# **Board of Visitors Meeting**

Student Center Board Room, Suite 301

700 Park Avenue

Norfolk, VA, 23504

**December 4-5, 2025** 





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

Times are approximate

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

**Electronic Meeting Participation:** 

https://nsu-edu.zoom.us/webinar/register/WN\_3vOyVnFqQvuGre2-212npQ

9:00 a.m. <b>Audit, Risk, and Compliance Committee</b> Mr. Delbert Parks, Chair
10:00 a.m. <b>Strategic Finance Committee</b>
11:30 a.m. <b>Governance Committee</b> Ms. Heidi Abbott, Chair
12:30 p.m. <b>Lunch</b>
1:30 p.m. <b>Ad-Hoc Committee</b>
2:00 p.m. <b>Academic and Student Affairs Committee</b>
3:30 p.m. Other Comments
4:00 p.m. Adjournment
The Rector is an ex-officio member of all Committees.

The Norfolk State University Board of Visitors will meet December 4, 2025, in person.

The President participates in all Committee meetings.

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.



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

Times are approximate

# AGENDA 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

<u>Campus Location</u>: NSU Student Center, Suite 301, 3<sup>rd</sup> Floor

BREAKFAST Served 8:00 a.m.

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nttps://nsu	-edu.zoom.us/webmar/register/ww_5vOyvnrqQvudrez-z1znpQ
8:30 a.m.	Call to Order/Establish Quorum
	Approve Virtual Participation Dr. Kim W. Brown, Rector
8:35 a.m.	Opening Remarks
8:50 a.m.	Consent Agenda – Recommend Approval of the following minutes: – October 24, 2025, Board Meeting Minutes
	Auditor of Public AccountsMs. Jennifer Eggleston, CPA, CISA, CGFM,Audit Director
9:20 a.m.	Representatives to the Board Student Representative Update
9:50 a.m.	Audit, Risk and Compliance Committee UpdateMr. Delbert Parks Chair
10:10 a.m.	Academic and Student Affairs Committee UpdateMr. 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 UniversityDr. Javaune Adams-Gaston, President

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).

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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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LINK https://nsu-edu.zoom.us/webinar/register/WN 3vOyVnFqQvuGre2-212npQ

December 5, 2025, at 9:00 a.m.

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# Audit, Risk, and Compliance Committee



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

We see the future in you.

# 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, 3<sup>rd</sup> 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

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The President participates in all Committee meetings.

<sup>\*</sup>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).

### **DRAFT**

# 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.
  - o Conference/workshop | 9%
  - o Auditing Services | 57%
  - o Supplies/Materials | 9%
  - o Computers | 25%

- The Audit Plan charts 6-audits, 2-management advisory services, and the progress of each activity.
  - Operational Audits | 2-planned / 0-actual
  - o Financial Audits | 2-planned / 1-actual
  - o I.T. Audit | 2-planned / 1-actual
  - o 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.
  - o R1 | Technological Infrastructure/Cybersecurity
  - o R2 | Campus Safety
  - o R3 | Funding Resources
  - o R4 | Political Environment
  - o R5 | Access and Affordability
  - o R6 | Employee Retention
- The risk drivers for the top 3 risks:
  - o R1 | Increase sophistication of bad actors and third-party applications
  - o R2 | External threats and global factors impacting the community
  - o 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:
  - o Fall 2025 | 2
  - o Spring 2026 | 2
  - o Summer 2026 | 1
  - o Continuous Monitoring | 3
  - o In Progress | 1
  - o \*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 Ontime 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. Peeples, 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 24<sup>th</sup> 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 24<sup>th</sup> day of October 2025.

	Mr. Bishop Kim Brown, Rector
Signature	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



# <u>Agenda</u>

- 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

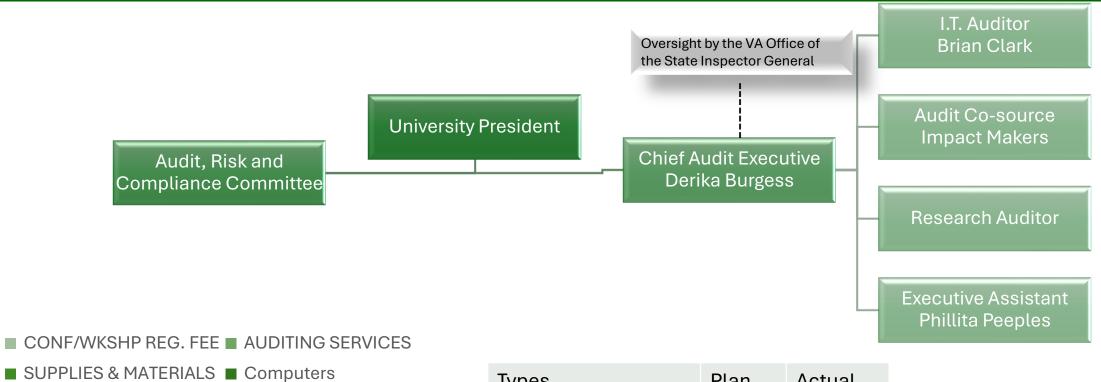


# **Agenda**

- I. Internal Audit
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  - Inventory Status
  - Year End Summary



# **Audit Resource Plan**



25%	9%
9%	57%

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

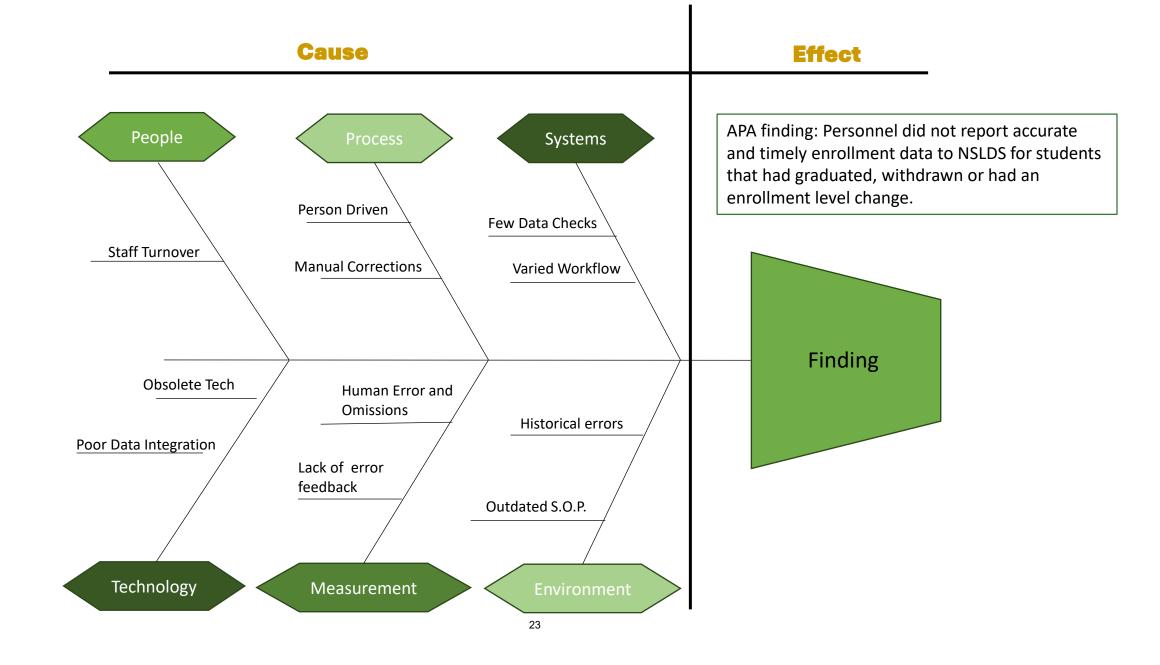
Greater focus on challenges Include non-traditional risk areas in operations, finance, security, privacy and technology risk management

Talent expertise and development
Expertise in subject matter areas and fosters leadership development

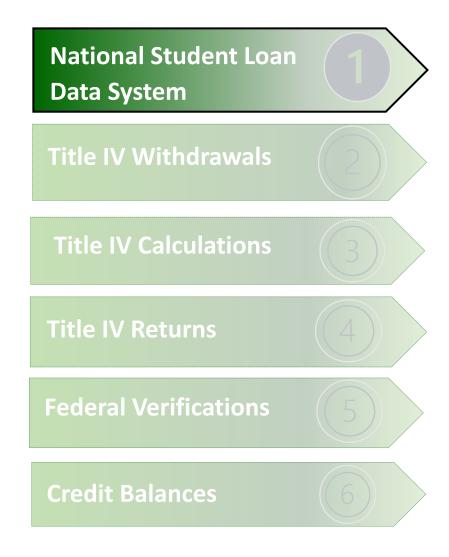
Optimize process and technology
Seamless use of data analytics,
visualization and other leading practices in
security and technology

	N.	SU 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	Modified Internal
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	Audit
Spring 2026	Facilities and Maintenance	Review of Voyager Gas Card and Blue Card expenditures	Historically not part of procurement, APA or ARMICS reviews	Audit
Summer 2026	Athletics	Medicat's Sports Medicine platform combines performance and medical informed data to define return-to-play processes and talent devlopment.	Intitial Senstive System review in compliance with NSU IT security standard	Plan
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 Collegue and CAD/RMS for compliance with IT security controls	Input on the develop, verification and completion of corrective actions	
<b>Special Projects and Consults</b>				
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	EV26
In Process	Enrollment Reporting	Verification that corrective actions are designed, complete, implemented and working as intended	Repeat APA audit findings	FY26
* 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 ite projects.	ms resulting form internal audits and special	

# **Enrollment Reporting: NSLDS**



# **Enrollment Reporting: Remediation**



# **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 (1<sup>st</sup> and 15<sup>th</sup>)
- Significant reduction in the following:
  - Invalid SSNs
  - Invalid grad dates
  - Invalid birth dates
  - Invalid program codes

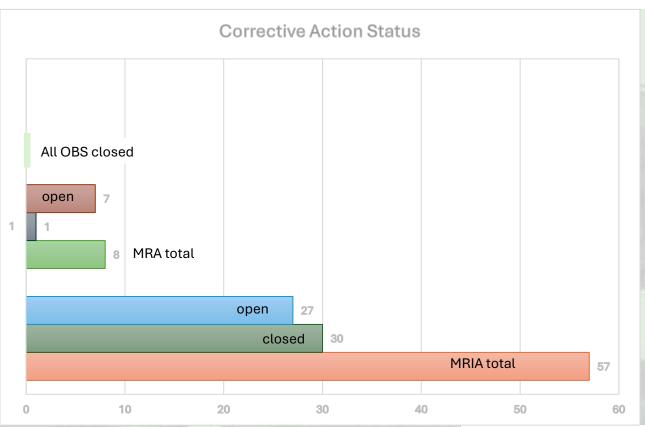
# **Leading Practices of an Internal Audit Function**

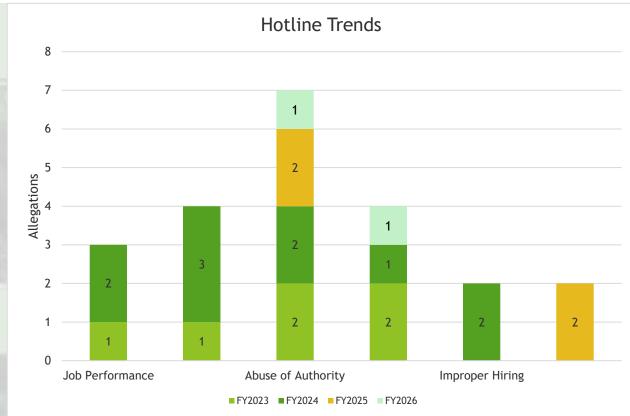
Understanding the maturity of an IA function helps identify areas of improvement and can help the department enhance its value to the organization. As the function progresses towards maturity, knowing the current status helps better align expectations with key stakeholders.

# Office of Internal Audit Maturity Model

	Immature		OIA		Mature
Perspective	Focus on the past	$\longleftrightarrow$	Focus on present with a retrospective look back to the past	$\longleftrightarrow$	Forward looking, focus on the future
Style	Corporate police	$\iff$	Fact finder and key recommendations	$\longleftrightarrow$	Trusted advisor (auditing and consulting)
Planning/risk focus	Rotational/Based on history (Financial and compliance risks)	$\leftrightarrow$	Risk-based audit plan (Operational, compliance and financial risks)	$\Leftrightarrow$	Enterprise risk-focused audit plan (Full spectrum of risks)
Leadership Authority	Not likely	$\iff$	IA Director	$\iff$	CAE/Member of mgmt
Reporting lines	CFO/COO	$\iff$	ARC Chair	$\iff$	Audit Committee
Objective and mandate	Compliance with policies and procedures	$\longleftrightarrow$	Assurance on internal control systems and compliance	$\longleftrightarrow$	Enterprise risk assurance
IT Auditing	III-defined	$\leftrightarrow$	GCs, security, applications	$\leftrightarrow$	Consulting to improve IT infrastructure
Fraud prevention and detection	Generally, not addressed		Reactive and Proactive		Proactive
Governance	No involvement	$\Leftrightarrow$	Participant	$\Rightarrow$	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 Aging Report

	MAP		MRIA				MRA				OBS			
Audit	Date	Count	Count	Implemented MRIA	Overdue MRIA	Months Overdue	Count	Implemented MRA	Overdue MRA	Months Overdue		Implemented OBS		Months Overdue
<b>L</b> ОТО	14-Feb-22	2 10	۶ ر	7	, 2	2 31	. 1	1	ı o	0	C	, (	) (	) 0
Property	19-Aug-22	2 15	ś 15	٤	3 7	7 25	i o	o	0	0	C	, (	) (	0
Export Controls	10-Feb-23	3 17	17	13	3 4	19	, o	o	0	0	C	, (	) (	0
Pre-Awards	7-Sep-23	3 12	2 5	2	2 7	7 13	3	0	) 3	12	C	, (	) (	) 0
Employment	6-Nov-23	3 11	1 7	,	) 7	7 10	24	<u> </u>	) 4	9	C	, (	) (	, 0
Total		65	5 57	30	27	,	8	1	. 7		0	C	C	)

# **Compliance Partners**



# **Student Affairs:**

- 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:

- Hazardous
   Commodity
   Disclosure
   policy (Federat
   & State Laws)
- Spill
   Prevention
   Control and
   Countermeas
   ures plan (40
   CFR Part 112)
- Multiple supporting programs and SOPs



# Campus Police:

POLICE

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

Protection

• Campus
Security
Authority
(CSA)



# Operations and Institutional Effectiveness:

- 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:

- Research
   Operations
   Coordinator
   who will
   serve as our
   Laser and
   Radiation
   Safety Officer
   (ANSI Z136.1
   and NRC)
- Chemical Hygiene Plan



# Sponsored Programs:

- 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

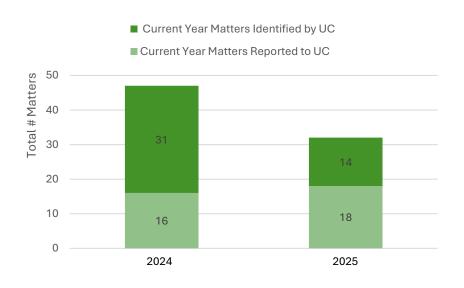
# **Compliance Activities**

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

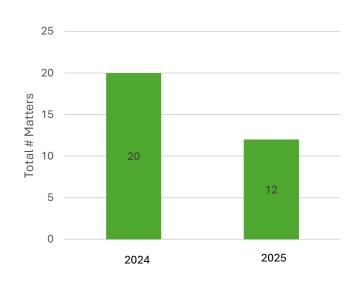
# 2026 Inventory

# University Compliance Calendar Year End Summary 2025

# University Compliance Year End Summary



# UC Matters Open/In Process



# **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.
  - o Capital Outlay Fee revenue projections stand at \$420,789, based on an annual obligation for 1,620 students.
  - o 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

- o Construct Wellness, Health and Physical Education Center \$125,887,609
- o Construct New Dining Facility / Replace Scott Dozier \$90,635,348
- o Construct Residential Housing Phase II / Replace Rosa & West Café \$90,507,219

# • In Progress Facilities Projects Are:

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

undergraduate need-based financial aid.

• Human Resources Update

- New Science Building
- New Fine Arts Building
- o Perimeter Security Fence:
  - > 8-foot masonry piers and aluminum
  - > Card Access controlled at Pedestrian Gates
- o Replace Physical Plant
- o 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

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.

- o Total HR Transactions: 1,780
- o Full-time (426 total):
- o Faculty 166
- o Classified 161
- Administrative Faculty 99
- o Part-time (1,354 total):
- Adjunct Faculty 310
- o Graduate Assistant 138
- o 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
- o 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 90<sup>th</sup> Anniversary 1935-2025
  - Founders Dag Celebration Activities
  - o 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. Adjournmen
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There being no further business, the Committee Meeting adjourned at approximately 11:34 a.m.

Strategic Finance Committee  Gerald Ellsworth Hunter, PhD, Committee Vice President for Finance and Administrat
Gerald Ellsworth Hunter, PhD, Committee Vice President for Finance and Administrat
Vice President for Finance and Administrat

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

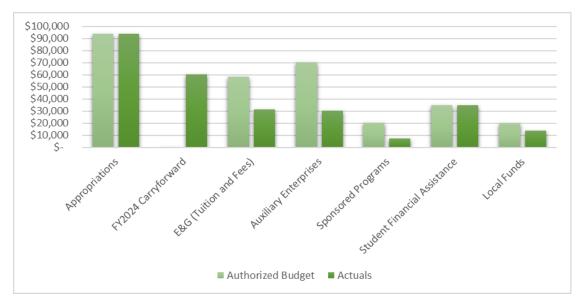
Item	Mr. Jay Jamison (Chair)	Mr. Conrad Hall	Mr. Delbert Parks	Mr. Darrell "DJ" Jordan	Dr. D. L. Britt	Totals
Quorum	✓	Absent	✓	-	✓	3.0
Recommend Approval of Electronic Participation	✓	Absent	<b>✓</b>	-	✓	3.0
Approval of the Minutes	<b>✓</b>	Absent	<b>✓</b>	-	<b>√</b>	3.0
<b>Closed Meeting Certification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

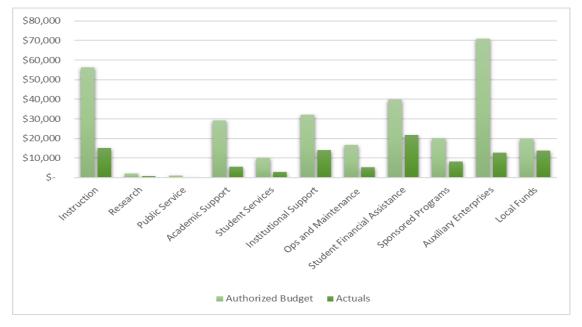
(V) Virtual



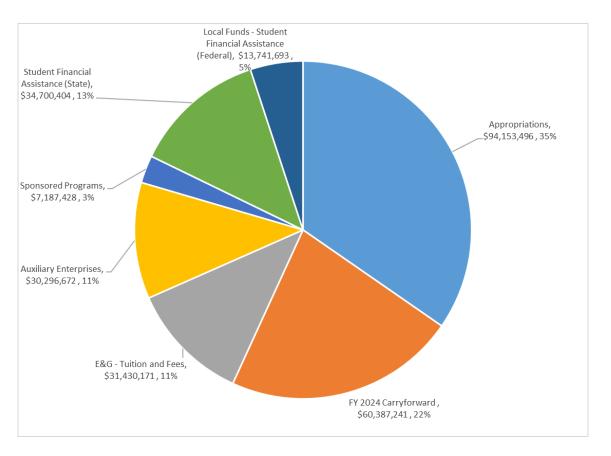
	<u>A</u>	uthorized		% of Budget	
<u>Revenues</u>		<u>Budget</u>	<u>Actuals</u>	Collected	Year-end Projection
Appropriations	\$	94,150	\$ 94,153	100%	\$ 94,153
FY2024 Carryforward		-	60,387	0%	60,387
E&G (Tuition and Fees)		58,148	31,430	54%	61,855
Auxiliary Enterprises		70,420	30,297	43%	70,420
Sponsored 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

	Δ	uthorized		% of Budget	
Expenses	_	Budget	<u>Actuals</u>		Year-end Projection
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





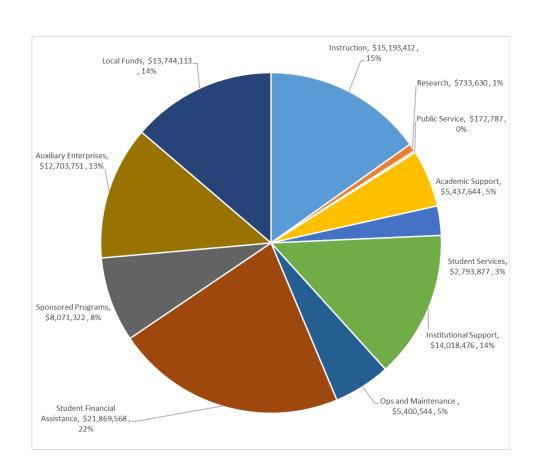
# **SOURCE OF FUNDS Actuals through September 30, 2025**



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

Expenses	<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

# Summary of Assessment Findings



#### This Photo by Unknown Author is licensed under CC BY-SA

#### **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.



### SWaM Business Spend/Goals Updates

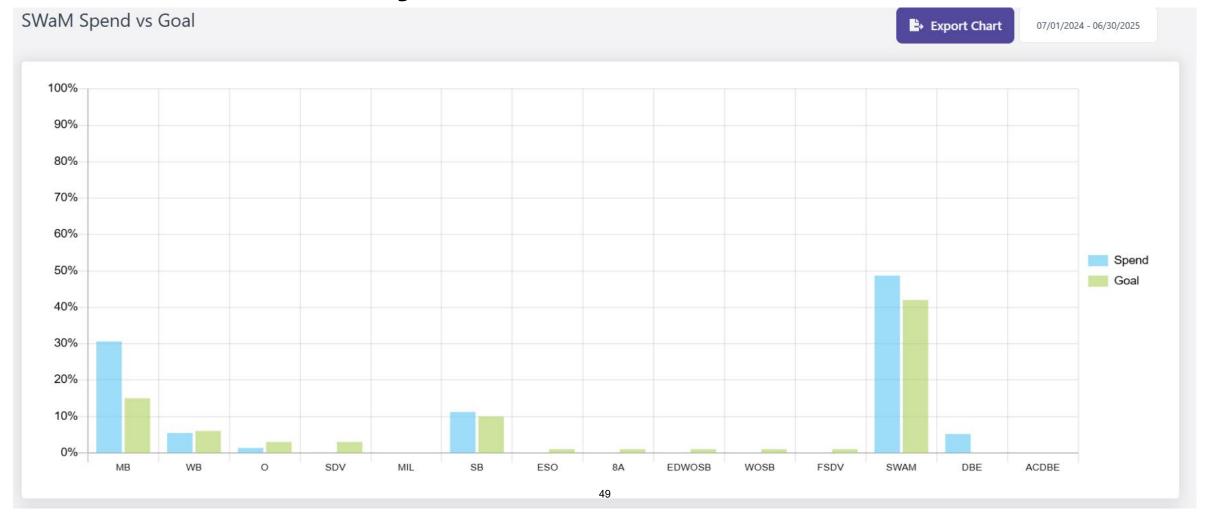
# SWaM Spend/Goals Actuals from FY2023 to present

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

### SWaM Spend/Goals Actuals from July 1, 2024, to June 30, 2025

SWaM	\$41,	940,579.46	1	Non SWaM		\$44,138,00	)3.04		Overa	II Total		\$86,07	8,582.50	
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%
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%
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
Designation	MB	WB	0	SDV	MIL	SB	ESO	8A	EDWOSB	WOSB	FSDV	SWAM	DBE	ACDBE

### SWaM Spend/Goals Actuals from July 1, 2024, to June 30, 2025





## NSUPD update







We see the future in you.

#### **EMERGENCY ALERT SYSTEM**

# ALERT!

# Enter Your Custom Message Here

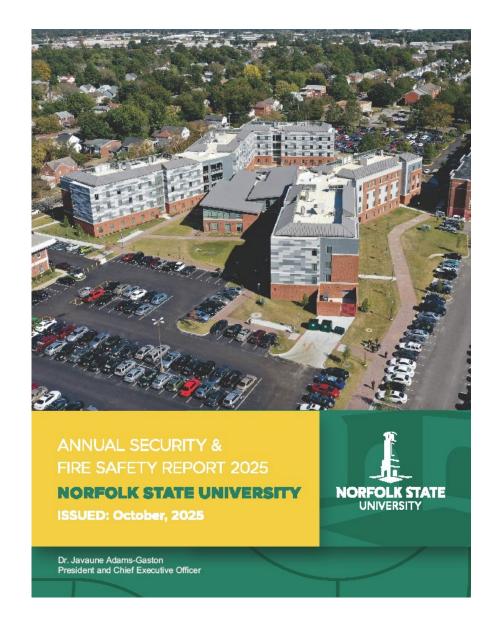
Message Issued: \${alert.sentDate.MM/dd/yyyy H:mm:ss z}

**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 <a href="https://www.nsu.edu/police">www.nsu.edu/police</a>.



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**

**ALABAMA STATE** 

69,372

vs Alabama A&M \*

Magic City Classic Classic | Legion Field | Birmingham, AL

2 NORFOLK STATE vs South Carolina State

47,273

NSU Hamecoming | William "Disk" Price Studium | Mortots, VA

3 JACKSON STATE vs Grambling State\*

29,655

Les Veges HBGU Classic | Allegiant Stadium | Les Veges, NV

4 SOUTHERN

17,180

vs Florida A&M

A.W. Mumford Stadlers | Baton Rouge, LA.

5 NC CENTRAL

12,800

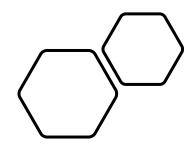
vs Delaware State

NCCU Nemecoming | O'Kelly Riddick Stadium | Durham, NC

. - Neutral Site Game

😑 n Host team





#### 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

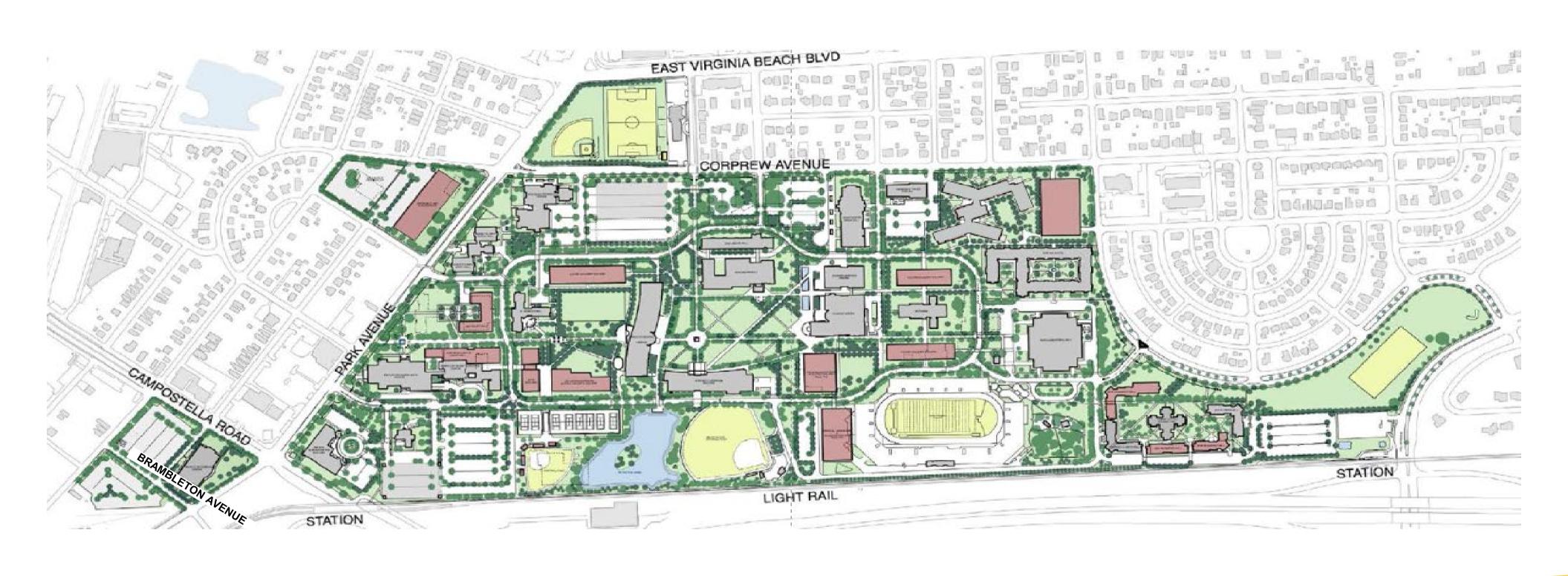
Terry G. Woodhouse

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 ProgramArchitects + 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:

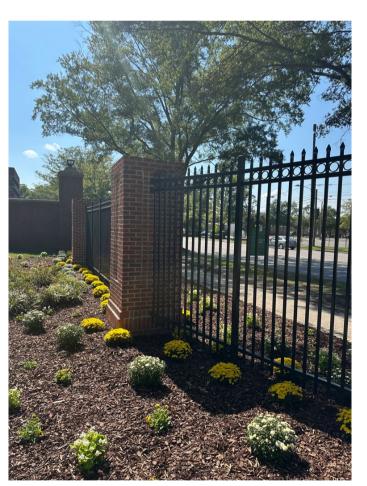
Design-bid-build



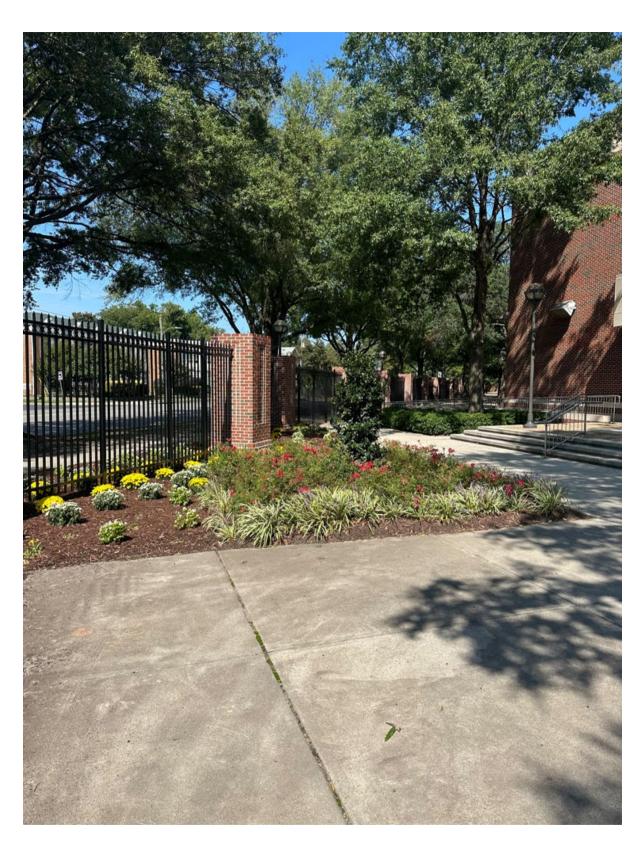


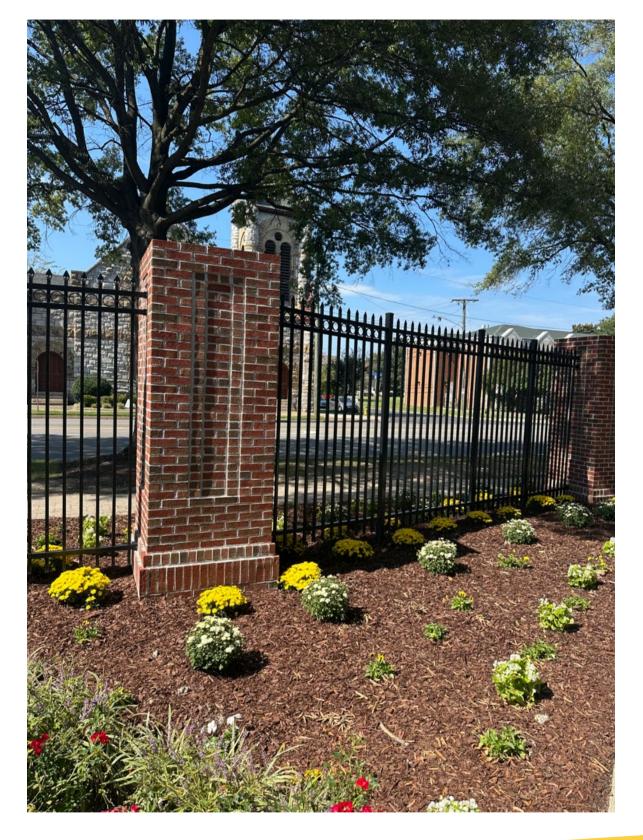
### Campus Perimeter Security Fence

- 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		timated 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, & RESTRIPING	\$	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

<b>Project Number</b>	Project Type	Project Name	Esti	mated 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
		Tota	I	14,000,000







### 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.
January 16	Last day to file legislation creating or continuing a study
January 16 January 16	Last day to submit budget amendments Bill cut-off (last day to introduce bills and certain joint resolutions)
January 10	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

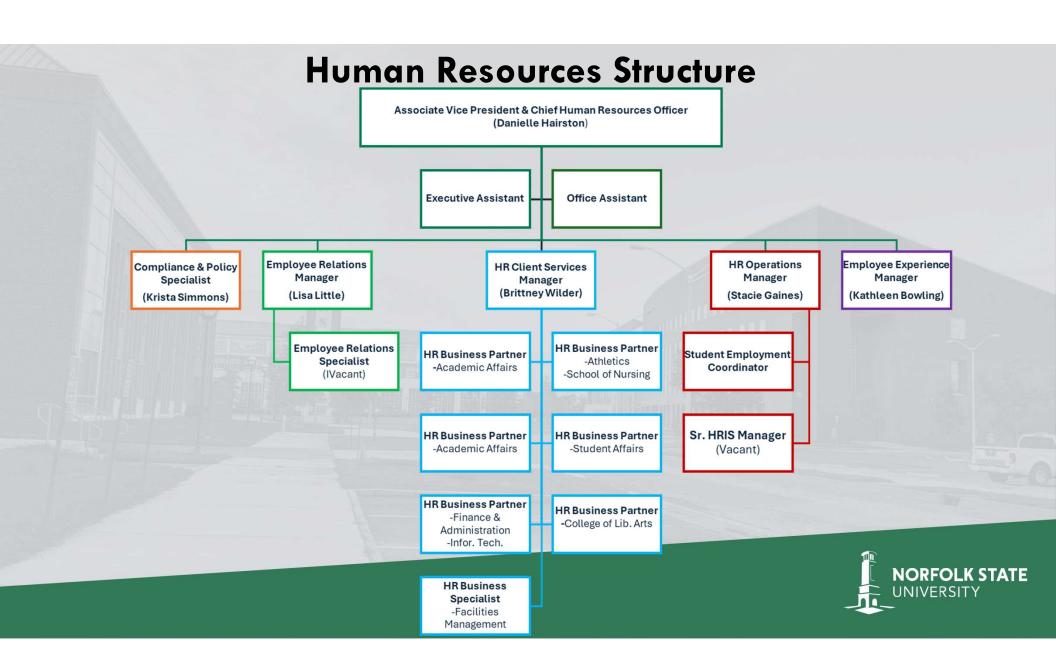


# OFFICE OF HUMAN RESOURCES UPDATES

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







# 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

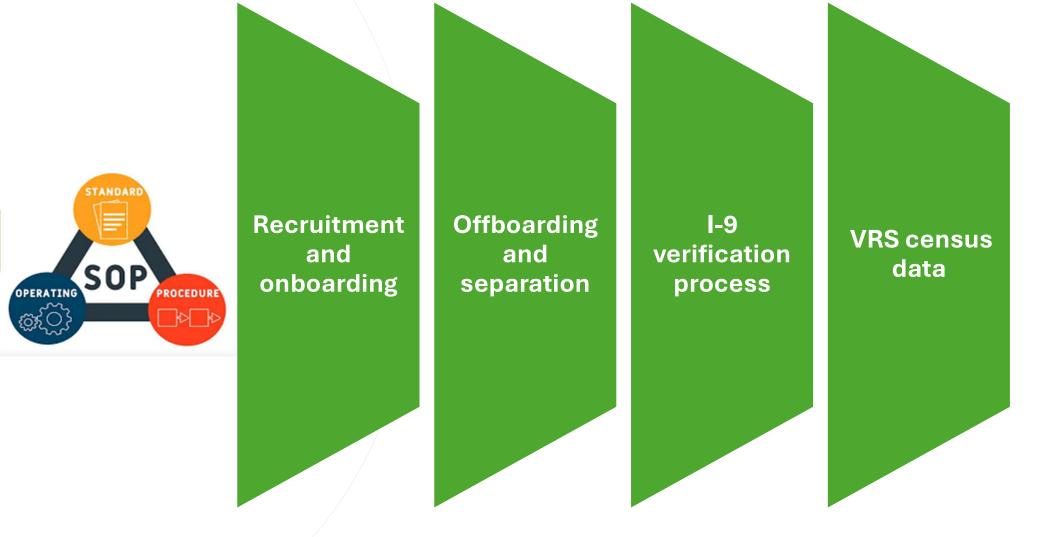








## **HR Review of Standard Operating Procedures**



### **NSU Fulltime Current Workforce**

Employee	Employee	
Type	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



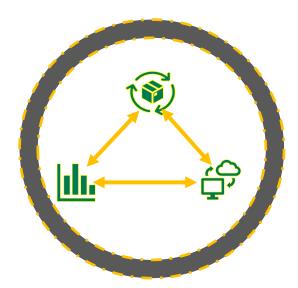
# **QUESTIONS?**



**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















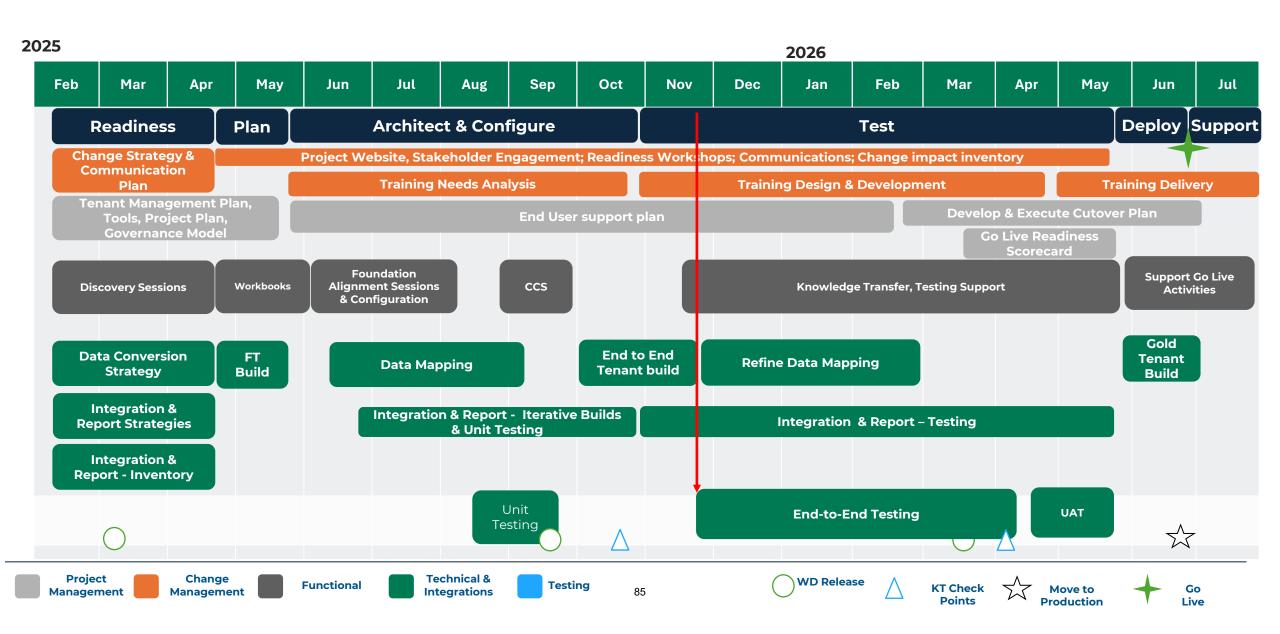


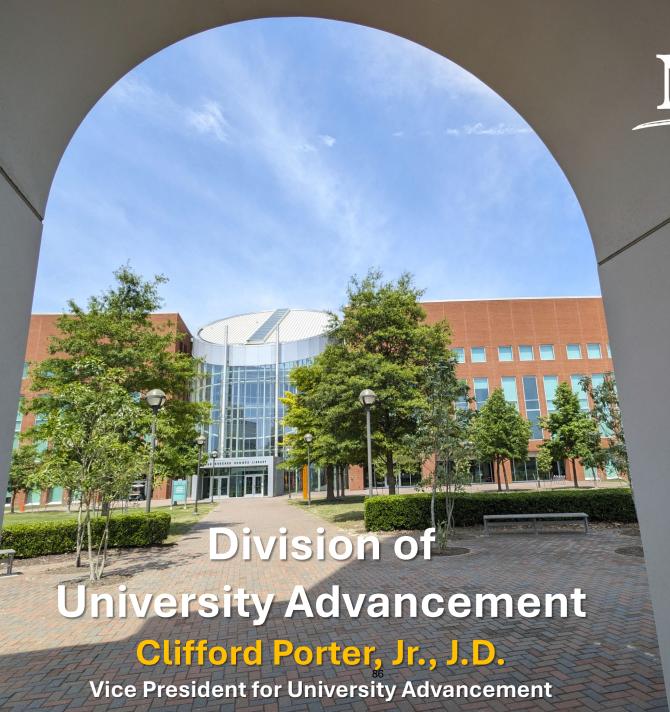
## **Workday Update**

- 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









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

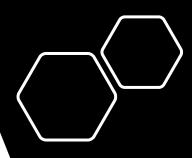
#### **Now Is Our Time**

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

# 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?































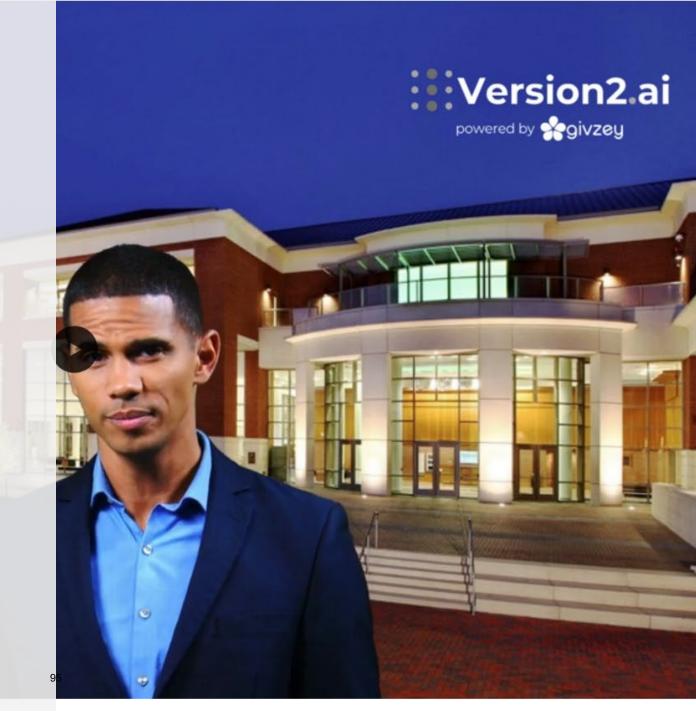


# Lyman's VEO Impact Overview Since Launch

- ✓ 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.





## **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



# Governance Committee



#### **BOARD OF VISITORS**

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

#### AGENDA BOARD OF VISITORS GOVERNANCE COMMITTEE MEETING

Thursday, December 4, 2025 Heidi Abbott, Chair

#### **Campus Location:**

Norfolk State University Student Center, 3<sup>rd</sup> 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. <u>Dr. Katrina Chase motion to adjourned, seconded by Dr, L.D. Britt, and with a 3-0 Roll Call Vote the Board unanimously approved.</u>

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



#### **BOARD OF VISITORS**

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

## 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

# Academic and Student Affairs Committee



### **BOARD OF VISITORS**

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We see the future in you. **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.	Acade	emic Affairs Update	Dr. Aurelia Williams
		i. ii. iii.	Faculty Hiring Initiative Research Updates General Education Reform	
	b.	Stude	nt Affairs Update	Dr. Leonard Brown
		i.	Housing Updates	
	c.	Enrol	ment Management Update	Dr. Justin Moses
	d.	Athle	tics Update	Dr. Melody Webb
٧.	Pul	blic Co	mment	

### v. Fublic Collinieri

### 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

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

Page 1 of 2

<sup>\*</sup>The President participates in all Committee meeting

### **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

Bishop Kim Brown, Rector

Dr. Aurelia T. Williams, Academic Affairs

Mrs. Carla Dailey, Financial Aid

Mrs. Tanesa Weaver, Admissions

Mrs. Keshia Woodous, Office of t

Dr. Aurelia T. Williams, Academic Affairs

Mrs. Keshia Woodous, Office of the Registrar

Mrs. Keshia Woodous, Office of the Registrar

Dr. Gerald Hunter, DFA

Dr. Leonard Brown, Student Affairs

Mrs. Keshia Woodous, Office of the Registrar

Dr. Gerald Hunter, DFA

Mrs. Keshia Woodous, Office of the Registrar

Dr. Gerald Hunter, DFA

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. Larry Wilson, Jr., Admissions
Mr. Clifford Porter, University Advancement
Dr. James Walke, Institutional Research

Mr. Larry Wilson, Jr., Admissions

Mr. James Walke, Institutional Research

Mrs. Dericka Burgess, Internal Audit

Ms. Sher're Dozier, Clerk to the President/BOV
Mrs. Sharea' Williams, Executive Asst. for VP
Mrs. Kimberly Gaymon, Office of the President

Of Operations/ Chief Strategist

# 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.

# **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

### **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.

# **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

# **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

# 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 24<sup>th</sup> day of October 2025.

Rector	Kim W. Brown Signature Norfolk State University Board of Visitors
Date	



# 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)









We see the future in you.

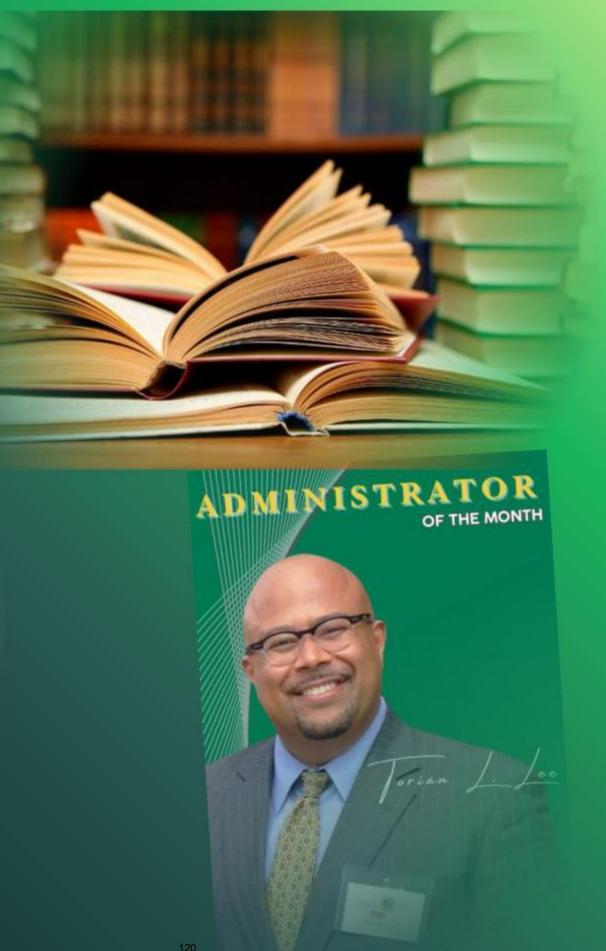
# ACADEMIC AFFAIRS

Faculty Hiring Initiative

Research Updates

General Education Reform









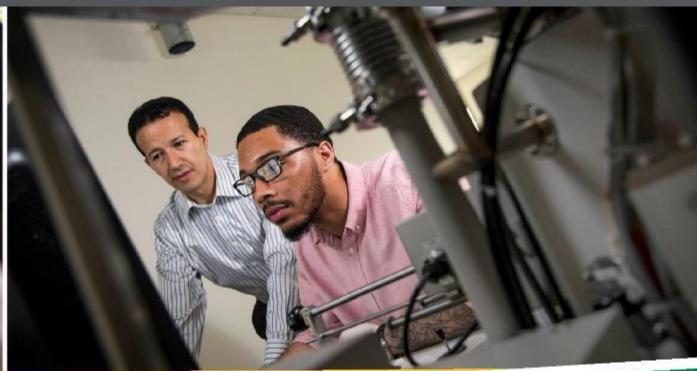




# PELL INITIATIVE OF VIRGINIA AND INSTITUTION WIDE BARRIER REVIEW (IWBR)









# 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:









# 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.



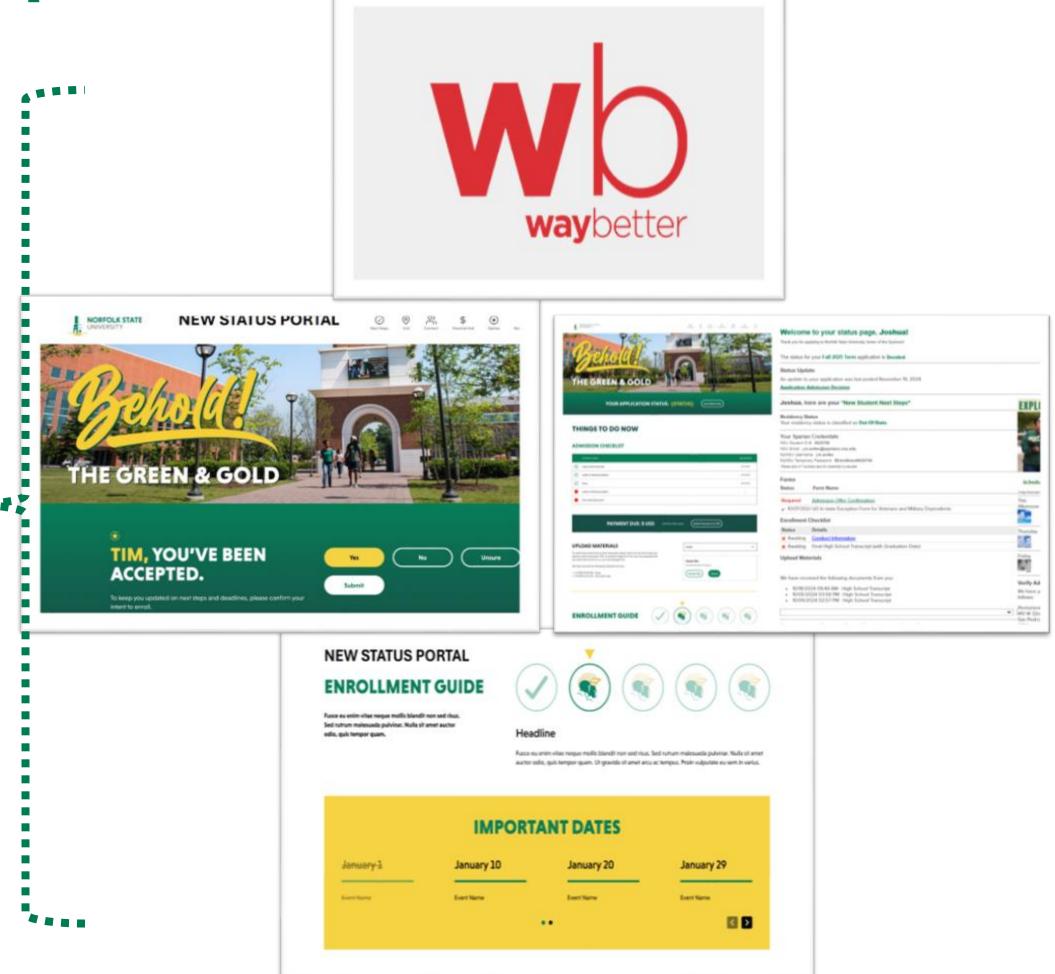
# **Enrollment Management Updates**

# **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
1///	Group	9	16	7	6	33	12	83









# NORFOLK STATE UNIVERSITY DEPARTMENT OF ATHLETICS







# SCORE ANALYSIS

# INTERNAL

# **S-STRENGTHS**

- ComprehensiveBalanced AthleticsSuccess
- Strong Academic
   Culture and Intrusive
   Learning and Retention
- High National Visibility,
   via ESPN, Media and
   Partnerships
- Team with Visionary Leadership Alignment

# **C-CORE GOALS**

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

# **O-OPPORTUNITIES**

- 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

# **R- RESULTS**

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

# **E-ELEVATE**

**EXTERNAL** 

- 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

# COMPETITIVE EXCELLENCE

# INFRASTRUCTURE

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

# **OPPORTUNITIES**

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

# **ACADEMICS**

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



# Student Representative

# Faculty Representative

# **President's Presentation**





# FOCUSED ON STRENGTHANDVISION 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









