5,401	33%	16,598
Student Financial Assistance	39,833	21,870	55%	39,833
Sponsored Programs	20,232	8,071	40%	20,232
Auxiliary Enterprises	71,045	12,704	18%	71,045
Local Funds	20,000	13,744	69%	20,000
Total Expenses	\$ 298,275	\$ 100,139	34%	\$ 298,275
Revenue Over Expenses	\$ (625)	\$ 171,758		\$ 63,473



SOURCE OF FUNDS

Actuals through September 30, 2025



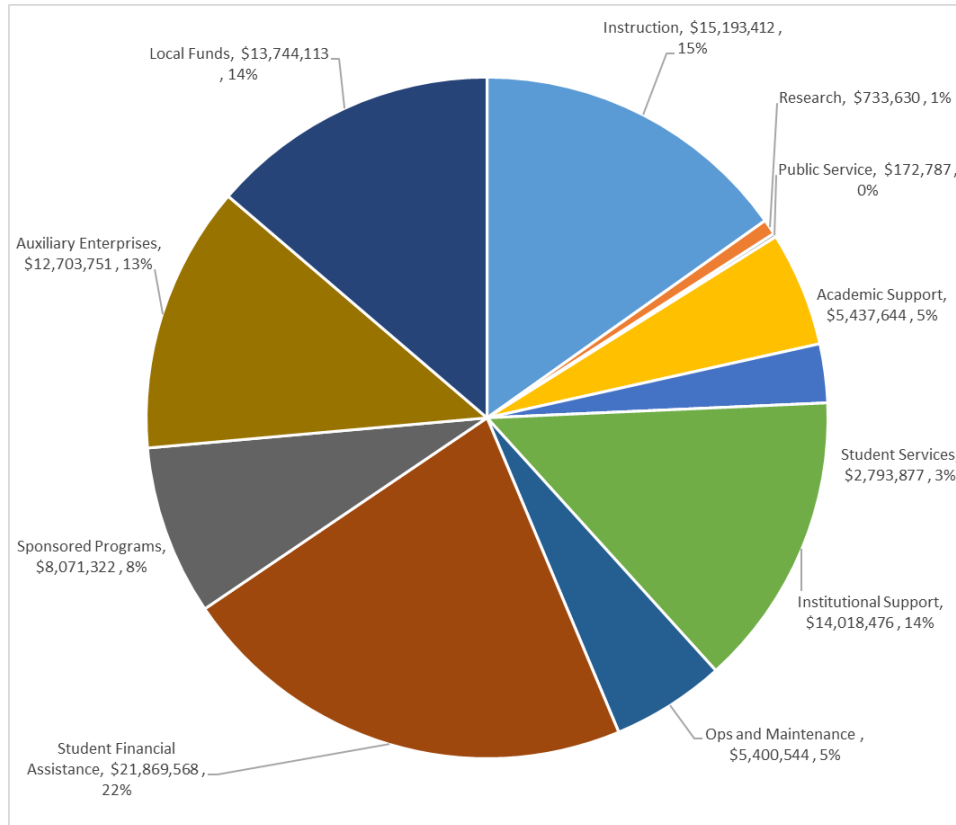
Sources Of Funds
Actuals through September 30, 2025

Revenues

		<u>Actuals</u>
Appropriations	\$	94,153,496
FY 2024 Carryforward	\$	60,387,241
E&G - Tuition and Fees	\$	31,430,171
Auxiliary Enterprises	\$	30,296,672
Sponsored Programs	\$	7,187,428
Student Financial Assistance (State)	\$	34,700,404
Local Funds - Student Financial Assistance (Federal)	\$	13,741,693
Total Revenues	\$	271,897,104

USES OF FUNDS

Actuals as of September 30, 2025



Uses Of Funds
Actuals through September 30, 2025

<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 15,193,412
Research	\$ 733,630
Public Service	\$ 172,787
Academic Support	\$ 5,437,644
Student Services	\$ 2,793,877
Institutional Support	\$ 14,018,476
Ops and Maintenance	\$ 5,400,544
Student Financial Assistance	\$ 21,869,568
Sponsored Programs	\$ 8,071,322
Auxiliary Enterprises	\$ 12,703,751
Local Funds	\$ 13,744,113
Total Expenses	\$ 100,139,123

FY2025 ARMICS Internal Control Assessment

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Comprehensive Control Assessment

NSU conducted an extensive review of internal controls to ensure fiscal process integrity and regulatory compliance.

Insignificant Control Deficiencies

Several minor control weaknesses were identified, requiring remediation without impacting overall fiscal integrity.

Commitment to Improvement

NSU remains dedicated to addressing identified weaknesses to strengthen its internal control framework continuously.

Certification and Assurance

Assessment results were certified to DOA, confirming NSU's reasonable assurance over financial reporting and asset stewardship.



NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk, VA 23504

www.nsu.edu



SWaM Business Spend/Goals Updates

SWaM Spend/Goals

Actuals from FY2023 to present


%	Overall SWaM Participation	MB	WB	Micro	SDV*	SB	ESO	8A	EDWOSB	WOSB	FSDV
FY2026 GOAL	42.00			4.00	3.00	35.00					
FY2025 GOAL	42.00	15.00	6.00	3.00	3.00	10.00	1.00	1.00	1.00	1.00	1.00
FY2025 ACTUAL	48.72	30.62	5.46	1.35	0.07	11.22	0.00	0.00	0.00	0.00	0.00
FY2024 GOAL	42.00	15.00	6.00	3.00	3.00	10.00	1.00	1.00	1.00	1.00	1.00
FY2024 ACTUAL	43.47	22.59	6.10	1.69	0.00	13.09	0.00	0.00	0.00	0.00	0.00
FY2023 GOAL	34.00	10.00	5.00	3.00	3.00	8.00	1.00	1.00	1.00	1.00	1.00
FY2023 ACTUAL	59.36	21.30	6.46	1.90	0.00	29.69	0.00	0.00	0.00	0.00	0.00

SWaM Spend/Goals

Actuals from July 1, 2024, to June 30, 2025

Designation	MB	WB	O	SDV	MIL	SB	ESO	8A	EDWOSB	WOSB	FSDV	SWAM	DBE	ACDBE
Spend	\$26,355,217...	\$4,703,605.09	\$1,159,785.15	\$63,138.50	\$0.00	\$9,658,833.14	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$41,940,579...	\$4,465,568....	\$0.00
Goal	15.00%	6.00%	3.00%	3.00%	0.00%	10.00%	1.00%	1.00%	1.00%	1.00%	1.00%	42.00%	0.00%	0.00%
Actual	30.62%	5.46%	1.35%	0.07%	0.00%	11.22%	0.00%	0.00%	0.00%	0.00%	0.00%	48.72%	5.19%	0.00%

SWaM	\$41,940,579.46	Non SWaM	\$44,138,003.04	Overall Total	\$86,078,582.50
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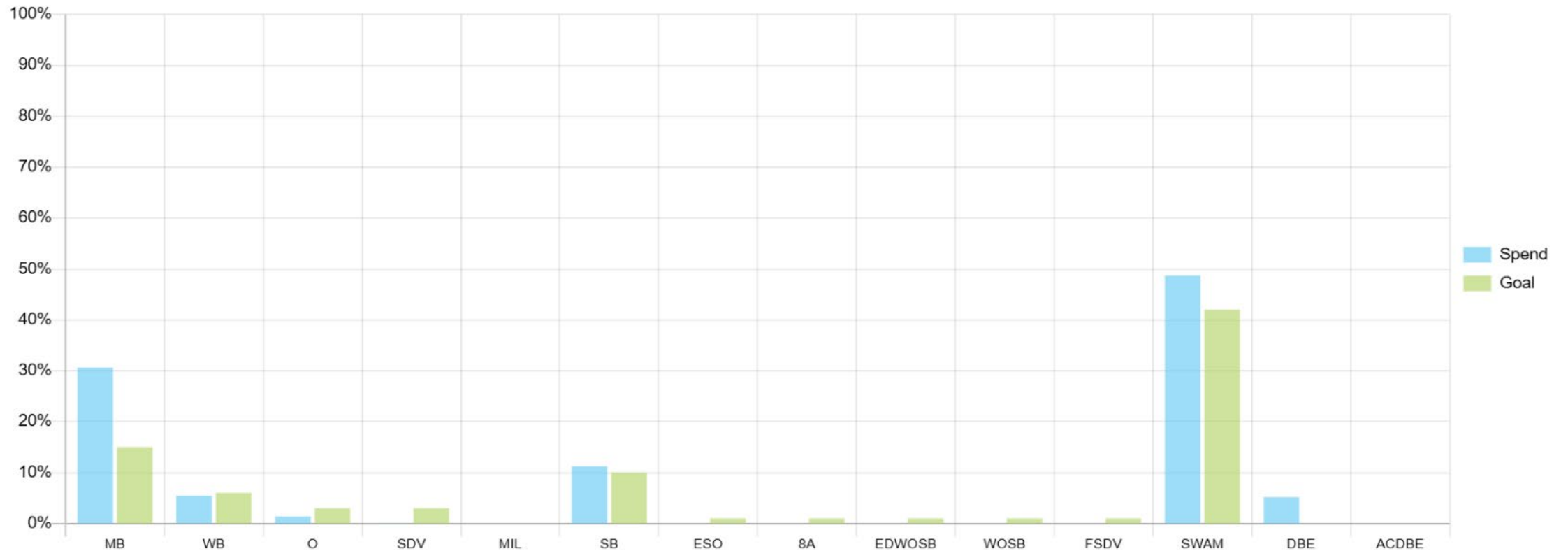
SWaM Spend/Goals

Actuals from July 1, 2024, to June 30, 2025

SWaM Spend vs Goal

 Export Chart

07/01/2024 - 06/30/2025





NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk, VA 23504

www.nsu.edu



NSUPD update



Brian Covington, Chief of Police

~~November 10, 2025~~



**NORFOLK STATE
UNIVERSITY**

We see the future in you.



EMERGENCY ALERT SYSTEM

ALERT!

**Enter Your Custom
Message Here**

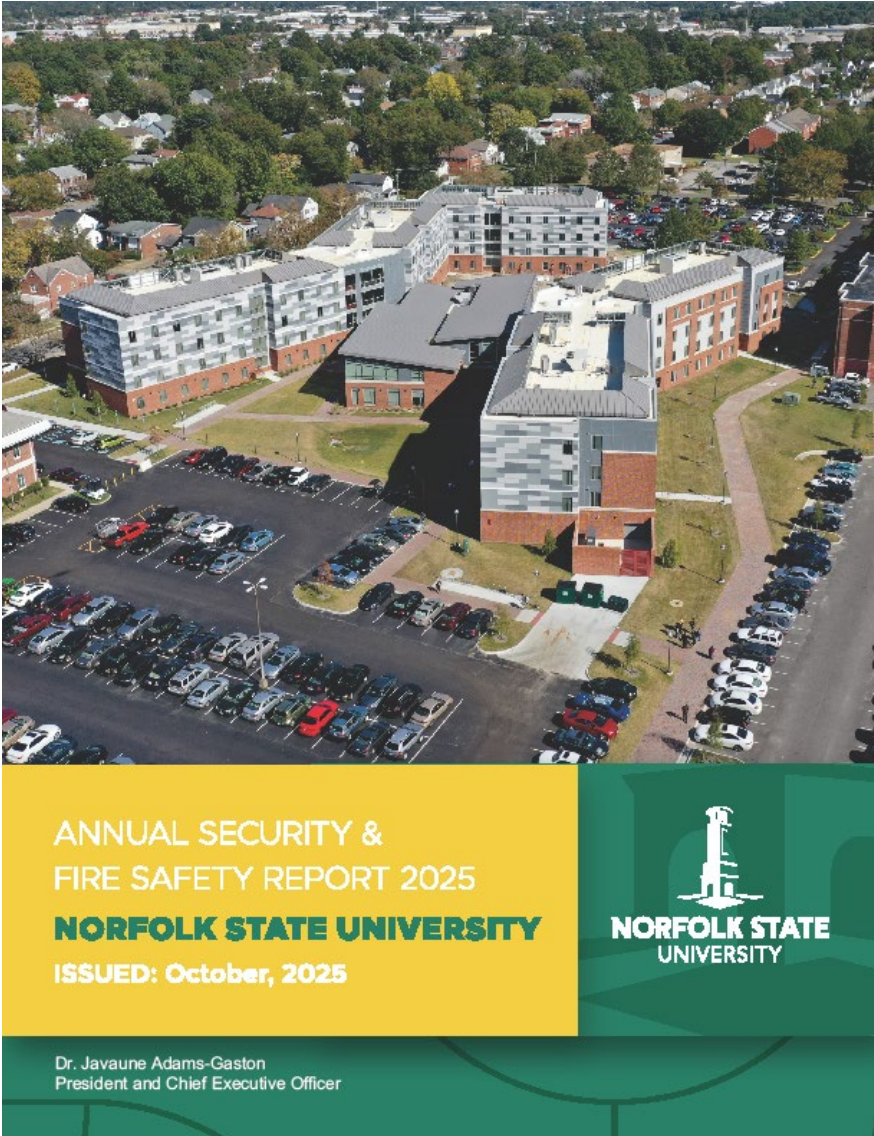
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ACKNOWLEDGE

Campus-wide Deployment of the ALERTUS Desktop Emergency Notification System

The Campus Police Department has recently enhanced and deployed the Alertus Desktop System. Alertus Desktop will expand the modalities for disseminating critical emergency notifications. More specifically, the system allows preset emergency notifications to be deployed via desktop override to computer desktop screens across campus in just seconds with the push of an activation button. This upgrade expands upon the current RAVE notification modes, including voice, text, email, and the NSU Safe app. The Alertus deployment will not affect the day-to-day use of PCs where it is installed.

We have notified the campus community of this upgrade, encouraged everyone to register their points of contact on the RAVE emergency notification platform at <https://www.getrave.com/login/nsu>, and reminded everyone to download the NSU Safe App, available on both Google Play and the App Store, to ensure they receive timely emergency notifications. For more information on NSU Alerts and the NSU Safe app, please feel free to visit www.nsu.edu/police.



NSUPD has completed a comprehensive update and redesign of the University's Annual Security Report, also known as the Clery Report. This report, which is available on the University's website as required by the Department of Education, has undergone a significant transformation (constructively and cosmetically).

For the past 5 to 10 years (or longer), the format remained the same. This year, we have updated the format to be more modern and align with the standards of many prestigious colleges and universities across the country.

<https://www.nsu.edu/campus-security-report/nsu-security-booklet-2025.aspx>

Vs.

<https://www.nsu.edu/About/Administrative-Offices-Services/University-Police-Department/Safety/Campus-Security-Report/security-booklet-2024.aspx>

HBCU TOP ATTENDANCE

WEEK NINE

1 ALABAMA STATE **69,372**
vs Alabama A&M *

Magic City Classic Classic | Legion Field | Birmingham, AL

2 NORFOLK STATE **47,273**
vs South Carolina State

NSU Homecoming | William "Dash" Price Stadium | Norfolk, VA

3 JACKSON STATE **29,655**
vs Grambling State *

Las Vegas HBCU Classic | Allegiant Stadium | Las Vegas, NV

4 SOUTHERN **17,180**
vs Florida A&M

A.W. Mumford Stadium | Baton Rouge, LA

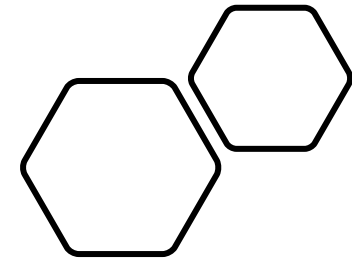
5 NC CENTRAL **12,800**
vs Delaware State

HCCU Homecoming | O'Kelly Riddick Stadium | Durham, NC

* = Neutral Site Game

● = Host team

PRESENTED BY HBCU PLUS



Five Key Factors that contributed to Homecoming Success

1. Strategic Planning and Coordination-President's Safety Task Force (collaboration with internal stakeholders was critical)

A comprehensive pre-event safety plan involving all stakeholders — including NSU Police, local law enforcement, emergency management, and campus leadership — ensured clear roles, communication protocols, and contingency plans. Regular planning meetings before Homecoming allowed proactive identification of high-risk areas and deployment strategies.

2. Visible and Proactive Police Presence

An enhanced law enforcement presence, both uniformed and plainclothes, deterred disruptive behavior and promoted a sense of security. Officers were strategically positioned at key entry and exit points (stadium, tailgate areas, concert, and traffic control zones) to ensure quick response capability.

3. Effective Communication and Information Sharing

Marketing and Communications. News outlets, social media, campus announcements, radio, and television. This reduced confusion and improved compliance.

4. Partnership with Student and Community Stakeholders

Collaboration with the City of Norfolk, student organizations, clergy, and community partners fostered shared responsibility for safety. Peer-to-peer messaging and student ambassadors helped diffuse potential conflicts and encouraged responsible behavior throughout the weekend.

5. Incident Management and Rapid Response Capability

The NSU Police Department's Incident Command System (ICS) approach and unified command with local agencies allowed rapid response to incidents, crowd control, and traffic management. Having medical, fire, and EMS on standby helped mitigate emergencies quickly, ensuring minimal disruption to events.

Questions?



Facilities Management

BOV-DIVISION CAMPUS UPDATES

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

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



New Fine Arts Building

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



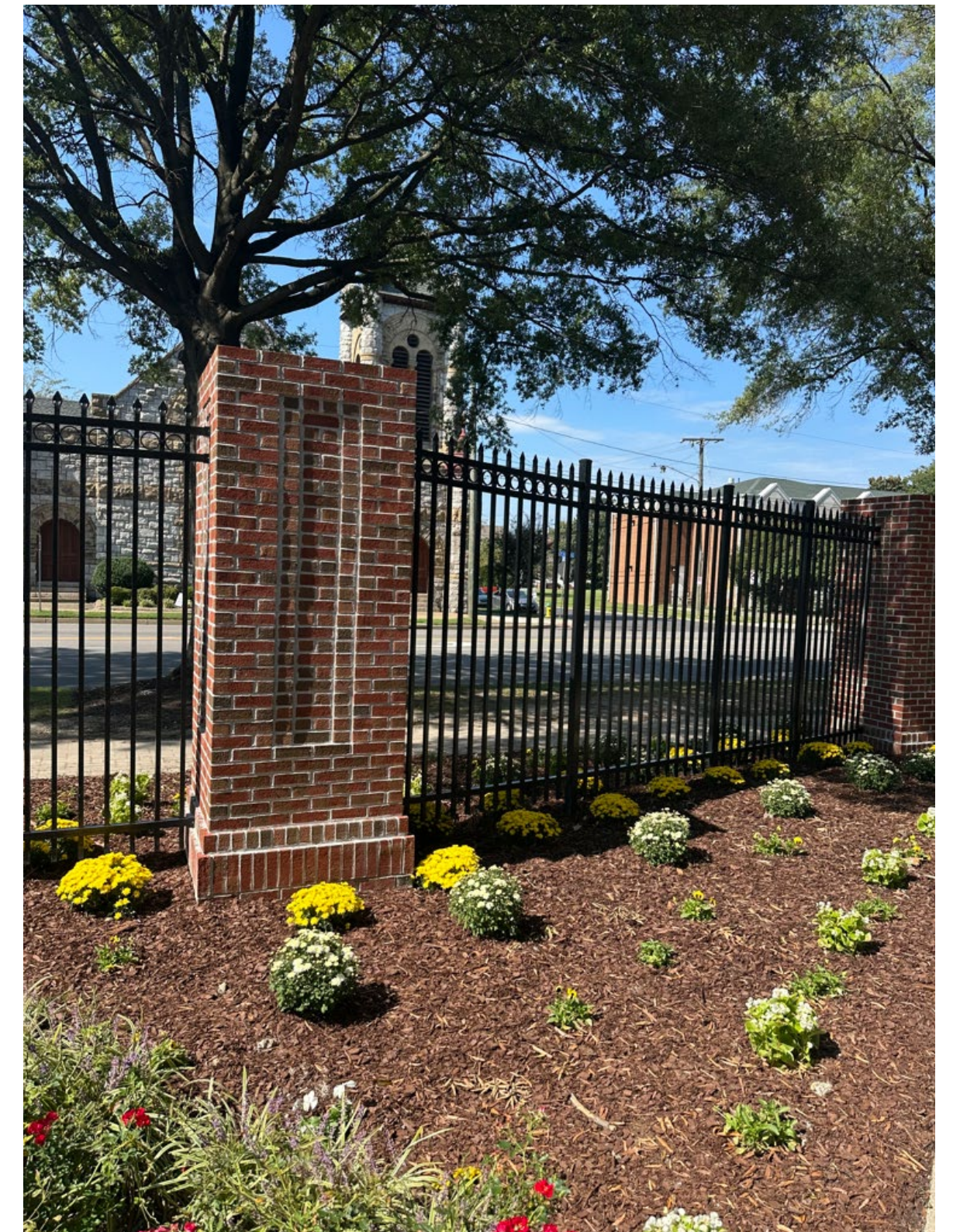
Physical Plant Building-Replacement

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



Campus Perimeter Security Fence

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



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



Gill Gym Renovations

- Improved branding and wayfinding
- Painting
- Ceilings and Lighting



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

Campus Wide Infrastructure-2

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

December 4, 2025

Key Dates for the 2026 General Assembly Session

December 20	Governor presents Budget Bill
January 14	Session convenes Prefiling ends at 10:00 a.m. Last day to file legislation creating or continuing a study
January 16	Last day to submit budget amendments
January 16	Bill cut-off (last day to introduce bills and certain joint resolutions)
January 17	Inauguration Day
February 18	Crossover (last day for each house to act on its own legislation, except Budget Bills) Amendments to Budget Bills available
February 22	Houses and Senate report out their Budgets
March 14	End of Session Sine Die (projected)
April 13	Governor has to offer any vetoes or amendments
April 22	Veto Session (projected)
July 1	Effective date of enacted legislation

NSU Legislative Update: Governor-Elect Spanberger Transition Committee Selections

☐ Heidi Abbott, NSU Board of Visitors

☐ United for Virginia's Future Transition Committee

☐ Jim Dyke, Former NSU Board of Visitors

☐ United for Virginia's Future Transition Committee

☐ Gil Bland, NSU Board of Visitors

☐ United for Virginia's Future Transition Committee

☐ Deitra Trent, Former Sec. of Education

☐ Co-Chair, Education Policy, United for Virginia's Future Transition Committee

☐ David Hallock and Ed Reed, Two Capitols, LLC

☐ United for Virginia's Future Transition Committee

QUESTIONS & DISCUSSION

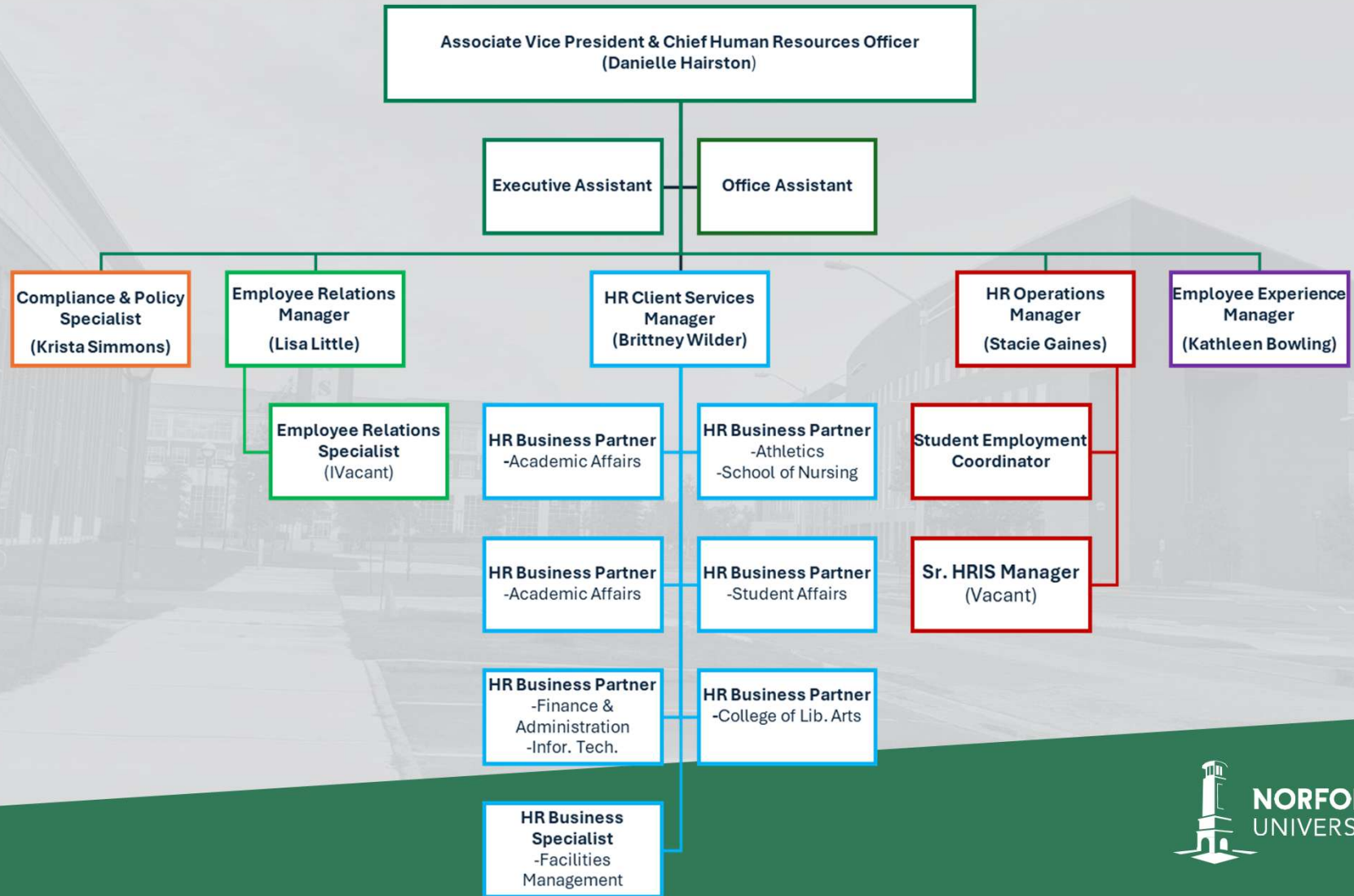
HUMAN RESOURCES

OFFICE OF HUMAN RESOURCES UPDATES

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



Human Resources Structure



COMMONWEALTH OF VA DEPARTMENT OF HUMAN RESOURCES TRAINING

- ✓ EXPLORE BEST PRACTICES- CARDINAL UPDATES
- ✓ BEYOND EMPLOYEE ENGAGEMENT: THE IMPORTANCE OF SOCIAL CONNECTION FOR TODAY'S FRONTLINE WORKFORCE – AND TOMORROW'S
- ✓ CHARTING THE COURSE: GUIDING RECRUITMENT THROUGH CHANGING TIDES
- ✓ COMPENSATION IN CHANGING TIMES: ANCHORING PAY STRATEGIES FOR A RESILIENT WORKFORCE
- ✓ CULTIVATING CIVILITY IN HIGHER EDUCATION
- ✓ WORKER'S COMPENSATION/SAFETY
- ✓ HR FRIENDLY WAYS TO USE AI



HR Review of Standard Operating Procedures



**Recruitment
and
onboarding**

**Offboarding
and
separation**

**I-9
verification
process**

**VRS census
data**

NSU Fulltime Current Workforce

Employee Type	Employee Count
Classified	476
Teaching and Research Faculty	260
Administrative Faculty	153
Administrative Professionals	78
	967 Fulltime

Year-End Projects

- ✓ Employee Evaluations
- ✓ Year-end Recruitment Activities
- ✓ Cross Training
- ✓ Campus Partner Training
- ✓ Updating Policies per COV
- ✓ 2026 prep for electronic evaluations
- ✓ Mandatory training on EEO 2026
- ✓ Workday Testing

AVP for Human Resources/Chief Human Resources Officer

- ✓ Long history with COV Higher Education
- ✓ Joins NSU after 19 years in HR at VCU
- ✓ Policy development
- ✓ Employee relations
- ✓ Talent acquisition
- ✓ Performance management
- ✓ Compensation and classification



Ms. Danielle Hairston

QUESTIONS?



THANK YOU!

Operations & Institutional Effectiveness

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



Information Technology

Enterprise Applications

Softdocs Utilization

- Enrollment Management
- Information Technology
- Controller's Office/Student Accounts
- Select units in Student Affairs and Academic Affairs

Workday Implementation

Information Security

- Continued Implementation of a Governance, Risk, and Compliance Platform.
- Acceptable Use Policy Update

Technical Services

- **Network Upgrades** –
- **Wireless Expansion** – continued upgrades have resulted in faster connectivity
- **Campus Security Projects** – Continued collaboration with NSU PD to promote innovative security measures and monitoring across campus.

Academic Technology

- **Assessment of all classroom and learning spaces to ensure flexibility and adaptability**
- **Enhanced Hybrid Learning Infrastructure** – Expanded capabilities in more than 25 classrooms
- **Continuation of Campus Wide Classroom Technology Modernization**

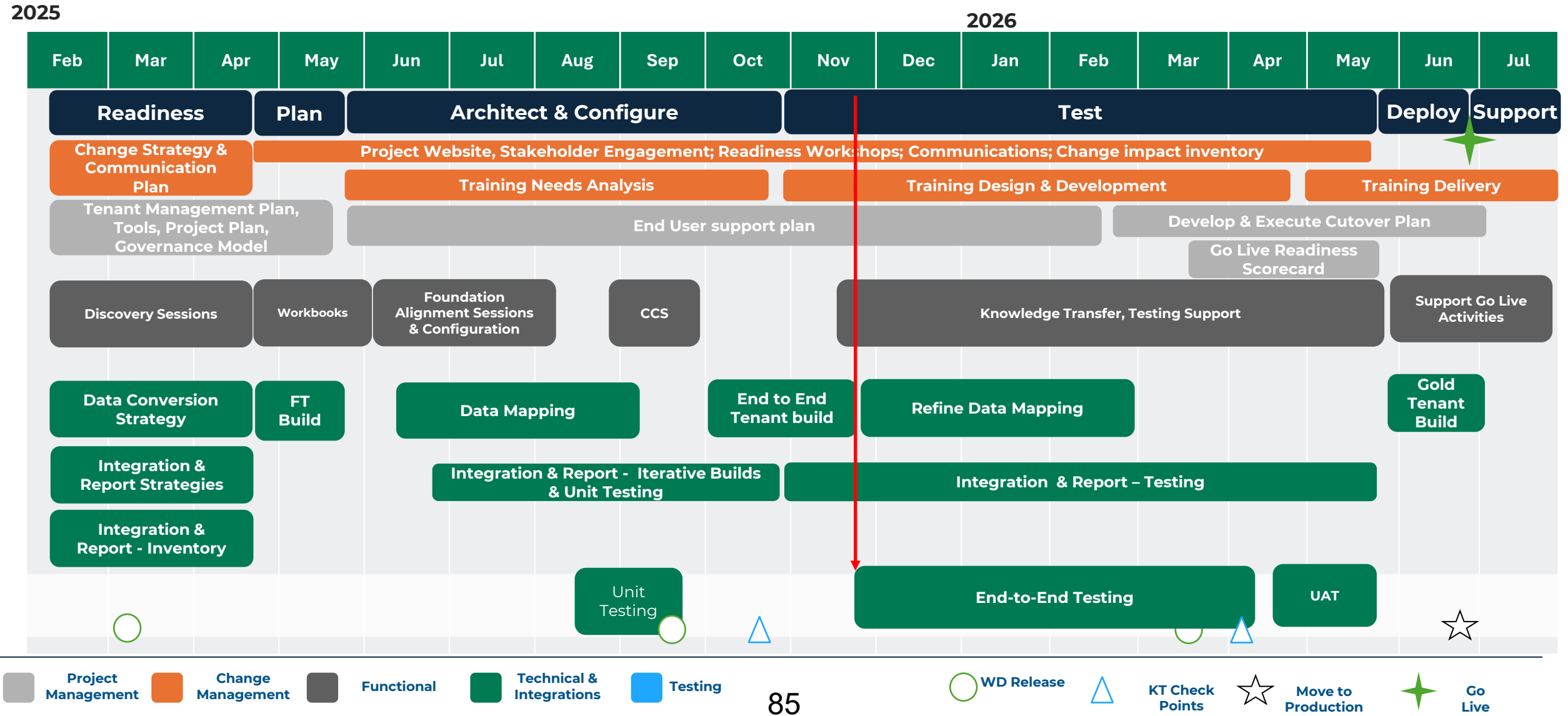




Workday Update

- Completed Validation and Unit Testing
- Change Management materials and activities have commenced
- End to End Testing has commenced
- New testing tenant [Multi-Framework] has been constructed with data to assess business processes [Process ends in February 2026]
- Campus wide training to begin in Early Spring of 2026
- Currently on schedule to launch the system for July 2026

Workday Implementation & Project Management



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!



**Metrics: Revolutionizing
HBCU Advancement
Through Equitable Data
Analytics**

Best of CASE District III Award
Norfolk State University

Advancement Services >
Data and Analytics

[VIEW NOMINATION](#)

**Norfolk State University-
Now Is Our Time
Comprehensive Campaign**

Best of CASE District III Award
Norfolk State University

Category
Fundraising > Multi-Year
Campaigns (More Than 25
Staff)

[VIEW NOMINATION](#)



**Norfolk State University
NOW Is Our Time
Comprehensive Campaign
Launch**

Best of CASE District III Award
Norfolk State University

Category
Special Events > Special
Events: In-Person (Single-
Day)

[VIEW NOMINATION](#)



**Norfolk State University
Foundation 5k Run/Walk
Extravaganza**

Best of CASE District III Award
Norfolk State University

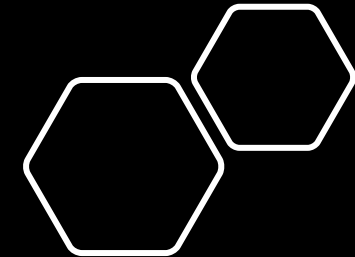
Category
Special Events > Special
Events: Online Fundraisers

[VIEW NOMINATION](#)

Now Is Our Time
Best of CASE District III Award
Norfolk State University

Category
Video > Videos: Fundraising
and Stewardship (Short)

89 [VIEW NOMINATION](#)



Best of CASE District III Awards





NOW IS OUR TIME CAMPAIGN PROGRESS

NOW IS OUR TIME CAMPAIGN PROGRESS

Goal: \$90 million

Total Amount Raised: \$95.3 million

Percentage of Goal: 105.9%



Investing In People
142% of goal

Goal: \$42 million
Total Raised: \$59.5 million



Strengthening Academic Programs
90% of goal

Goal: \$30 million
Total Raised: \$27 million



Elevating Athletics
53% of goal

Goal: \$12 million
Total Raised: \$6.4 million



Advancing Excellence Year After Year
41% of goal

Goal: \$6 million
Total Raised: \$2.4 million

WHAT'S NEW IN ADVANCEMENT?



NORFOLK STATE
UNIVERSITY

Lyman's VEO Impact Overview Since Launch

- ✓ Received **\$12,304.28*** from **67** gifts.
*(*Excludes Pledges)*
- ✓ **100%** of my portfolio has received at least **1 or more** touchpoints.
- ✓ Portfolio size is **1514** constituents.

Brooks's VEO Impact Overview Since Launch

- ✓ Received **\$7,137.00*** from 38 gifts.
*(*Excludes Pledges)*
- ✓ **100%** of my portfolio has received at least 1 or **more** touchpoints.
- ✓ Portfolio size is **981** constituents.



NORFOLK STATE UNIVERSITY
AWARDED

\$50 MILLION

Thank You

MacKenzie Scott

Campaign Highlights

- Largest Gift in 90 Year History!
- Now Is Our Time Campaign will end on December 31, 2025
- Over 10,000 donors to the campaign since launch of the silent phase
- Campaign summary report will be released first quarter 2026

NOW IS OUR TIME

| THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY

NORFOLK STATE
UNIVERSITY

Governance Committee

AGENDA
BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING

Thursday, December 4, 2025

Heidi Abbott, Chair

Campus Location:

Norfolk State University
Student Center, 3rd Floor
700 Park Avenue, Norfolk, VA 23504

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

- I.** Call to Order/Establish Quorum
- II.** Recommend Approval of Electronic Participation
- III.** Recommend Approval of October 23, 2025, Governance Committee Minutes
- IV.** Old Business
- V.** New Business
- VI.** SCHEV Update(s):
 - a. Board Training
- VII.** Legislative Update(s):
 - a. General Assembly
- VIII.** Policy Update(s)
- 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
October 23, 2025
MINUTES

1. Call to Order

The Governance Committee Meeting was called to order at approximately 1:03 p.m. A quorum was established with a 3-0 Roll Call Vote.

Committee Members Present

Mrs. Heidi Abbott, Chair

Dr. Katrina Chase, Secretary

Dr. L.D. Britt

Committee Members Absent

Mr. Conrad Hall

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, Vice President and Chief of Staff

Dr. Aurelia T. Williams, Provost and Vice President for Academic and Faculty Affairs (I)

Dr. Khadijah Millier, Vice Provost for Academic Affairs (I)

Dr. Leonard Brown, Vice President for Student Affairs

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

None

3. Recommend Approval of April 15, 2025, Governance Committee Minutes

The Committee voted and unanimously approved with a 3-0 Roll Call Vote, the Minutes for April 15, 2025, Committee Meeting, motioned by Dr. Britt, and seconded by Dr. Katrina Chase.

4. Old Business

Mr. Claville reviewed the By-Laws for new members, and the matrix of the Governance Committee, by highlighting the items below.

- Gender
- Areas of expertise
- Recommendations

5. New Business/Welcome New Members/ Responsibilities of Governance Committee/Policies

Mrs. Abbott welcomed Dr. Tanya S. White to the Governance Committee and confirmed the dates of SCHEV Orientation which are Wednesday, November 12- Thursday, November 13, 2025, in Richmond.

Mr. Claville informed, that Dr. White oversees the Board Policies, to assist the Boards in ensuring that the universities' policies are up to date.

Mr. Claville informed the committee, that the Board of Visitors Policies consist of 39 sections and some subsections. The process for reviewing the Board Policies was highlighted to ensure alignment, for approval. Mr. Claville advised that the Committee will be brought up to speed for awareness of each policy.

The Freedom of Speech Policy was highlighted.

Dr. White, informed of the process of annual reviews and policy changes, which included the steps of presenting to the Board of Visitors.

6. Other Discussion Items

None

7. Adjournment

There being no further business, Mrs. Heidi Abbott adjourned the meeting at 1:28 p.m.

1. Dr. Katrina Chase motion to adjourned, seconded by Dr. L.D. Britt, and with a 3-0 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

October 23, 2025

Item	Mrs. Heidi Abbott (Chair)	Dr. Katrina Chase	Dr. L.D. Britt	Mr. Conrad Hall	Totals
Quorum	Yes	Yes	Yes	Absent	3-0
Recommendation Approval of Electronic Participation	-	-	-	-	None
Approval of the Minutes	Yes	Yes	Yes	A	3-0
Adjournment	Yes	Yes	Yes	A	3-0

NSU B.O.V. GOVERNANCE COMMITTEE

December 4, 2025

AGENDA

- ☐ Opening by Chair
- ☐ Approval of Electronic Participation
- ☐ Recommend Approval of October 23, 2025, Governance Committee Minutes
- ☐ Old Business
- ☐ New Business
- ☐ SCHEV Update(s): Board Training
- ☐ Legislative Update(s): General Assembly
- ☐ Policy Update(s)
- ☐ Discussion of Other Items
- ☐ Adjournment

QUESTIONS & DISCUSSION

Ad-Hoc Committee

AGENDA
Ad-Hoc Committee
Thursday, December 4, 2025
Dwayne Blake, Chair

Campus Location:

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
Wilson Hall, Board Room, 5th Fl., Suite
Zoom Webinar Participation: https://nsu-edu.zoom.us/webinar/register/WN_o6EkIGD3SbGe_mSC0j8rwg

Call to Order/ Establish Quorum

Approval of Electronic Participation

MOTION- CLOSED MEETING

OPEN MEETING

- **Closed Meeting Certification**
- **Motions**

Adjournment

Ad-Hoc President's Goals Committee

Dwayne Blake, Chair
Jay Jamison
Edward Sanders
Staff: Eric Claville, Executive Advisor to the
President for Governmental Relations

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.

Academic and Student Affairs Committee

DRAFT

AGENDA
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING
Thursday, December 4, 2025
Mr. Gilbert Bland, Chair

Electronic Meeting Participation:

https://nsu-edu.zoom.us/webinar/register/WN_3vOyVnFqQvuGre2-212npQ

I. Call to Order/Establish Quorum

II. Recommend Approval of Electronic Participation

III. Recommend Approval of October 23, 2025, Committee Minutes

IV. Discussion Items

- a. Academic Affairs UpdateDr. Aurelia Williams
 - i. Faculty Hiring Initiative
 - ii. Research Updates
 - iii. General Education Reform
- b. Student Affairs Update Dr. Leonard Brown
 - i. Housing Updates
- c. Enrollment Management Update..... Dr. Justin Moses
- d. Athletics Update Dr. Melody Webb

V. Public Comment

VI. Adjournment

Academic and Student Affairs Committee

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

Staff:

- Dr. Aurelia T. Williams, Interim Provost/Vice President for Academic Affairs
- Dr. Leonard E. Brown, VP for Student Affairs
- Dr. Justin L. Moses, VP for Operations & Chief Strategist for Institutional Effectiveness
- Dr. Melody M. Webb, Vice President/Athletics Director

*The President participates in all Committee meeting

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

Page 1 of 2

DRAFT
BOARD OF VISITORS
Academic and Student Affairs Committee Meeting
Thursday, October 23, 2025
Minutes

I. Call to Order/ Establish Quorum

Mr. Gilbert Bland, Chair, called the Academic and Student Affairs Committee meeting to order at 1:41pm. A quorum was established with a 3-0 roll call vote.

Committee Members Present

Mr. Gilbert Bland, Chair
Dr. L.D. Britt

Committee Members- Virtual

Mr. Mike Andrews
Mr. Darrell “DJ” Jordan

Other Board Members Present

Ms. Teresa Gladney

Counsel Present

Pamela Boston, University Counsel and Senior Assistant Attorney General

NSU Administrators and Staff Present

Dr. Javaune Adams- Gaston, President	Mrs. Carla Dailey, Financial Aid
Bishop Kim Brown, Rector	Ms. Tanesa Weaver, Admissions
Dr. Aurelia T. Williams, Academic Affairs	Mrs. Keshia Woodous, Office of the Registrar
Ms. Erica Saunders, Academic Affairs	Dr. Gerald Hunter, DFA
Dr. Leonard Brown, Student Affairs	Ms. Saranette Williams, Career Services
Dr. Tanya White, Office of the President	Mrs. Rathina Stallings, New Student Orientation
Dr. Melody Webb, Athletics	Mr. Terry Woodhouse, Facilities
Dr. Melissa Barnes, Enrollment Management	Mr. Clifford Porter, University Advancement
Mr. Larry Wilson, Jr., Admissions	Dr. James Walke, Institutional Research
Ms. Kimberly Malone, Admissions	Mrs. Dericka Burgess, Internal Audit
Ms. Sher’re Dozier, Clerk to the President/BOV	Mr. Dennis Jones, Budget Office
Mrs. Sharea’ Williams, Executive Asst. for VP Of Operations/ Chief Strategist	Mrs. Kimberly Gaymon, Office of the President

II. Recommend Approval of Electronic Participation

Mr. Darrell “DJ” Jordan is more than 60 miles away from the University.
Mr. Mike Andrew is more than 60 miles away from the University.

A motion was made by Dr. L.D. Britt for approval of Electronic Participation and second by Ms. Teresa Gladney. With a 3-0 roll call vote, the Committee unanimously approved Mr. Mike Andrews and Mr. Darrell “DJ” Jordan for electronic participation.

DRAFT
BOARD OF VISITORS
Academic and Student Affairs Committee Meeting
Thursday, October 23, 2025
Minutes

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

N/A- (The April 15, 2025, Academic and Student Affairs Committee meeting minutes could not be approved due to the absence of a quorum.)

IV. Discussion Items

a. Academic Affairs Update- Dr. Aurelia Williams (I)

Dr. Williams proposed New Degree Program

1. Doctorate in Philosophy in Clinical Psychology

A motion was made by Dr. L.D. Britt, second by Mr. Mike Andrews with a 5-0 roll call vote, the committee unanimously approved the new degree program.

Dr. Williams proposed Certificate Programs

1. Graduate Certificate in Cyber Security (Spring 2026)

A motion to send the proposal to the full committee was made by Mr. Mike Andrews and seconded by DJ Jordan, with a 5-0 roll call vote, the committee unanimously approved.

2. Graduate Certificate in Gaming

A motion was made by Dr. L.D. Britt and seconded by Mr. Mike Andrews to send the proposal to the full committee with a 5-0 roll call vote, the committee unanimously approved.

3. Graduate Certificate in Teacher Education

A motion was made by Dr. L.D. Britt and seconded by Mr. Mike Andrews, with a 5-0 roll call vote, the committee unanimously approved.

Dr. Williams proposed Program Dissolutions

1. Closing the joint PhD in Clinical Psychology degree program and offering as an independent.

A motion was made by Dr. L.D. Britt for submission of this proposal to move to the full board and seconded by Ms. Teresa Gladney. With a 5-0 roll call vote the committee unanimously approved.

2. Dissolution of Master of Science in Applied Mathematics and Statistics.

A motion was made by Mike Andrews and second by Dr. L.D. Britt. With a roll call of 5-0 the committee unanimously approved.

3. Site closure of Naval Station Norfolk- Removal of an off-campus instructional site.

A motion was made by Dr. L.D. Britt and second by Mr. Mike Andrews. With a 4-0 roll call vote the committee unanimously approved.

The Floor was opened for Questions:

b. Student Affairs Update- Dr. Leonard Brown

1. Shared post-graduation outcomes
2. Campus wide initiative by Verizon

DRAFT
BOARD OF VISITORS
Academic and Student Affairs Committee Meeting
Thursday, October 23, 2025
Minutes

3. Spartan Spotlight on student, Edward Seaward. Recognized and credited for saving the life of an NSU alumni after the season opening football game. Edward was awarded a \$10,000 scholarship as a token of appreciation from the family.

The Floor was opened for Questions:

c. Enrollment Management- Dr. Justin Moses

1. Enrollment increase by 8.32 percent.
2. Fall enrollment 6557 students, and increase of 504 from Fall of 2024

The Floor was opened for Questions:

d. Athletics Update- Dr. Melody Webb

Dr. Webb highlighted the following:

1. Commissioner Cup Winner 2024
2. 6 Championships
3. Nike Branding Exposure
4. ESPN's First Take
5. Good Morning America

Current goals are to:

1. Elevate media footprint
2. Branding/ Exposure
3. Funding growth/ Partnerships
4. Revenue Strategies
5. Facilities
6. Capital Projects

The Floor was opened for Questions:

d. Strategy Discussion:

Dr. Moses- As of 2024 retention at NSU is at 72%.

Dr. Brown- Factors that lead to attrition are:

- financial resources
- impact of campus housing
- academic progress
- greater impact after sophomore year.

DRAFT
BOARD OF VISITORS
Academic and Student Affairs Committee Meeting
Thursday, October 23, 2025
Minutes

Dr. Webb- Strategies we are employing to:

- Increase student success and graduation
- Change in advisor model
- Bridge programs
- VCAN support
- Athletic Support
- Data collection specific to student groups, like band, student leaders, etc.
- Support

Dr. Williams

- Increasing graduation rate by 40% over the next 4 years.
- Faculty expansion to support enrollment growth.

Dr. Moses- NSU Strategic Plan Process

7 step process has started.

Working in partnership with Nehemiah the Leadership Group

The Floor was opened for Questions:

V. Public Comment

- VI.** There being no further business, Mr. Gilbert Bland adjourned the meeting at 4:17 p.m.
The motion was made by Dr. L.D. Britt and second by Ms. Teresa Gladney, with a 3-0 roll call vote, the Committee unanimously approved the Adjournment.

Respectfully Submitted,

Mr. Gilbert Bland, Chair

Date

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

Date

DRAFT
BOARD OF VISITORS
Academic and Student Affairs Committee Meeting
Thursday, October 23, 2025
Minutes

Academic and Student Affairs Committee

ROLL CALL VOTE (October 23, 2025)

Item	Mr. Gilbert Bland (Chair)	Dr. L.D. Britt	Mr. Darrell “DJ” Jordan	Mr. Mike Andrews	Ms. Teresa Galdney	Totals
Quorum	Yes	Yes	Virtual	Virtual	Yes	3-0
Recommend Approval of Electronic Participation	Yes	Yes	V	V	Yes	3-0
Approval of the Minutes	-	-	-	-	-	-
Doctorate in Philosophy in Clinical Psychology	Yes	Yes	Yes	Yes	Yes	5-0
Graduate Certificate in Cyber Security	Yes	Yes	Yes	Yes	Yes	5-0
Graduate Certificate in Gaming	Yes	Yes	Yes	Yes	Yes	5-0
Graduate Certificate in Teacher Education	Yes	Yes	Yes	Yes	Yes	5-0
Dissolution of joint PhD in Clinical Psychology degree program and offer aa an independent	Yes	Yes	Yes	Yes	Yes	5-0
Dissolution- Master of Science in Applied Mathematics and Statistics	Yes	Yes	Yes	Yes	Yes	5-0
Naval Station Norfolk- remove as an instructional site	Yes	Yes	-	Yes	Yes	4-0
Adjournment	Yes	Yes	-	-	Yes	3-0

DRAFT
BOARD OF VISITORS
Academic and Student Affairs Committee Meeting
Thursday, October 23, 2025
Minutes

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.

Rector

Kim W. Brown Signature
Norfolk State University Board of Visitors

Date _____



NSU Board of Visitors Academic and Student Affairs Subcommittee Meeting

Mr. Gilbert Bland – Chair

December 4, 2025

Agenda

- Academic Affairs Update
 - Faculty Hiring Initiative
 - Research Updates
 - General Education Reform
- Student Affairs Updates
 - Housing Updates
- Enrollment Management Update
- Athletics Update



ACADEMIC AFFAIRS

Dr. Aurelia T. Williams

Provost and Vice President
for Academic Affairs (I)



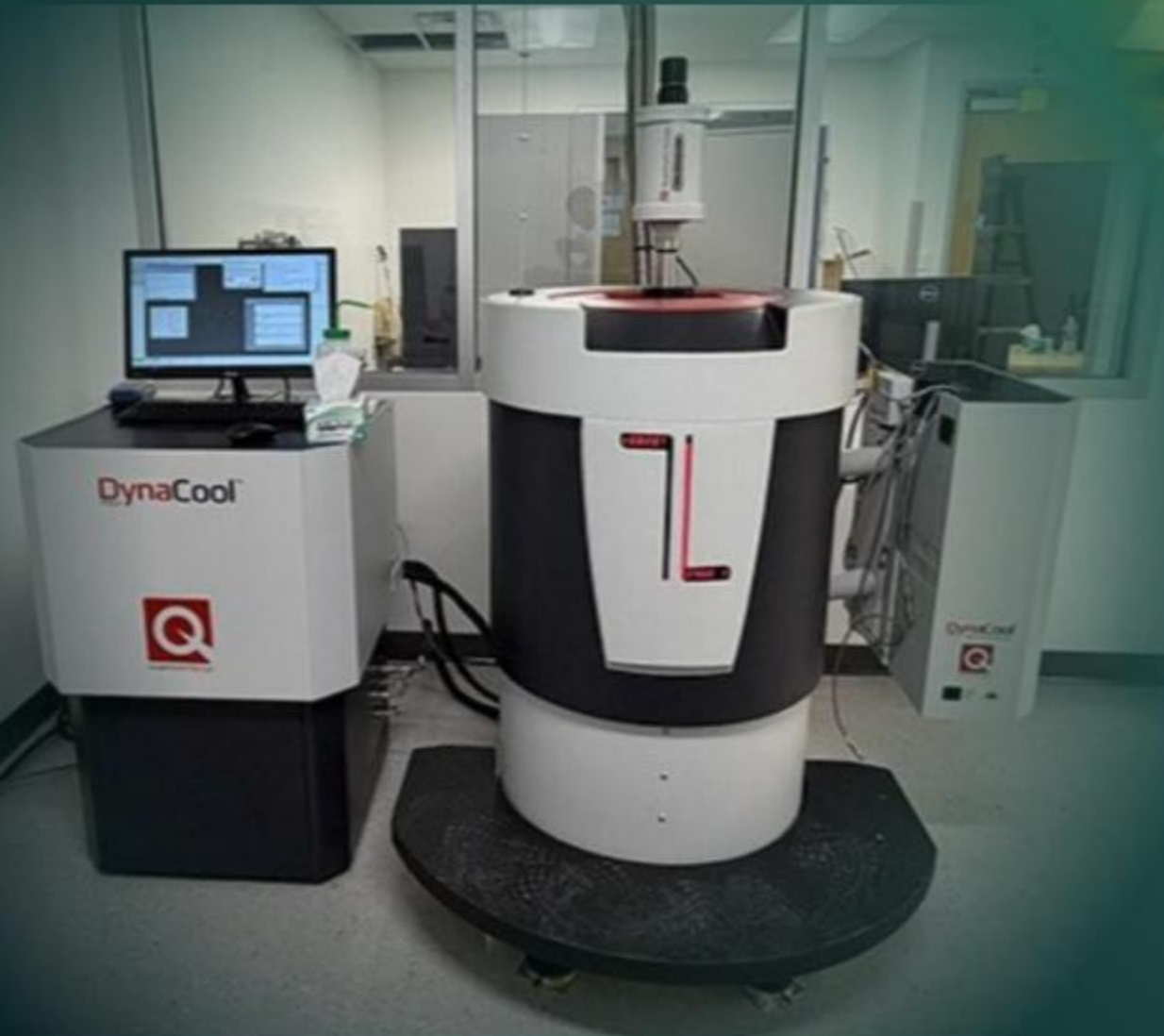
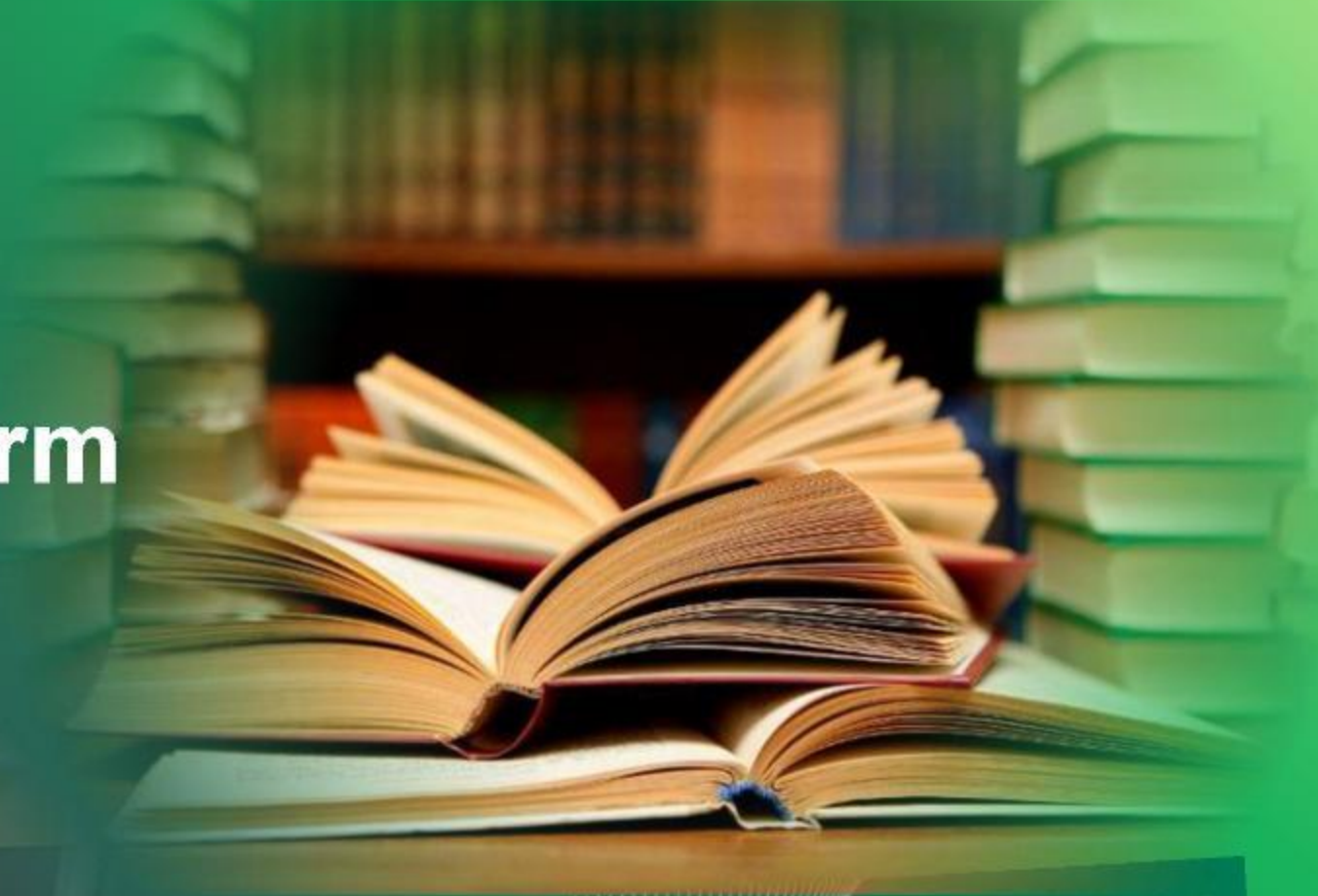
NORFOLK STATE
UNIVERSITY

We see the future in you.



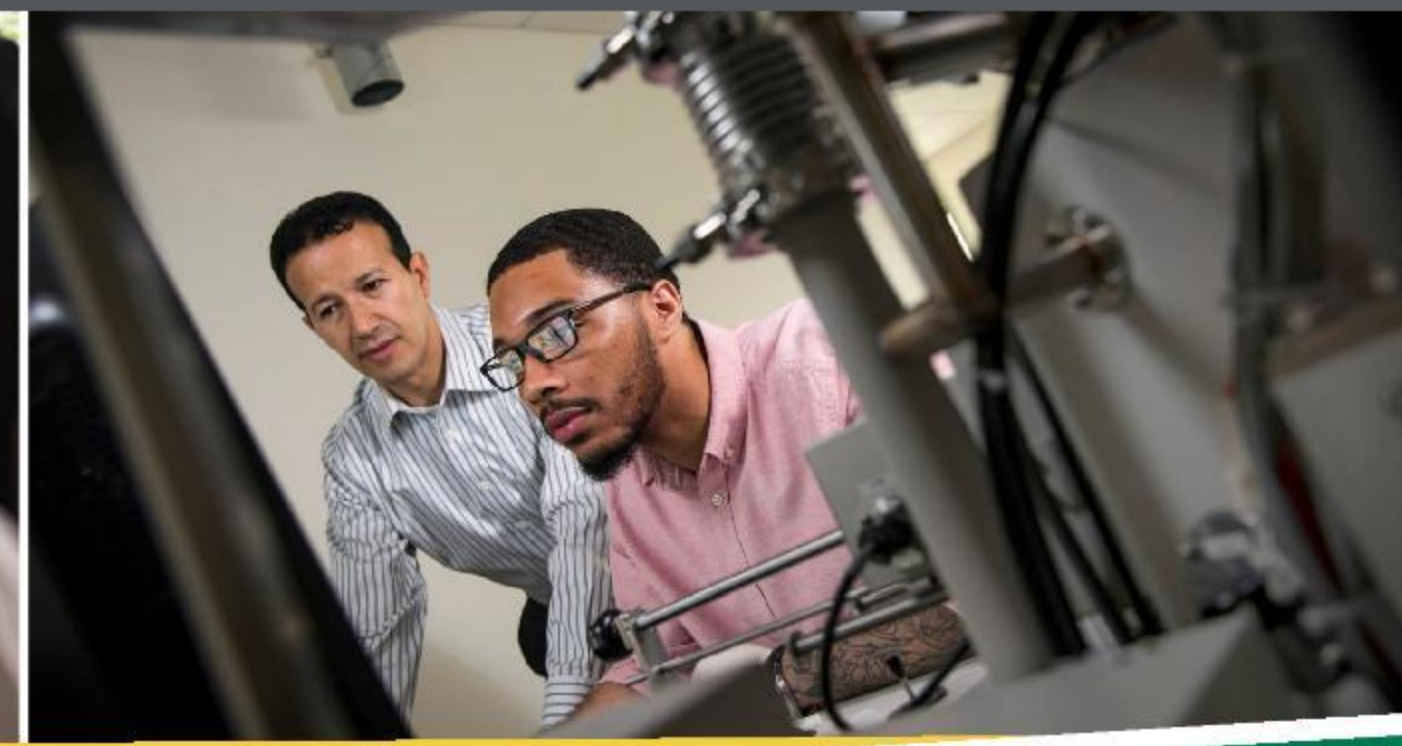
ACADEMIC AFFAIRS

- Faculty Hiring Initiative
- Research Updates
- General Education Reform





PELL INITIATIVE OF VIRGINIA AND INSTITUTION WIDE BARRIER REVIEW (IWBR)



Background

- **PIV Established by the Virginia General Assembly in 2022**

The Virginia General Assembly originally passed legislation in 2022 (HB30) that allocated \$25 million that provided funding to state-supported postsecondary colleges and universities to expand the enrollment, retention, and degree attainment of Pell Grant-eligible students. This funding allocation has now grown to \$112 million for their fiscal year 2026 budget. This effort may be in the category of a state having great foresight or an attempt to reduce the amount of Pell Grant dollars not utilized by Virginia students. The National College Attainment Network's (NCAN) "Pell Dollars Left on the Table" report indicates that the Class of 2023 from Virginia left approximately \$85 million dollars in Pell dollars unused. On the other hand, Congress had passed in 2020 FAFSA Simplification, which was projected to make more students than ever eligible for the Pell Grant with a new formula. Whichever the case, NCAN applauds what we see as the first statewide effort to attract, keep and graduate Pell-eligible students at several Virginia colleges. The program is managed by the State Council of Higher Education for Virginia (SCHEV) along with consultants.

- **Statewide effort to increase enrollment, retention, and degree completion for Pell-eligible students**

- **Funding supports institutions in either growing Pell enrollment or improving Pell student completion**

NSU's Charge and Awards

- Institution-Wide Barrier Review: Overview & Next Steps
- NSU already enrolls a high percentage of Pell-eligible students
 - **Our charge: strengthen retention and completion**
- NSU has been awarded over **\$4 million** to support coordinated initiatives that streamline student supports and remove completion barriers
- Initiatives and funds support this effort:



Minimizing summer melt
through early engagement and
experiential learning
opportunities



**Strengthening transfer
pathways**
and fostering belonging from
entry through graduation



Supporting student parents,
acknowledging their motivation
and complex demands



**Academic support, success
coaching, and mentorship
(wrap around services)**
to promote sustained progress
and completion

Division for Student Affairs

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



NSU Student Housing: Progress Towards Excellence

Fall 2025



- 3,611 students assigned to on-campus housing.
 - 250 students assigned to Proximity.
 - 260 students assigned to hotel(s).

NSU Student Housing: Progress Towards Excellence

Fall 2026



Proposed Recommendations

- **Hold 1,600 beds:** First-Year Students (*on-campus*)
- **All** first year and second year students assigned on campus.
- **Secure** enough beds for all returning and graduate students.
- Graduate students and seniors with vehicles may be assigned to Proximity.

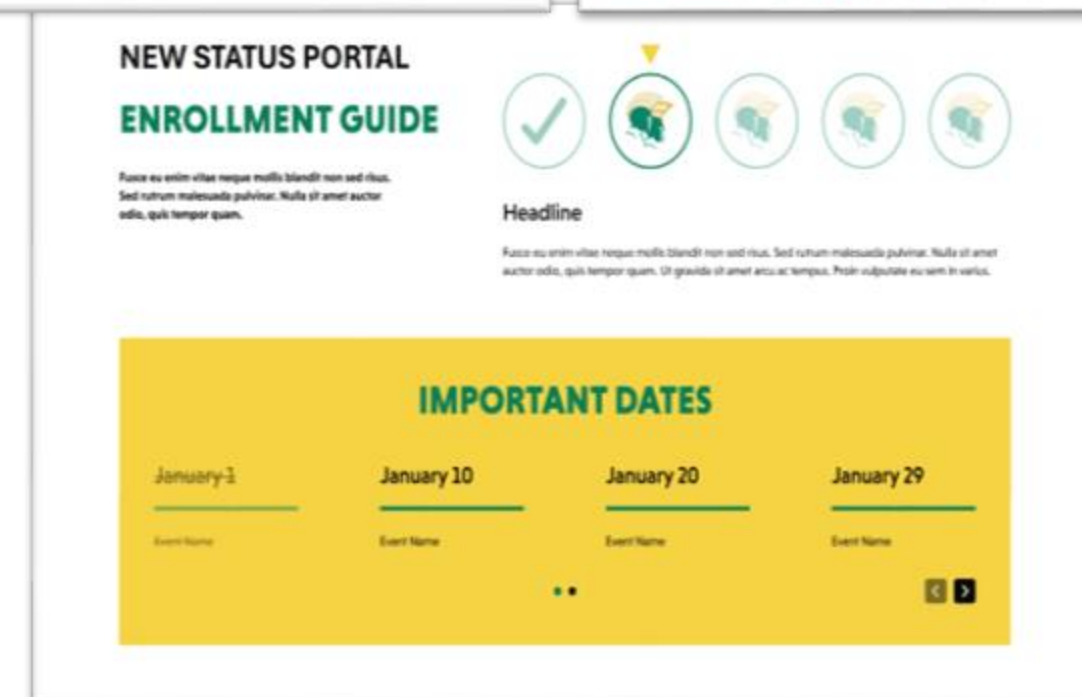
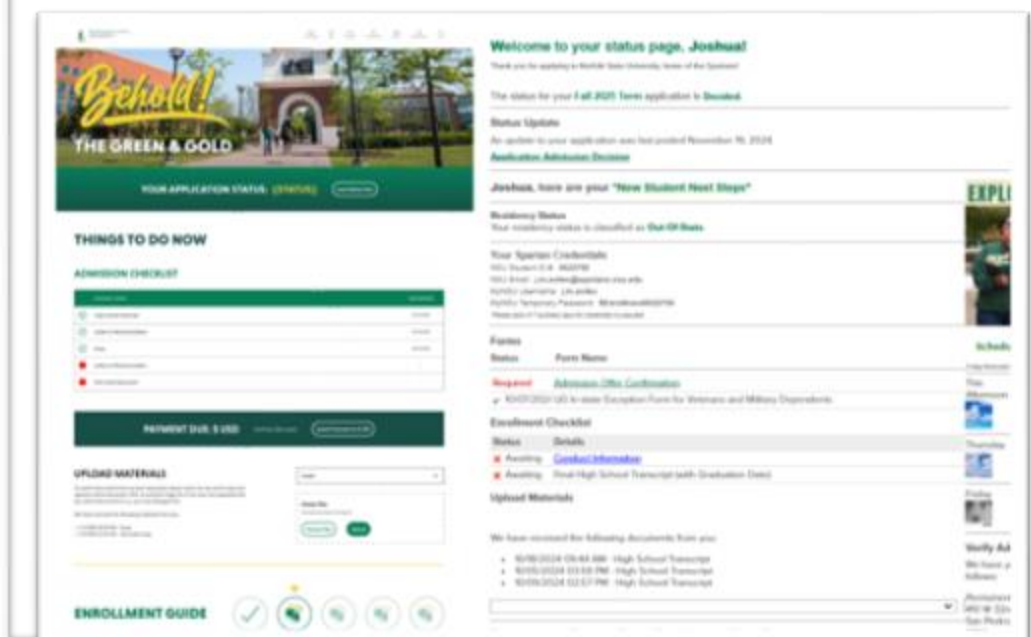
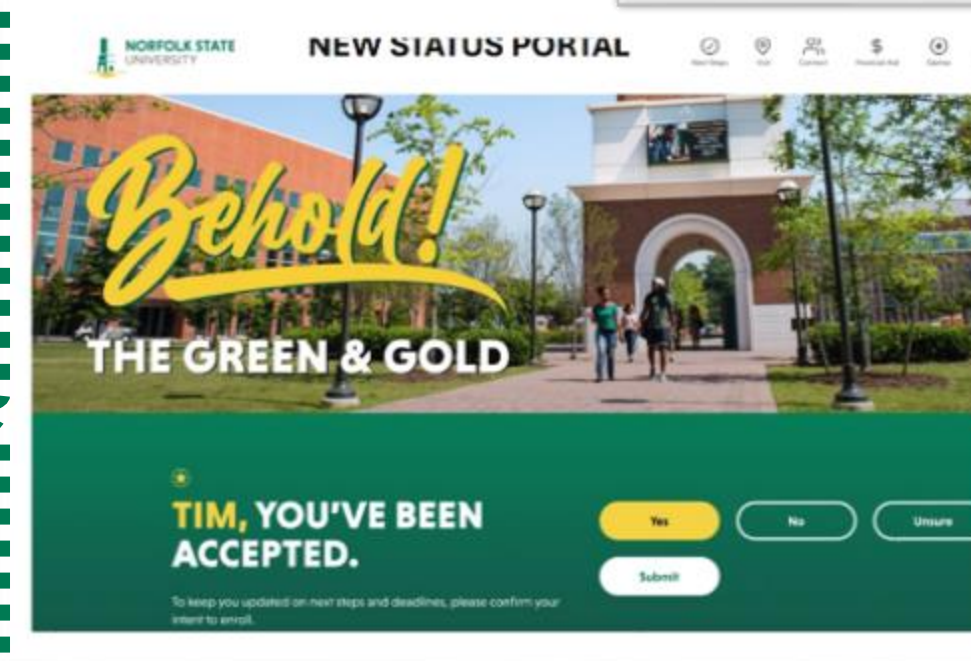
Enrollment Management Updates

University Registrar Search Updates

- National Search conducted utilizing the WittKieffer Search firm
- 8 semifinalists interviewed
- 4 finalists to interview on campus

New Enrollment Marketing Platform - Waybetter

- Replaces are former platform - Enrollment Fuel
- Increased capabilities including an updated web-design for admissions webpages
- Compatible with our existing SLATE CRM
- Provides data and analytical tools to assist in our recruiting efforts
- Information about NSU, Academic Discipline, resources, faculty, and services can be shared more readily to potential students
- Mobile friendly platform
- Utilizes social media and allows for multiple forms of media (videos, infographics, recordings)
- Potential applicants can also connect with others applying to NSU



Enrollment Management Updates

Admissions Update

- Applications:
 - 4272 submitted applications
 - 10,272 tentative applicants have started the application process
- High School Visit Day
 - 553 High School Students
 - 45 Chaperones
- Tours and Campus Visits

	June	July	Aug.	Sept.	Oct.	Nov.	Total
Individual	62	173	107	35	85	44	506
Group	9	16	7	6	33	12	83



NORFOLK STATE UNIVERSITY DEPARTMENT OF ATHLETICS



SCORE ANALYSIS

INTERNAL

EXTERNAL

S-STRENGTHS

C-CORE GOALS

O-OPPORTUNITIES

R- RESULTS

E-ELEVATE

- Comprehensive Balanced Athletics Success
- Strong Academic Culture and Intrusive Learning and Retention
- High National Visibility, via ESPN, Media and Partnerships
- Team with Visionary Leadership Alignment

- Rebranding and Storytelling
- Strengthen Corporate Partnerships and Philanthropy
- Advance Infrastructure that Strengthens Talent and Recruitment
- Improve Roster Management
- Grow Human Capital

- Corporate & Community Partnerships – Deepen Collaborations to Enhance Resources and Exposure.
- Alumni and Donor Engagement
- Enhance Facilities Through State & Donor Support
- Innovation & Technology Implementation of Analytics & Digital Tools

- Increased MEAC Championships
- Improved GPA/Retention
- Enhanced Non-Subsidy Revenue Generation Growth
- Increased Sponsorship and Partnerships
- Expanded Programming, Analytics Data Analysis
- Deepen Alumni and Community

- Continuous Improvement, Culture, and Leadership Development
- Financial Sustainability and Equity
- Culture Pride and Identity –Strengthen the Brand Through Excellence and Representation.
- Elevate All Sports
- Talent Pool

SCHOLARSHIPS

- Funding Priorities
- Graduate Assistants
- Name Image and Likeness
- Cost of Attendance
- Year- Round Housing

INFRASTRUCTURE

- State of the Art Facilities
- Facilities Enhancement
- Space Optimization
- Upgraded Amenities

COMPETITIVE EXCELLENCE

ACADEMICS

- Summer School
- Priority Registration
- Degree Completion
- Retention and Graduation
- Human Capital

OPPORTUNITIES

- Strategic Partnerships
- Corporate Engagement
- Revenue Growth
- Space Utilization

BEHOLD! THE GREEN AND GOLD



NORFOLK STATE
UNIVERSITY

700 Park Avenue | Norfolk VA 23504



October 24, 2025

Full Board Minutes

DRAFT

**BOARD OF VISITORS
FULL BOARD MEETING**

October 24, 2025

MINUTES

1. Call to Order/Establish Quorum

Dr. Kim W. Brown, Rector, called the Norfolk State University Board of Visitors meeting to order at approximately 9:18 a.m.

A quorum was established with a 8-0 Roll Call vote. A list of individuals who joined the meeting is provided below.

Mr. T. Michael Andrews informed of the reason of electronic participation, due to distance of being more than 60 miles away. Dr. L.D. Britt motioned, seconded by Mr. Gilbert Bland, and with an 8-0 Roll Call vote, the Board unanimously approved the virtual participation.

Present – Board Members

Bishop Kim W. Brown, Rector

Dr. Katrina Chase, Secretary

Mr. T. Michael Andrews

Mrs. Heidi Abbott

Mr. Gilbert Bland

Dr. L.D. Britt

Mr. James Jamison

Mr. Darrell “DJ” Jordan

Mr. Edward Sanders

Ms. Teresa Gladney

Members Absent

Mr. Dwayne B. Blake, Vice Rector

Mr. Delbert Parks

Mr. Conrad Hall

Members Participated Virtually

Mr. T. Michael Andrews

Student Representative to the Board

Ms. A’Kiera Grant, SGA

Faculty Representative to the Board

Dr. Shaun Anderson, 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. Aurelia T. Williams, Provost/Vice President for Academic Affairs (I)

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

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

Dr. Melody Webb, Vice President and Athletics Director

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, Vice President and 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, Interim AVP, Facilities Management

Mr. Dennis Jones, Executive Budget Director

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

Mrs. Phillita Peeples, Executive Assistant to Internal Audit and Compliance

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

Dr. Davida Harrell-Williams, Auxiliary Enterprises & Services

Ms. Crystal Square-Williams, Executive Director for University Events and the Wilder Center

Mr. Stan Donaldson, Director of Media Relations

Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist

Mr. Christopher Gregory, Audio Visual Support Engineer

Mr. Kenneth Radford, Audio Visual Support Engineer

Mr. Rasool Shabazz, Associate Director of Academic Technology Services

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

2. Opening Remarks

Dr. Kim W. Brown welcomed the newly appointed Board Members, Dr. L.D. Britt and Ms. Teresa Gladney. Dr. Brown also discussed the importance of Board Members engaging with students and the impact it has on

them. The evenings Naming Ceremony for Dr. Watkins and Dr. McClaine was highlighted, through informing them of the location and time.

Dr. Adams-Gaston expressed her gratitude to the Board of Visitors, Cabinet Members, Extended Cabinet, Faculty, Staff and Students. Dr. Adams-Gaston also discussed how proud she was of the progress the University has made. Norfolk State University's Homecoming activities was also highlighted.

3. Consent Agenda - Recommend Approval of May 9, 2025, Board Meeting Minutes

The Board unanimously approved with a 9-0 Roll Call Vote, the minutes for May 9, 2025, Board Meeting, motioned by Mr. Bland and Seconded by Dr. Chase.

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

Mr. Bland reviewed the Committee updates and highlighted the goal of building from where we are.

Dr. Williams provided a review of the Academic Affairs Certificate Program, Graduate Certificate in Cybersecurity to be sent to the State Council of Higher Education of Virginia (SCHEV) for approval.

Dr. Chase motioned to approve the Academic Affairs Certificate Program, Graduate Certificate in Cybersecurity. Seconded by Mr. Jamison and with an 9-0 Roll Call Vote the Board unanimously approved.

Dr. Williams provided a review of the Academic Affairs Certificate Program, Graduate Certificate in Gaming Design and Development to be sent to SCHEV for approval.

Dr. Britt motioned to approve the Academic Affairs Certificate Program, Graduate Certificate in Gaming Design and Development. Seconded by Dr. Chase and with an 9-0 Roll Call Vote the Board unanimously approved.

Dr. Williams provided a review of the Academic Affairs Certificate Program, Graduate Certificate in Teacher Education to be sent to SCHEV for approval.

Dr. Britt motioned to approve the Academic Affairs Certificate Program, Graduate Certificate in Teacher Education. Seconded by Dr. Chase and with an 9-0 Roll Call Vote the Board unanimously approved.

Dr. Williams provided a review of the Academic Affairs Joint Program Dissolution College of Liberal Arts, Doctor of Philosophy (PhD) in Clinical Psychology.

Dr. Britt motioned to approve the Academic Affairs Joint Program, Dissolution College of Liberal Arts, Doctor Philosophy (PhD) in Clinical Psychology. Seconded by Dr. Chase and with an 9-0 Roll Call Vote the Board unanimously approved.

Dr. Williams provided a review of the Academic Affairs New Degree Program, Doctor of Philosophy (PhD) in Clinical Psychology to be sent to SCHEV for approval .

Dr. Britt motioned to approve the Academic Affairs New Degree Program, Doctor of Philosophy (PhD) in Clinical Psychology. Seconded by Dr. Chase and with an 9-0 Roll Call Vote the Board unanimously approved.

Dr. Williams provided a review of the Academic Affairs New Degree Program, Master of Science in Applied Mathematics and Statistics to be sent to SCHEV for approval.

Dr. Britt motioned to approve the Academic Affairs New Degree Program, Master of Science in Applied Mathematics and Statistics.. Seconded by Dr. Chase and with an 9-0 Roll Call Vote the Board unanimously approved.

Dr. Williams provided a review of the Resolution to Approve Removal of An Off-Campus Instructional Site from the Naval Base Norfolk.

Dr. Britt motioned to approve the Resolution to Approve Removal of An Off-Campus Instructional Site. Seconded by Dr. Chase and with an 9-0 Roll Call Vote the Board unanimously approved.

Dr. Brown provided insight regarding the Fall and Spring post-graduation outcomes. Dr. Brown also acknowledged Dr. Plater, Academic Affairs and Ms. Saranette Williams, Career Services; both partnered to provide information from the Student Exit Surveys. Dr. Brown emphasized the importance of comparing Fall to Fall and Spring to Spring.

Fall to Fall Comparison

- Increase in Fall employment
- Decrease in students attending graduate school

Spring to Spring Comparison

- Increase in Spring employment
- Increase in students attending graduate school

Dr. Brown also highlighted Norfolk State University student Mr. Edward Seward, featured on the news for providing CPR to a person who was in distress after the first football game.

Dr. Moses provided a summary of the enrollment status in comparison to last year. There has been an increase in first time freshman's and transfer students. Dr. Moses also reviewed the breakdown of demographics of enrollment.

Dr. Webb provided a brief overview of Athletics accomplishments.

- National Exposure
- ESPN
- Nike
- Good Morning America
- BET

Dr. Webb highlighted the accomplishments of elevating through media exposure, and the graduate success rate. The balance between class and athletic requirements was also discussed. The homecoming ticket sales were addressed as well as the NCAA Grant. The Wi-Fi systems were also highlighted regarding installation to boost cellular and internet capabilities on campus and during games. Homecoming entrances were also discussed.

5. Audit, Risk and Compliance Committee Update- Mr. Parks, Chair (Mrs. Abbott sat in)

Mrs. Abbott set in for Mr. Parks as Chair. Mrs. Burgess presented two Resolutions for approval.

- Resolution to Approve: Internal Audit Mission, Vision, Strategy, for Fiscal Year 2025-2026

Dr. Brown motioned to approve the Internal Audit Mission, Vision, Strategy, for Fiscal Year 2025-2026, Seconded by Mr. Jamison and with a 10-0 Roll Call Vote the Board unanimously approved.

- Resolution to Approve: Risk Assessment, Resource and Audit Plan, for Fiscal Year 2025-2026

Ms. Abbott motioned to approve the Risk Assessment, Resource and Audit Plan, for Fiscal Year 2025-2026, Seconded by Dr. Chase and with a 10-0 Roll Call Vote the Board unanimously approved.

Mrs. Burgess highlighted Mrs. Phillita Peeples, Executive Administration, for 23 years as an employee of Norfolk State University. Mrs. Burges also addressed the expansion of the Audit Team with the hire of Mr. Brian Clark, by providing a brief biography of accomplishments. Mrs. Burgess reviewed the data regarding compliance training.

Dr. Adams-Gaston recognized Dr. Dawn Hess as she departs from the University.

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

Mr. Jamison reviewed the Glossary of Terms which was provided by Dr. Hunter at the Committee Meeting.

Dr. Hunter provided a review of the Quarterly Financial Report and provided a Financial Update.

Mr. Jamison also highlighted the new fence which is being built around the campus structure. Mr. Woodhouse provided an overview of the new Science building.

Dr. White informed of the hire of the Assistant Vice President for Human Resources, which they will begin on December 1st. The upcoming projects for next year were highlighted, which include:

- Customer Service Program
- Wellness Service Program
- Employee Service Awards

Mr. Porter provided an update for the Now is Our Time Campaign. Mr. Porter discussed the future goals and additional gifts received.

Dr. Hunter and Mrs. Burgess addressed areas of concern for items on the Audit History Norfolk State University.

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

Mrs. Abbott provided an update on and welcomed the new Governance Committee Members.

- Dr. L.D. Britt
- Mr. Conrad Hall

Mrs. Abbott reviewed the discussion of the responsibilities of the Governance Committee. Welcomed Dr. White to be an addition to work with Mr. Claville. Mrs. Abbott also highlighted the upcoming SCHEV Orientation.

8. Student Representative Update-Ms. A’Kiera Grant

Ms. Grant provided a brief introduction of her accomplishments and role as the SGA President. Ms. Grant highlighted the administration support, to promote student engagement, connection, and to lead. The launch to Ignite Week was discussed. Students participated in several activities that were centered on community and campus pride.

- Placement of yard signs in the surrounding areas
- Class rock painting
- Canned food drive
- See Something, Say Something campaign, students handed out flyers to encourage the download of the NSU Safe App in preparation of Homecoming
- Spartan Calvary, which promoted the spartan spirit and was featured on ESPN’s First Take
- Hosting of the Town Hall, which provided an environment where students could speak with university departments regarding key issues.
- Collaboration with Athletics to distribute the wristband for homecoming

9. Faculty Representative Update-Dr. Shaun Anderson

Dr. Anderson provided a brief introduction, and highlighted research with the USA Swimming as well as with the CDC.

Dr. Anderson discussed the structure of the faculty meetings. The importance of shared Governance was highlighted.

Policy and procedures were discussed and ensuring that the faculty voices are heard. Dr. Anderson also highlighted R2 through educating the faculty.

10. State of the University

Dr. Adams-Gaston provided an update regarding engagement for the 6-year plan. Dr. Adams-Gaston highlighted the history of Norfolk State University, through the acknowledgement of the 90th year Anniversary. Dr. Adams-Gaston addressed the goals achieved and the success of the Now Is Our Time Campaign.

Student Success was highlighted regarding student's enrollment and also graduating. Financial Aid was discussed, which assist in the thriving of the students.

The establishment of the Science Center and the Fine Arts building was highlighted.

The Spartan values were discussed, highlighting student engagement and the outcome of student success. Enrollment and retention as also addressed. Dr. Adams-Gaston addressed the goal for students to have anextraordinary experience at Norfolk State University. With a goal of students graduating in four years and not having debt. Retention and graduation rate were discussed and the role of the VCAN Program.

Dr. Adams-Gaston discussed the needs for the Living Learning Center, and the Wellness, Health, and Physical Education Center.

11. Motion-Closed Meeting Pursuant to 2.2-3711(A) 1, 7, and 8 of the Code of Virginia

Dr. Chase read the following motion, seconded by Mrs. Abbott, and with an 10-0 Roll Call Vote the Board unanimously approved.

Chair, I move that we adjourn and convene 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 promotion, performance, salaries, of specific employees, and evaluation of performance of departments or schools where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and

(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

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

_____ Vice President/ Athletic Director I

_____ Vice President/Chief of Staff

12. Open Meeting

Rector Brown read: Move that the university approve the issuance of an Honorary Doctorate degree to the three (3) individuals discussed in closed meeting based on the reasons stated in the Resolutions discussed in the Closed Meeting;

-

Further the university approves the issuance of the monetary and/or extension of employment agreement for the employee discussed in Closed Meeting based on the outstanding accomplishments and reasons stated during the Closed Meeting; and the selection of the faculty representative as the Board of Visitors Faculty Representative.

Please call the Roll.

13. Action Items

Mr. Bland motion to approve the Honorary Doctorate Degree to the three (3) individuals, seconded by Dr. Britt, and with an 10-0 Roll Call Vote the Board unanimously approved.

Mr. Bland motion to approve FY 2025 Resolution Six -Year Plan and Amendments, seconded by Dr. Britt, and with an 10-0 Roll Call Vote the Board unanimously approved

14. Old Business

There was none.

15. New Business

There was none.

16. Public Comment

There was none.

17. Information Items

There was none.

18. Adjournment At 2:45 p.m.

Dr. Kim W. Brown motioned to adjourned, with a 10-0 Roll Call Vote the Board unanimously approved.

NORFOLK STATE UNIVERSITY BOARD OF VISITORS

RESOLUTION TO APPROVE CLOSURE 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 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 closure 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 _____

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.

Mr. Bishop Kim Brown, Rector

Signature

Norfolk State University Board of Visitors Date __

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.

Signature

Mr. Bishop Kim Brown, Rector

Norfolk State University Board of Visitors Date __

Respectfully submitted,

Dr. Katrina Chase, Secretary Board of Visitor

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

NORFOLK STATE UNIVERSITY BOARD OF VISITORS ROLL CALL VOTE OCTOBER 24, 2025

Item	Rector Brown	Dr. Chase	Mr. Blake (Absent)	Mr. Bland	Mr. Andrews (Virtual)	Mrs. Abbott	Ms. Gladney	Dr. L.D. Britt	Mr. Sanders	Mr. Hall (Absent)	Mr. Jamison	Mr. Parks (Absent)	Dr. Jordan	Totals
Quorum established for start of Full Board Meeting	Yes	Yes	A	Yes	V	Yes	Yes	Yes	A	A	Yes	A	Yes	8-0
Approval of Virtual Participation	Yes	Yes	A	Yes	V	Yes	Yes	Yes	A	A	Yes	A	Yes	8-0
Approval of May 9, 2025, Minutes	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	A	Yes	A	Yes	9-0
Approval of the Academic Affairs Certificate Program: Graduate Certificate in Cybersecurity	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	A	Yes	A	Yes	9-0

Approval of the Academic Affairs Certificate Program: Graduate Certificate in Gaming Design and Development	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	A	Yes	A	Yes	9-0
Approval of the Academic Affairs Certificate Program: Graduate Certificate in Teacher Education	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	A	Yes	A	Yes	9-0
Approval of Academic Affairs Joint Program Dissolution College of Liberal Arts, Doctor of Philosophy (PhD) in Clinical Psychology	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	A	Yes	A	Yes	9-0
Approval of the Academic Affairs New Degree Program: Doctor of Philosophy (PhD) in Clinical Psychology	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	A	Yes	A	Yes	9-0

Approval of the Academic Affairs New Degree Program: Master of Science in Applied Mathematics and Statistics	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	A	Yes	A	Yes	9-0
Resolution to Approve Removal of An Off-Campus Instructional Site	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	A	A	Yes	A	Yes	9-0
Resolution to Approve: Internal Audit Mission, Vision, Strategy, for Fiscal Year 2025-2026	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	Yes	A	Yes	A	Yes	10-0
Resolution to Approve: Risk Assessment, Resource and Audit Plan, for Fiscal Year 2025-2026	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	Yes	A	Yes	A	Yes	10-0
Motion: Closed Session	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	Yes	A	Yes	A	Yes	10-0
Motion: Open Session	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	A	Yes	10-0

Approval of three Honorary Doctorate Degrees	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	A	Yes	10-0
FY 2025 Resolution Six-Year Plan and Amendments	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	A	Yes	10-0
Adjournment	Yes	Yes	A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	A	Yes	10-0

Student Representative

Faculty Representative

President's Presentation



NORFOLK STATE
UNIVERSITY

FOCUSED ON STRENGTH AND VISION THE FUTURE

Board of Visitors Meeting

Dr. Javaune Adams-Gaston

Seventh President of Norfolk State University

December 05, 2025





CONGRATULATIONS TO GRADUATES



PROVIDING OPPORTUNITY THOUGH ADVANCEMENT



CAPITAL AND OPERATING STRATEGY



STUDENT FOCUSED PROGRAMS AND ENROLLMENT MANAGEMENT

“The Best way to predict the future is to create it.” – Peter Drucker



BEHOLD! THE GREEN AND GOLD



NORFOLK STATE
UNIVERSITY