

Meeting Book - Board of Visitors Meeting- March 5-6, 2026

Board of Visitors Meeting

Student Center Board Room, Suite 301

700 Park Avenue

Norfolk, VA, 23504

March 5-6, 2026





Board of Visitors Retreat

Date: March 4, 2026

Location: Classroom of the Future Brown
Memorial Hall Room 230

Breakfast: 8:00 a.m.

Time: 8:30 a.m. -5:15 p.m.

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

Page 1 of 1

BOARD OF VISITORS RETREAT
Wednesday, March 4, 2026 - 8:30 a.m. to 4:45 p.m.
Classroom of the Future - Brown Memorial Hall - Room 230
Norfolk, VA 23504
Bishop Kim W. Brown, Rector



Norfolk State University

Zoom Link: https://nsu-edu.zoom.us/webinar/register/WN_bLgm7nFISMauWPKWcj_uAg

Breakfast Available: 8:00 a.m. - - Attire: Business Casual

<u>Schedule</u>	<u>Activities</u>
8:30 a.m. – 9:00 a.m.	Welcome: Bishop Dr. Kim Brown, Rector Greetings and Introduction of Facilitator: President Javaune Adams-Gaston, Ph.D.
9:00 a.m. – 9:30 a.m.	Opening Frame: Mr. Edward Smith-Lewis, Senior Vice President, Strategic Partnerships and ICB, United Negro College Fund
9:30 a.m. – 10:30 a.m.	The Higher Education Landscape: Mr. Edward Smith-Lewis
10:30 a.m. – 10:45 a.m.	BREAK
10:45 a.m. – 12:00 p.m.	HBCU Structural Context: Mr. Edward Smith-Lewis
12:00 p.m. – 1:00 p.m.	LUNCH AND CONVERSATION
1:00 p.m. – 2:00 p.m.	Norfolk State Today: Strength & Trajectory: Mr. Edward Smith-Lewis
2:00 p.m. – 2:45 p.m.	2035 Scenario Lab: Mr. Edward Smith-Lewis
2:45 p.m. – 3:00 p.m.	BREAK
3:00 p.m. – 3:20 p.m.	Stewardship Commitments: Mr. Edward Smith-Lewis
3:20 p.m. – 3:30 p.m.	BREAK
3:30 p.m. – 4:30 p.m.	HBCU Excellence: Dr. Harry L. Williams, President and CEO, Thurgood Marshall College Fund; and Sean D. Burns, Esq., Interim Vice President, Government Relations and Legal Affairs for the Thurgood Marshall College Fund (TMCF)
4:30 p.m. – 4:45 p.m.	Final Comments
5:00 p.m. – 7:00 p.m.	DINNER: On campus (No business to be discussed)



We see the future in you.

BOARD OF VISITORS

00 Park Ave., Student Center Board Room, Suite 301,
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AGENDA

Times are approximate

BOARD OF VISITORS COMMITTEE MEETINGS

Thursday, March 5, 2026

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_bLgm7nFISMaUWPKWcj_uAg

8:30 a.m. **Governance Committee** Ms. Heidi Abbott, Chair

9:00 a.m. **Strategic Finance Committee** Mr. Jay Jamison, Chair

10:30 a.m. **Academic and Student Affairs Committee** Mr. Gilbert Bland Chair

12:00 p.m. **Lunch**

1:00 p.m. **Audit, Risk, and Compliance Committee** Mr. Edward Sanders, Chair

2:30 p.m. **Other Comments**

3:00 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 March 5, 2026, 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_bLgm7nFISMaUWPKWcj_uAg

March 5, 2026, at 8:30 a.m.

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

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

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



BOARD OF VISITORS

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AGENDA

Times are approximate

BOARD OF VISITORS MEETING

Friday, March 6, 2026

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_bLgm7nFISMauWPKWcj_uAg

- 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:
– December 5, 2025, Board Meeting Minutes
- 9:00 a.m. **Representatives to the Board**
- Student Representative Update** Ms. A’Kiera Grant
- Faculty Representative Update**Dr. Shaun Anderson
- 9:30 a.m. **Audit, Risk and Compliance Committee Update**.....Mr. Edward Sanders, Chair
- 9:50 a.m. **Academic and Student Affairs Committee Update**.....Mr. Gilbert Bland, Chair
- 10:10 a.m. **BREAK (15 minutes)**
- 10:25 a.m. **Strategic Finance Committee Update**..... Mr. Jay Jamison, Chair
- 10:45 a.m. **Governance Committee Update**..... Ms. Heidi Abbott, Chair
- 11:05 a.m. **State of the University**.....Dr. Javaune Adams-Gaston, President

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BOARD OF VISITORS

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- 11:35 a.m. **Action Items**
- 11:55 a.m. **OLD BUSINESS**
- 12:05 p.m. **NEW BUSINESS**
- 12:20 p.m. **MOTION – CLOSED MEETING – Pursuant to §2.2-3711A. 1, 4, 7, and 8, Code of VA
Break (10 minutes)**
- 12:30 p.m. **START OF CLOSED MEETING
Lunchbreak (included during this period)**
- 2:30 p.m. **OPEN MEETING**
- 2:50 p.m. **PUBLIC COMMENT**
- 3:00 p.m. **ADJOURNMENT**

The Norfolk State University Board of Visitors will meet March 6, 2026, in person.

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LINK https://nsu-edu.zoom.us/webinar/register/WN_bLgm7nFISMauWPKWcj_uAg

March 6, 2026, at 8:30 a.m.

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March 5-6, 2026**

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Governance Committee



BOARD OF VISITORS

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AGENDA

BOARD OF VISITORS GOVERNANCE COMMITTEE MEETING

Thursday, March 5, 2026

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_bLgm7nFISMauWPKWcj_uAg

- I. Call to Order/Establish Quorum
- II. Recommend Approval of Electronic Participation
- III. Recommend Approval of December 4, 2025, Governance Committee Minutes
- IV. Old Business
- V. New Business
- VI. Board of Visitors Update(s):
- VII. General Assembly Update(s):
- VIII. Policy Update(s)
- IX. MOTION – CLOSED MEETING – Pursuant to §2.2-3711A. 1, 4, 7, and 8, Code of VA
- X. Other Discussion Items
- XI. 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
December 4, 2025
MINUTES

1. Call to Order

The Governance Committee Meeting was called to order at approximately 12:45 p.m. A quorum was established with a 3-0 Roll Call Vote.

Committee Members Present

Dr. Katrina Chase, Secretary

Dr. L.D. Britt

Mr. Conrad Hall

Committee Member Participated Virtually

Mrs. Heidi Abbott, Chair

NSU Administrators and Staff Present

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

Mr. Eric Claville, Executive Advisor to the President for Government Relations

Dr. Tanya S. White, Vice President and Chief of Staff

Dr. Melody Webb, Vice President and Athletics Director

Dr. Melissa J. Barnes, Assistant Vice President for Enrollment Management

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

Mr. Clifford Porter, Vice President, University Advancement

Mrs. Derika Burgess, Chief Audit Executive

Mr. Dennis Jones, Executive Budget Director

Mrs. Sharea Williams, Executive Assistant, for Vice President
of Operation

Mr. Ronald King, Chief Information Security Officer

Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist

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

Mrs. Heidi Abbott provided her reason for electronic participation, due to distance of 100 miles away. Dr. L.D. Britt motioned, second by Mr. Conrad Hall, with at 3-0 Roll call vote, the Board approved the electronic participation of Mrs. Heidi Abbott.

3. Recommend Approval of October 23, 2025, Governance Committee Minutes

The Committee voted and unanimously approved with a 3-0 Roll Call Vote, the Minutes for October 23, 2025, Committee Meeting, motioned by Dr. L.D. Britt, and seconded by Mr. Conrad Hall.

4. Old Business

None

5. New Business

Mrs. Abbott provided an update on the Board of Visitors participation in the State Council of Higher Education (SCHEV) Orientation, held in Richmond on November 12-13, 2025. The featured sessions at the State Council of Higher Education (SCHEV) Orientation are listed below:

- The Art and Science of Institutional Governance.
- Governance 101: Fundamentals of Service on the Governing Board of a Public Institution of Higher Education.
- Virginia Specific Responsibilities: The Freedom of Information Act (FOIA), Ethics and Coalition on Intercollegiate Athletics (COIA).

6. Legislative Update/General Assembly

Mr. Claville informed of the Budget Recommendation that Governor Glen Youngkin will release on December 17, 2025. Mr. Claville also informed of Governor Elect Abigail Spanberger Transition Committee. The Board of Visitors Members that are serving on this committee were highlighted. Mr. Claville provided a review of reports and recommendations completed by SCHEV that will impact higher education.

7. Policy Update(s)

Dr. White reviewed the university's process for policies and procedures, and implementing changes if needed. Dr. White emphasized that once the departmental internal policy review is completed, the policies are distributed to the campus for comment and feedback. The following types of policies are listed below, for Norfolk State University:

- BOV Policies (in review to ensure they are up to date, on the university website)
- Administrative Policies (in review to ensure they are up to date, on the university website)
- Interim Policies
- Local Policy
- Proposed Policies

Dr. White informed that she is collaborating with each division to ensure the policies are up to date and reflected on the university's website. The goal is to complete all policy reviews by the end of the academic year in June 2026, to maintain compliance. Dr. Moses is also working with the IT department to explore an electronic platform for policy management. Dr. White reviewed Norfolk State University Board of Visitors Policy #33 (2019), Freedom of Speech and Protection and Campus Space Utilization.

8. Other Discussion Items

None

9. Adjournment

There being no further business, Mrs. Heidi Abbott adjourned the meeting at 1:01 p.m.

Dr. L.D. Britt motion to adjourned, seconded by Dr. Katrina Chase, and with a 4-0 Roll Call

Vote the Board unanimously approved.

Respectfully submitted,

Heidi Abbot, Chair Governance Committee

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

NSU BOV GOVERNANCE COMMITTEE

ROLL CALL VOTE

December 4, 2025

Item	Mrs. Heidi Abbott (Chair)	Dr. Katrina Chase	Mr. Conrad Hall	Dr. L.D. Britt	Totals
Quorum	-	Yes	Yes	Yes	3-0
Recommend Approval of Electronic Participation	-	Yes	Yes	Yes	3-0
Approval of the Minutes	Yes	Yes	Yes	Yes	4-0
Adjourned	Yes	Yes	Yes	Yes	4-0

NSU B.O.V. GOVERNANCE COMMITTEE

March 5, 2026

AGENDA

- Opening by Chair
- Approval of Electronic Participation
- Recommend Approval of December 4, 2025, Governance Committee Minutes
- Old Business
- New Business
- Board of Visitors Update(s)
- General Assembly Update(s)
- Policy Update(s)
- Discussion of Other Items
- Adjournment

QUESTIONS & DISCUSSION

Strategic Finance Committee



**AGENDA
BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING**

Thursday, March 5, 2026
Mr. Jay Jamison, Chair

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_bLgm7nFISMAuWPKWcj_uAg

- I. Call to Order/Establish Quorum
- II. Recommend Approval of Electronic Participation
- III. Recommend Approval of December 3, 2025, Committee Minutes
- IV. Discussion Items
 - A. Quarterly Financial Report (Gerald Hunter)
 - B. Spring 2026 Revenue Report (Gerald Hunter)
 - C. Facilities Update (Terry Woodhouse)
 - D. Legislative Affairs Update (Eric Claville)
 - E. Human Resources Update (Dr. Tanya White)
 - F. Operations & Institutional Effectiveness Update (Justin Moses)
 - G. Information Technology and Security Update (Justin Moses)
 - H. University Advancement Update (Clifford Porter)
- 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. Conrad Hall

Mr. Darrell DJ Jordan

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

Mr. Clifford Porter, VP for University Advancement,

Dr. Tanya White, Vice President & Chief of Staff,

Mr. 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
December 3, 2025
MINUTES

1. Call to Order/Establish Quorum

Mr. Jamison, Chair, called the Strategic Finance Committee to order at approximately 9:51 a.m. A quorum was established by a 3-0 roll call.

Committee Members

Mr. Jay Jamison, Chair
Mr. Conrad Hall
Mr. Delbert Parks

Virtual Committee Members

Mr. Darnelle “DJ” Jordan

Board Members t

Rector Kim W. Brown
Mr. Gilbert Bland
Dr. L.D. Britt
Ms. Teresa Gladney

Participants - NSU Administrators and Staff:

Dr. Javaune Adams-Gaston, President
Ms. Pamela F. Boston, University Counsel and Senior Assist Attorney General
Dr. Tanya White, Vice President/Chief of Staff
Dr. Melissa Barnes, Interim Associate Vice President for Enrollment Management
Ms. Derika Burgess, Chief Audit Executive, Internal Audit
Dr. Leonard Brown Jr., Vice President for Student Affairs
Mr. Eric Claville, Executive Advisor to the President, Governmental Relations
Dr. Gerald Ellsworth Hunter, Vice President for Finance and Administration & Chief Financial Officer
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 Affair
Ms. April Britt-Pimienta, Executive Administrative Assistant, University Advancement
Dr. Davida Harrell-Williams, Director, Auxiliary Enterprises and Services
Mr. Dennis Jones, Executive Director, Planning and Budget
Mr. Ronald King, Chief Information Security Officer/Director of IT Security
Office of Information Technology
Linwood F. Moses, Director, IT Project Management, Office of Information Technology
Ms. Phillita Peoples, Executive Assistant, Office of Internal Audit/University Compliance
Mr. Clifford Porter, Vice President, University Advancement
Ms. Monique Robinson/Director for Procurement Services
Ms. Erica Saunders, Executive Administrative Assistant, Provost Office

Mr. Rasool Shabazz, Associate Director, Academic Technology Services, Office of Information Technology

Ms. Lakisha Speller, Assistant Vice President of Finance and Administration/University Controller

Ms. Crystal Square-Williams, Director, University Events, University Advancement

Dr. James T. Walke, Assoc. V.P. Institutional Effectiveness and Planning

Ms. Sharea Williams, Executive Administrative Coordinator, Institutional Effectiveness

Mr. Terry Woodhouse, Interim Associate Vice President, Facilities Management

Ms. Sharlay Wofford, Payroll Manager

Ms. Sher're S. Dozier, Clerk to the University President/Liaison to the Board of Visitors

Ms. Martha M. Wilson, Executive Assistant to Vice President, Finance and Administration

2. **Recommend Approval of Electronic Participation**

Mr. Darrell "DJ" Jordan joined electronically due to 150-mile distances.

A motion was made by Dr. Chase and second by Mr. Parks with a 3-0 Roll Call vote to approve Mr. Jordan electronic participation due to distance.

3. **Recommended Approval of the October 23, 2025, Committee Meeting Minutes**

A motion was made by Mr. Jordan, and second by Dr. Chase with a 4-0 Roll Call vote to approve October 23, 2025, meeting minutes.

4. **Discussion Items**

• **Introduction**

Dr. Hunter introduce Ms. Lakisha Speller, as the new Vice President of Finance and Administration/University Controller. In addition, he introduced Ms. Sharlay Wofford as the new Payroll Manager. He stated that both come to Norfolk State University with a wealth of knowledge.

- **Quarterly Financial Report** - Dr. Gerald Ellsworth Hunter presented the Quarterly Financial Report for the period ending September 30, 2025.

- Actual revenue totaled \$271.8 million and Actual expenses totaled \$100.1 million for a positive Fund balance of \$171.1.

- **Source of Funds Update:**

Dr. Gerald Ellsworth Hunter presented the Source of Funds as of September 30, 2025.

- Local Funds-Student Financial Assistance (Federal) totaled \$13.7 million
- Student Financial Assistance (State) totaled \$34.7 million
- Sponsored Programs totaled \$7.1 million.
- Auxiliary Enterprises totaled \$30.2 million
- E & G Tuition and Fees totaled \$31.4 million
- FY 2024 Carryforward totaled \$60.3 million
- Appropriations totaled \$94.1 million.

- **Use of Funds**

Dr. Gerald Ellsworth Hunter presented the Use of Funds as of September 30, 2025.

- Expenses totaled \$100.1 million.

- **Year End Projections**

Dr. Gerald Ellsworth Hunter presented the Year End Projections as of September 30, 2025.

- Revenues totaled \$361.7 million
- Expenses totaled \$298.2 million
- Revenue over Expenses of \$63.4 million
- **ARMICS Update**
Dr. Gerald Ellsworth Hunter presented the ARMICS Internal Control Assessment. He stated that the report is updated every year and is presented to the Board of Visitors which is closed out at the end of each fiscal year and is part of an internal review.
- **SWaM Update**
Ms. Robinson presented the SWaM Business Spend/Goals presentation from FY2023 to present. She reported that Swam stands for “Small, Women, and Minority” owned business. In addition, SWaM’s are what is considered Micro, Women Owned, and Minority. She stated that SWaM vendors use for the university is at 42% overall Swam participation which is the highest Norfolk State University has had. However, she stated that the goal is to increase the percentage with vendor fairs, outreach to let them know that funds are available at Norfolk State University for them. Lastly, she stated that the prime contractor (S.B. Ballard) subcontracts with SWaM vendors when construction projects are underway at the university.
- **Campus Safety Update**
Brian Covington, Chief of Police, presented the Campus Security Updates including the ALERTUS Emergency Notification along with Key Factors contributing to Homecoming Success. In addition, he stated that the 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 significant transformation (constructively and cosmetically). For the past 5 to 10 years (or longer), the format remained the same. This year, NSUPD has updated the format to be more modern and align with the standards of many prestigious colleges and universities across the country. He presented a PowerPoint handout as a reference to his report.
- **Facilities Update**
Mr. Woodhouse, interim associate vice president, presented a brief Facilities Management Update that included the Capital Project in Progress for 2025
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, provided a comprehensive update on the state of Legislative Affairs.

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 are:

- 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 72

- **Human Resources Update**

- Dr. Tanya White, vice president/chief of staff, provided a human resources update. She introduced Ms. Danielle Harston as the new assistant vice president for human resources/chief human resources officer. Ms. Harston has a long history with the Commonwealth of Virginia, over 19 years in human resources at the Virginia Commonwealth University (VCU). Dr. White provided a brief report on the HR structure and on the current workforce of 967 full-time state employees (476 Classified, 260 Teaching and Research Faculty, 153 Administrative Faculty, and 78 Administrative professionals).

- **Operations & Institutional Effectiveness and Planning**
- **Information Technology and Security Update**

Dr. Justin Moses, vice president for operations & chief strategist for institutional effectiveness, provided information technology and institutional research, and project management updates on the follow:

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.

University Advancement Update

Mr. Clifford Porter, vice president for university advancement, presented a thorough update of progress on the Circle of Excellence Award Recipients. The awards are open to professionals working at CASE member colleges, universities, independent schools, and their affiliated nonprofits around the world. He reported that Norfolk State University won four awards (Metrics Revolutionizing HBCU Advancement Through Equitable Data, Now Is Our Time Comprehensive Campaign, Now Is Our Time Comprehensive Campaign Launch, NSU Foundation 5K Run/Walk Extravaganza.

- Mr. Porter presented updates on Now Is Our Time Campaign Progress one being the largest Gift in 90-year history with a \$50 million donation from Ms. MacKenzie Scott. He stated that there are over 10,000 donors to the campaign since launch of silent phase. Mr. Porter stated that the campaign ends on December 31, 2025.

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 - Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

Norfolk State University
Board of Visitors Strategic Finance Committee Meeting
Closed Session Motion
Thursday, December 4, 2025

Motion – (by Board member)

Mr. Chair, I move that we adjourn and reconvene in Closed Meeting pursuant to:

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

(1): To discuss personnel matters, including more specifically, discussion of assignment, appointment, promotion, salaries, and performance evaluations of specific individuals and certain university employees; and

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

to discuss or evaluate performance of departments of the university that necessarily involve discussion regarding performance of individual employees, more specifically related to reports, investigative notes, correspondence, and information furnished in confidence and records otherwise exempted by the university; and

(7) and (8): Consultation with legal counsel regarding specific matters requiring the provision of legal advice, where such consultation or briefing in open meetings would adversely affect the negotiating or litigating posture of the university; along with any necessary consultation with legal counsel regarding matters noted in this motion; and

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

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

State all that apply:

- President
- University Counsel
- Vice President and Chief of Staff
- Vice President for Finance and Administration

Chair: There has been a motion to go into closed session for the reasons stated, is there a second? All those in favor? Opposed? Motion carried.

(Immediately following closed session, after going back into open session)

Reconvene in open session.

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

Please call the Roll.

6. Open Session Certification

A motion was made by Mr. Blake, and second by Mr. Hall with a 4-0 Roll Call vote for the open Meeting Session Certification - Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia

7. Adjournment

There being no further business, the Committee Meeting adjourned at approximately 1:05 p.m.

Respectfully submitted,

Jay Jamison, Chair
Strategic Finance Committee

Gerald Ellsworth Hunter, PhD, Committee Lead
Vice President for Finance and Administration

Martha M. Wilson, Executive Assistant for
Finance and Administration

NSU BOV STRATEGIC FINANCE COMMITTEE

ROLL CALL VOTE

DECEMBER 4, 2025

Item	Mr. Jay Jamison (Chair)	Mr. Delbert Parks	Mr. Darrell “DJ” Jordan	Mr. Conrad Hall	Totals
Quorum	✓	✓	✓	V	3.0
Recommend Approval of Electronic Participation	✓	✓	✓	V	3.0
Approval of the Minutes	✓	✓	✓	V	4.0
Closed Session	✓	✓	✓	V	3.0
Open Session	✓	✓	-	✓	3.0

(V) Virtual

Mr. Darrell “DJ” Jordan left for another meeting at 11:54 a.m.

NORFOLK STATE UNIVERSITY



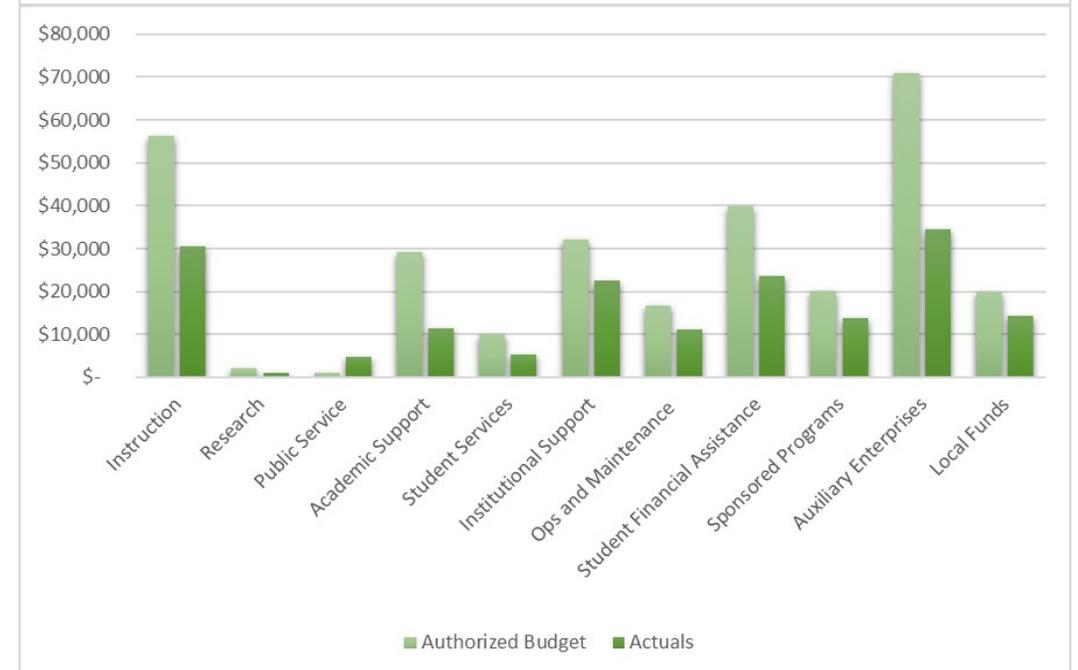
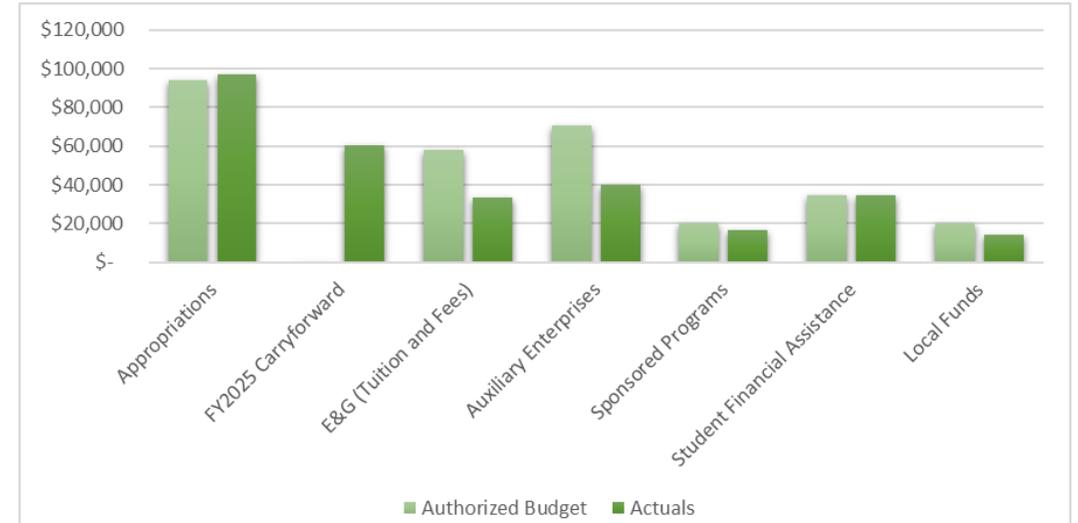
NORFOLK STATE
UNIVERSITY

We see the future in you.

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

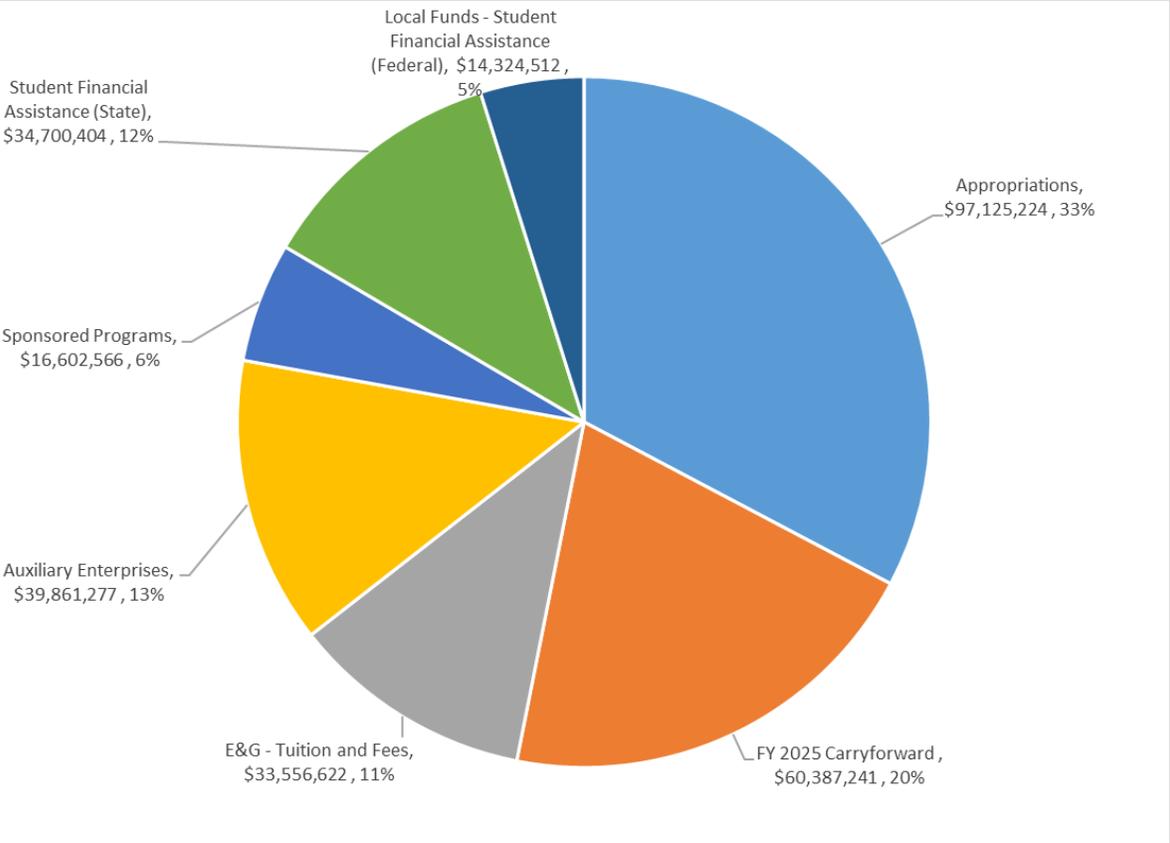
Revenues	<u>Authorized</u>		<u>% of Budget</u>		<u>Year-end Projection</u>
	<u>Budget</u>	<u>Actuals</u>	<u>Collected</u>		
Appropriations	\$ 94,150	\$ 97,125	103%	\$	97,125
FY2025 Carryforward	-	60,387	0%		60,387
E&G (Tuition and Fees)	58,148	33,557	58%		61,845
Auxiliary Enterprises	70,420	39,861	57%		70,420
Sponsored Programs	20,232	16,603	82%		20,232
Student Financial Assistance	34,700	34,700	100%		34,700
Local Funds	20,000	14,325	72%		20,000
Total Revenues	\$ 297,650	\$ 296,558	100%	\$	364,710

Expenses	<u>Authorized</u>		<u>% of Budget</u>		<u>Year-end Projection</u>
	<u>Budget</u>	<u>Actuals</u>	<u>Spent</u>		
Instruction	\$ 56,366	\$ 30,610	54%	\$	56,366
Research	2,141	1,006	47%		2,141
Public Service	962	4,850	504%		962
Academic Support	29,108	11,356	39%		29,108
Student Services	9,962	5,196	52%		9,962
Institutional Support	32,028	22,671	71%		32,028
Ops and Maintenance	16,598	11,041	67%		16,598
Student Financial Assistance	39,833	23,712	60%		39,833
Sponsored Programs	20,232	13,775	68%		20,232
Auxiliary Enterprises	71,045	34,536	49%		71,045
Local Funds	20,000	14,345	72%		20,000
Total Expenses	\$ 298,275	\$ 173,099	58%	\$	298,275
Revenue Over Expenses	\$ (625)	\$ 123,459		\$	66,435



SOURCE OF FUNDS

Actuals through December 31, 2025

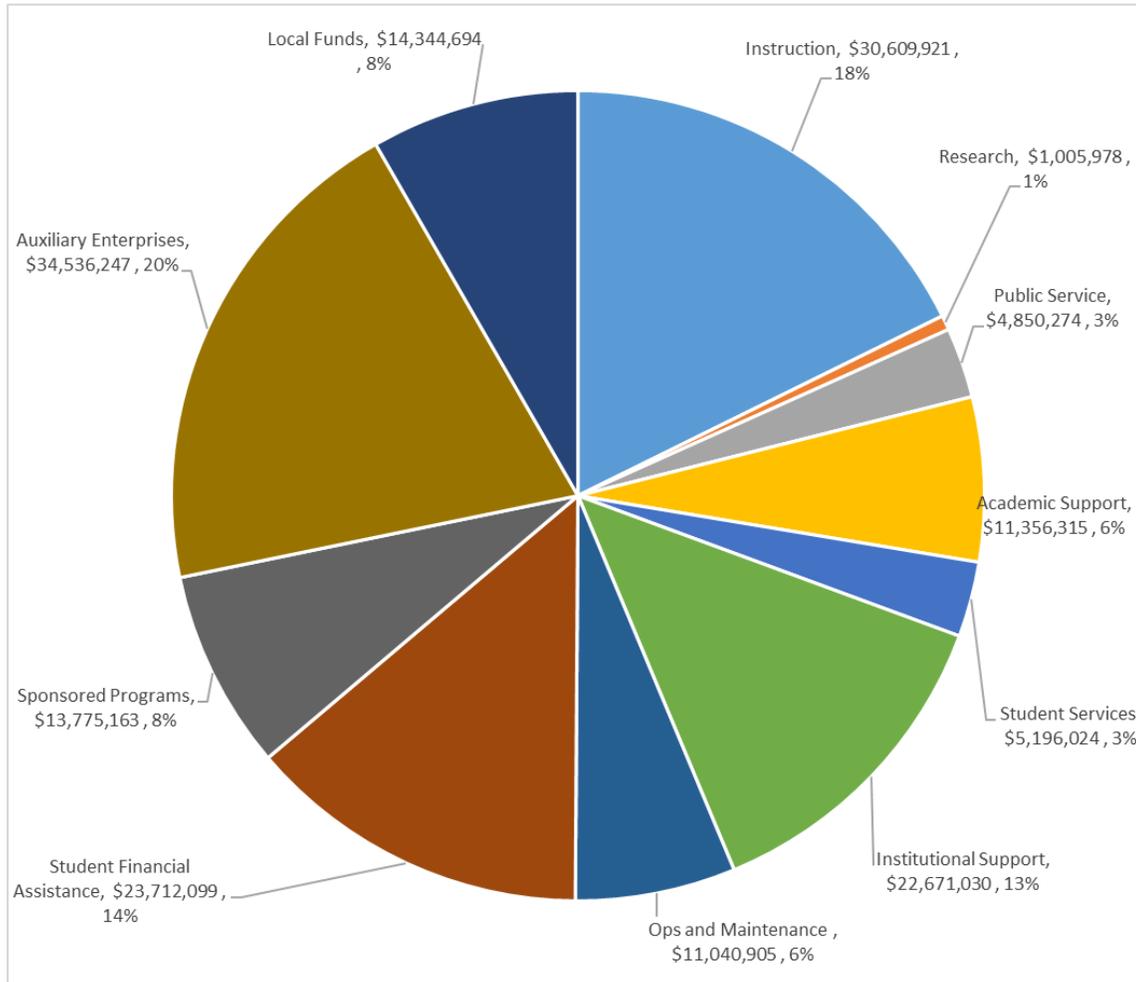


Sources Of Funds
Actuals through December 31, 2025

<u>Revenues</u>	<u>Actuals</u>
Appropriations	\$ 97,125,224
FY 2025 Carryforward	\$ 60,387,241
E&G - Tuition and Fees	\$ 33,556,622
Auxiliary Enterprises	\$ 39,861,277
Sponsored Programs	\$ 16,602,566
Student Financial Assistance (State)	\$ 34,700,404
Local Funds - Student Financial Assistance (Federal)	\$ 14,324,512
Total Revenues	\$ 296,557,846

USES OF FUNDS

Actuals as of December 31, 2025



Uses Of Funds
Actuals through December 31, 2025

<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 30,609,921
Research	\$ 1,005,978
Public Service	\$ 4,850,274
Academic Support	\$ 11,356,315
Student Services	\$ 5,196,024
Institutional Support	\$ 22,671,030
Ops and Maintenance	\$ 11,040,905
Student Financial Assistance	\$ 23,712,099
Sponsored Programs	\$ 13,775,163
Auxiliary Enterprises	\$ 34,536,247
Local Funds	\$ 14,344,694
Total Expenses	\$ 173,098,650

Norfolk State University
Spring 2026 E&G Tuition Revenue Projection
As of January 23, 2026

	Actual # Enrolled TODAY Spring 2026	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	3,532	3,114	10,998,648	9,989,552	1,009,096
Part-time	296				
Graduate Students					
Full-time	305	4,770	1,454,850	1,273,683	181,167
Part-time	79				
Online Masters	82				
Total In-State	4,294		12,453,498	11,263,235	1,190,263
OUT-OF-STATE					
Undergraduates					
Full-time	1,367	9,009	12,315,303	11,387,028	928,275
Part-time	71				
Graduate Students					
Full-time	90	11,133	1,001,970	1,057,590	(55,620)
Part-time	51				
Online Masters	34				
Total Out-of-State	1,613		13,317,273	12,444,618	872,655
ENROLLMENT GRAND TOTAL	5,907		25,770,771	23,707,853	2,062,918
PART-TIME HOURS					
	Actual # Enrolled TODAY Spring 2026	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduate (hours)	2,164	475	1,027,900	922,099	105,801
Graduate Students (hours)	396	809	320,364	241,000	79,364
Online Masters	675	461	311,175	147,139	164,036
Total Part - time In - State (hours)	3,235		1,659,439	1,310,238	349,201
OUT-OF-STATE					
Undergraduate (hours)	513	1,011	518,643	526,549	(7,906)
Graduate Students (hours)	189	1,557	294,273	197,736	96,537
Online Masters	258	461	118,938	95,479	23,459
Total Part - time Out of State (hours)	960		931,854	819,764	112,090
Total Part - time Hours	4,195		2,591,293	2,130,002	461,291
Total Revenue			28,362,064	25,837,855	2,524,209

Norfolk State University
Spring 2026 AE Mandatory Fee Revenue Projection
As of January 23, 2026

	Actual # Enrolled TODAY Spring 2026	Mandatory Fee Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	3,532	2,114	7,466,648	6,820,714	645,934
Graduate Students					
Full-time	305	2,114	644,770	567,684	77,086
Total In-State	3,837				
OUT-OF-STATE					
Undergraduates					
Full-time	1,367	2,114	2,889,838	2,687,464	202,374
Graduate Students					
Full-time	90	2,114	190,260	201,985	(11,725)
Total Out-of-State	1,457				
ENROLLMENT GRAND TOTAL	5,294				
Total Revenue			11,191,516	10,277,847	913,669

Norfolk State University
Spring 2026 Out of State Capital Outlay Revenue Projection
As of January 23, 2026

	Actual # Enrolled TODAY Spring 2026	Out of State Capital Outlay Fee	Calculated Revenue	Budgeted Revenue	Variance
OUT-OF-STATE					
Undergraduates					
Full-time	1,367	380	519,460	185,549	333,911
Graduate Students					
Full-time	90	380	34,200	12,222	21,978
Total Out-of-State	1,457				
Annual Obligation	420,789				
Total Revenue			553,660	197,771	355,889

BOV-DIVISION CAMPUS UPDATES

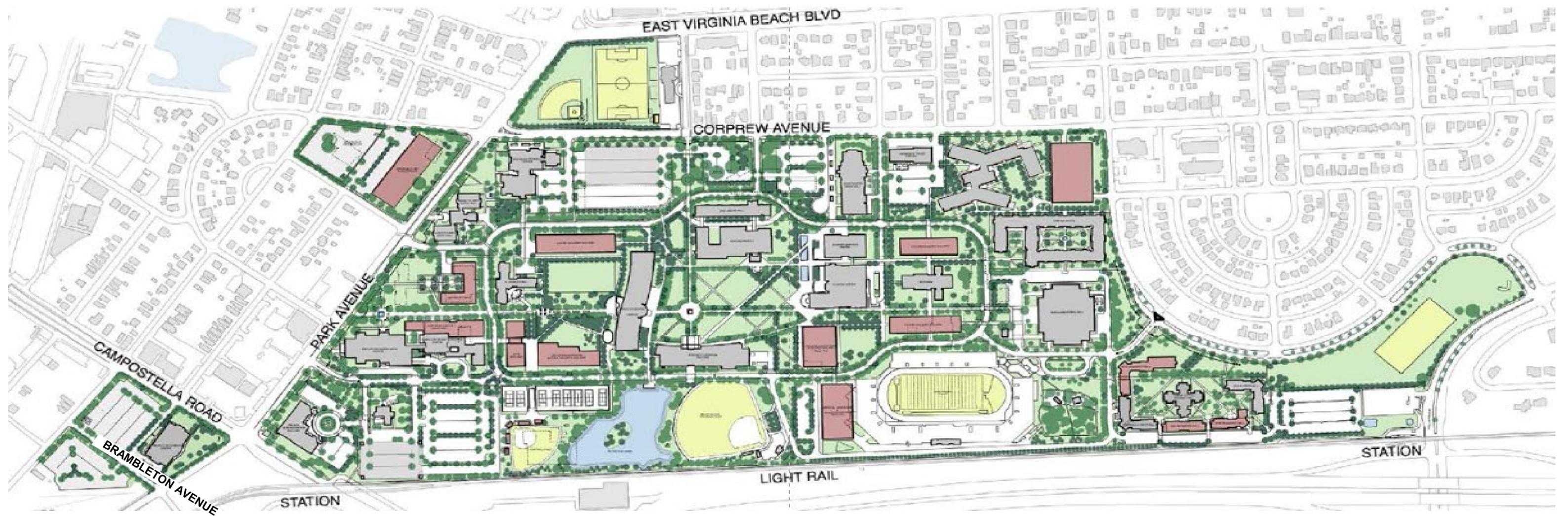
Facilities Management

Terry G. Woodhouse

Interim Associate Vice President



CAMPUS MASTER PLAN



CURRENT CAPITAL PROJECTS

AGENCY RANKING	REQUEST TITLE	PROJECTED PROJECT COST
1	Construct Learning Institute	\$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

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



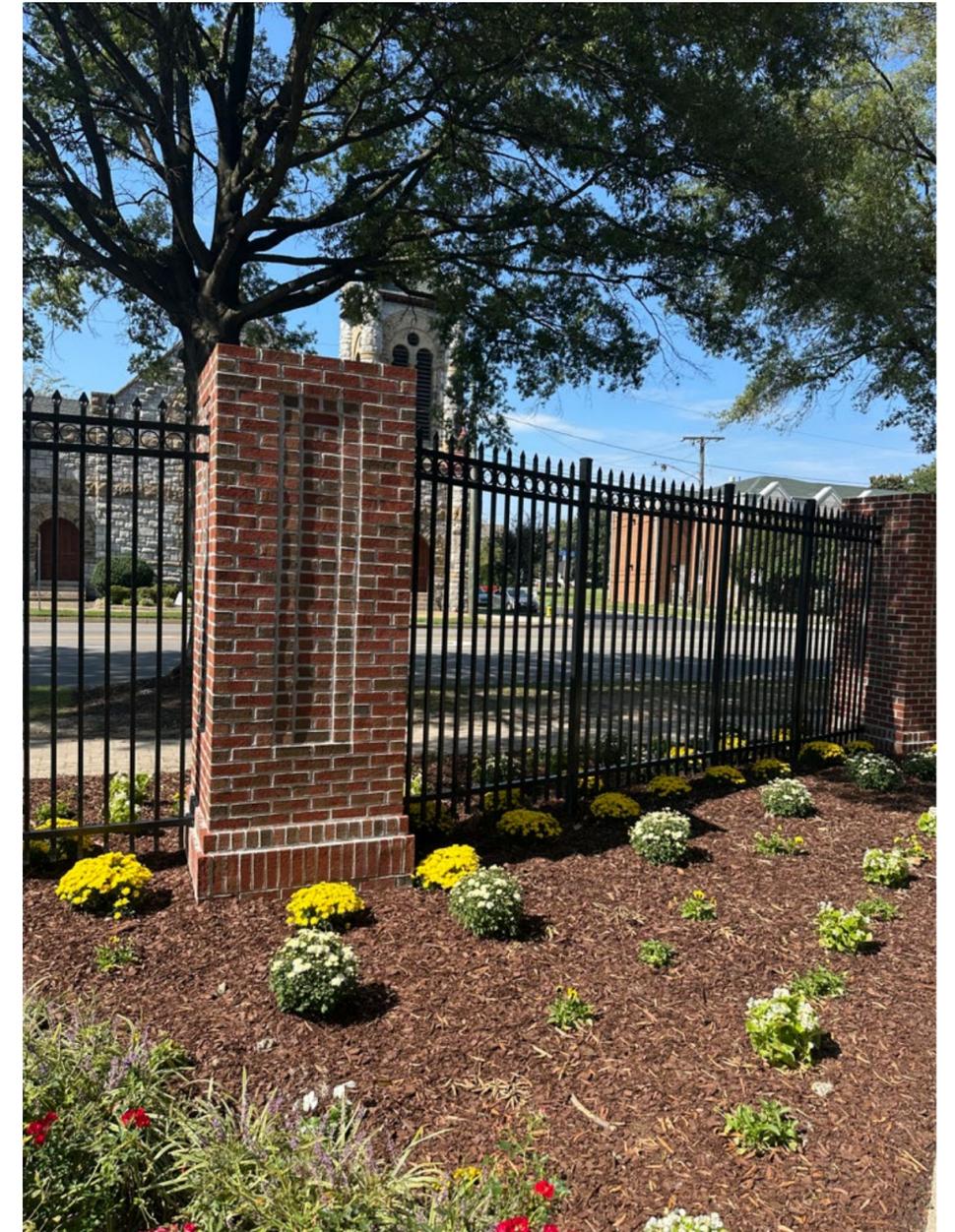
Physical Plant Building-Replacement

- 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



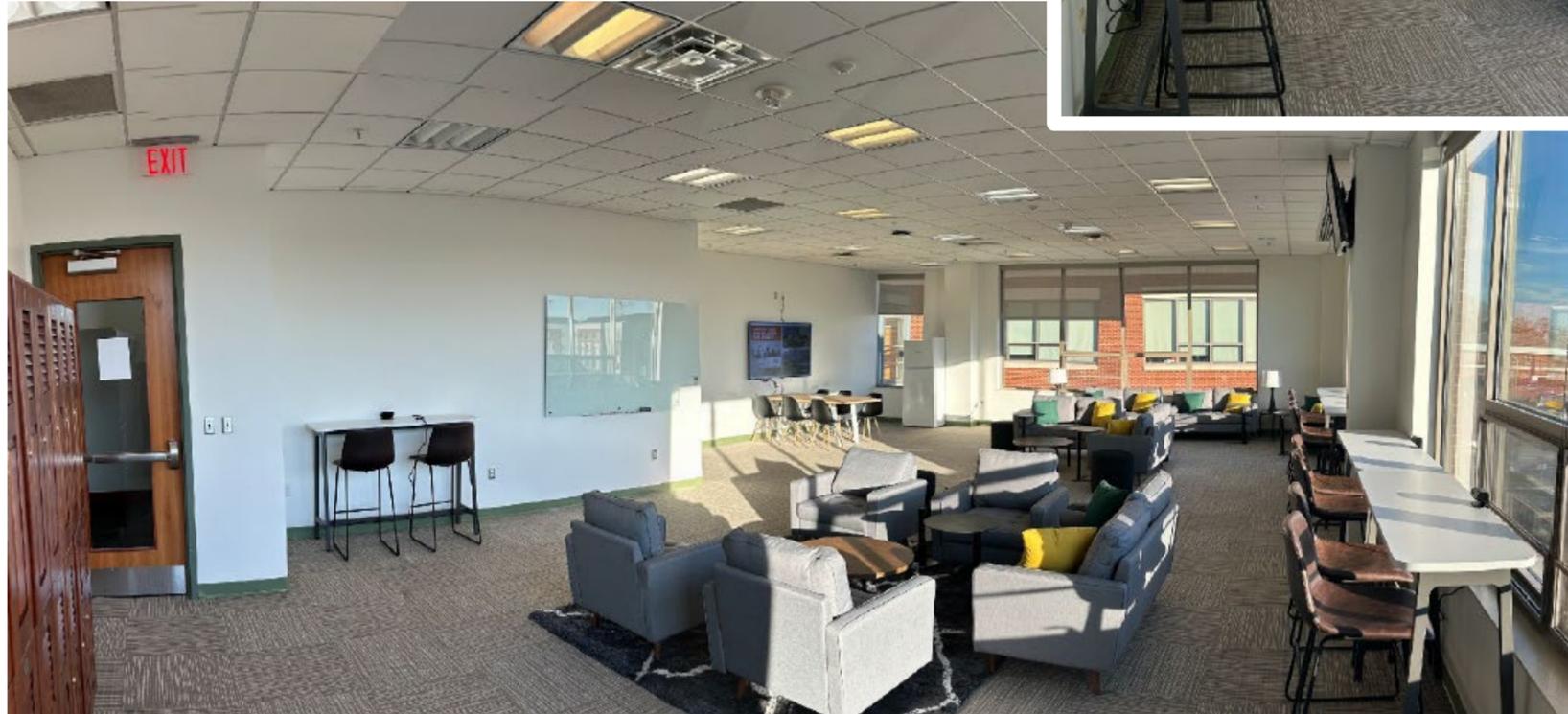
Scott Dozier Lighting Upgrades

- This project included the installation of new lighting in the kitchen area of Scott Dozier



Student Center Innovation Lounge

- This project included the installation of new flooring, paint and furniture
- Home Depot Retool your School Grant



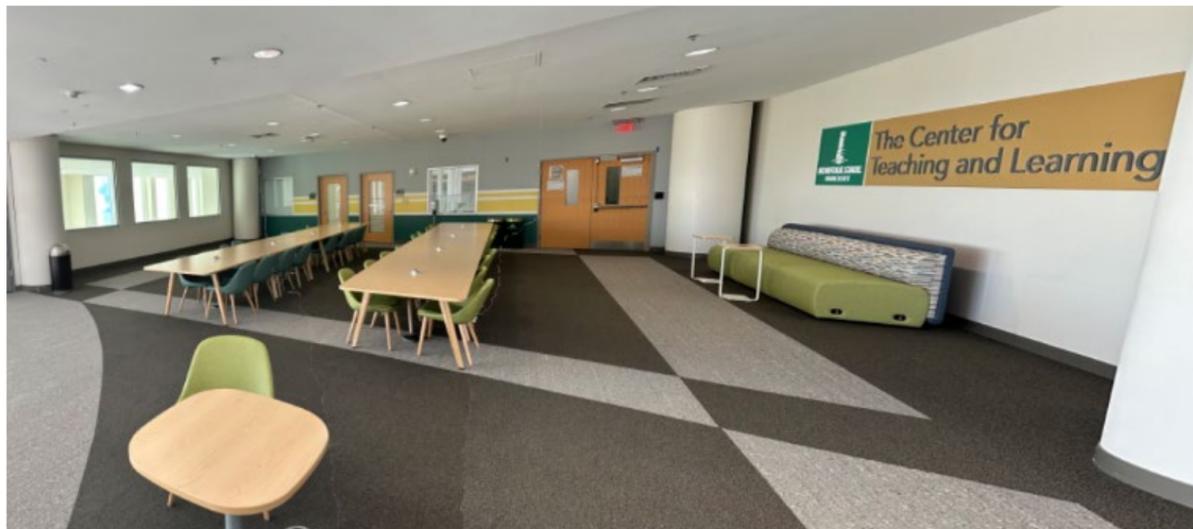
Echols Hall – Men's Basketball Locker Room

- This project included the installation of new flooring, paint, lockers, ceilings and lighting



Brooks Library Interior Upgrades

- Improved branding and wayfinding
- Graphics
- Painting
- Furniture



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

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

LEGISLATIVE UPDATES

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

March 5, 2026

Key Dates for the 2026 General Assembly Session

Wednesday, December 17	Governor presents Budget Bill
Wednesday, January 14	Session convenes Prefiling ends at 10:00 a.m. Last day to file legislation creating or continuing a study
Friday, January 16	Last day to submit budget amendments
Friday, January 23	Bill cut-off (last day to introduce bills and certain joint resolutions)
Tuesday, February 17	House and Senate to complete action on bills, except Budget Bills
Wednesday, February 18	Crossover (last day for each house to act on its own legislation, except Budget Bills) Amendments to Budget Bills available
Sunday, February 22	Houses of origin to complete action on Budget Bills
Tuesday, February 24	Amendments of Budget Bills available by Noon
Tuesday, March 3	Committees responsible for budget bills of the other house to complete work
Wednesday, March 4	Last day to act on remaining bills and appoint conferees
Saturday, March 14	Session adjourns sine die
Saturday, April 4	Last day for Governor's action on legislation
Wednesday, April 22	Reconvened session
Wednesday, July 1	Effective date of enacted legislation

NSU Legislative Requests

- ❑ **Modernize / Replace Enterprise Resource Planning (ERP) System – FY27: \$4,200,000.00 FY28: \$4,200,000.00**
 - ❑ Requests funding to continue the process of replacing existing finance, human resources, and student information systems over the next three years.

- ❑ **HBCU Partnership – FY27: \$10,000,000.00 FY28: \$10,000,000.00**
 - ❑ Requests funding to continue and expand the ongoing HBCU collaboration, including Norfolk State University, Virginia State University, Hampton University, and Virginia Union University.

- ❑ **Auxiliary Enterprises and Sponsored Programs in Institutions of Higher Education (Auxiliary Enterprise Investment Yields – Budget Language**
 - ❑ This amendment suspends the recovery transfer of indirect cost of auxiliary enterprise for the 2026-28 biennium.

- ❑ **Wellness, Health and Physical Education Center. – \$2 million – Planning**
 - ❑ The full planning and funding dollars for the construction of our **Wellness, Health and Physical Education Center**. The planned building usage consists of departments in the School of Education that offer Bachelor of Science degrees in Health, Physical Education and Exercise Science. The Norfolk State University Navy ROTC program. The University Wellness Center that provides support for the well-being of the total student which includes the Spartan Health Center and the Counseling Center.

- ❑ **New Dining Facility/Replacement Scott Dozier– \$2 million – Planning**
 - ❑ The full planning and funding dollars for the construction of our **New Dining Facility/Replace Scott Dozier**. The new facility will replace the Scott Dozier Dining Hall, which was originally constructed in 1982 and has outdated dining and limited space. Scott Dozier Dining Hall is the main dining hall on campus, but the building has constrained dining service, and its structure prohibits adequate expansion and renovations to meet student expectations.

QUESTIONS & DISCUSSION

Office of Human Resources Updates

Board of Visitors Meeting

*Tanya S. White, Ed.D.
Vice President and Chief of Staff
March 5-6, 2026*



Stacie Gaines

HR Operations and
Information
Systems Manager



Lisa Little

Employee Relations
and Engagement
Manager



Danielle Hairston

Associate VP for Human
Resources and Chief Human
Resource Officer



Kathleen Bowling

Employee Experience and
Orientation Manager



KristaGaye Simmons

HR Compliance, Policy, and
Assessment Specialist



HR Operations

Responsibilities

- Administration
- Compliance
- Recruitment
- Onboarding
- Employee relations
- Offboarding



Goals



Training for 2026



NSU Fulltime Workforce

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

On-going HR Projects

- ✓ Employee Evaluations updates
- ✓ Campus Partner Training
- ✓ New Policy Development
- ✓ Mandatory training on EEO 2026
- ✓ New Orientation Process
- ✓ Workday Testing



Monthly training for campus community



Customer Service Committee



Benefits Fair



Wellness Initiatives



Public Service Week



Employee Recognition Ceremony

<https://www.nsu.edu/human-resources>

757-823-8160

tswhite@nsu.edu

757-823-2886

SPARTAN SPIRIT = EXCELLENCE

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**
- **Workday Implementation**

Information Security

- Continued Implementation of a Governance, Risk, and Compliance Platform
- Acceptable Use Policy Updated and Implemented
- APA Audit underway for Information Security

Technical Services

- **Network Upgrade Project**
- **Wireless Expansion**

Academic Technology

- **Assessment of all classroom and learning spaces to ensure flexibility and adaptability**
- **Continuation of Campus Wide Classroom Technology Modernization**



Workday Update

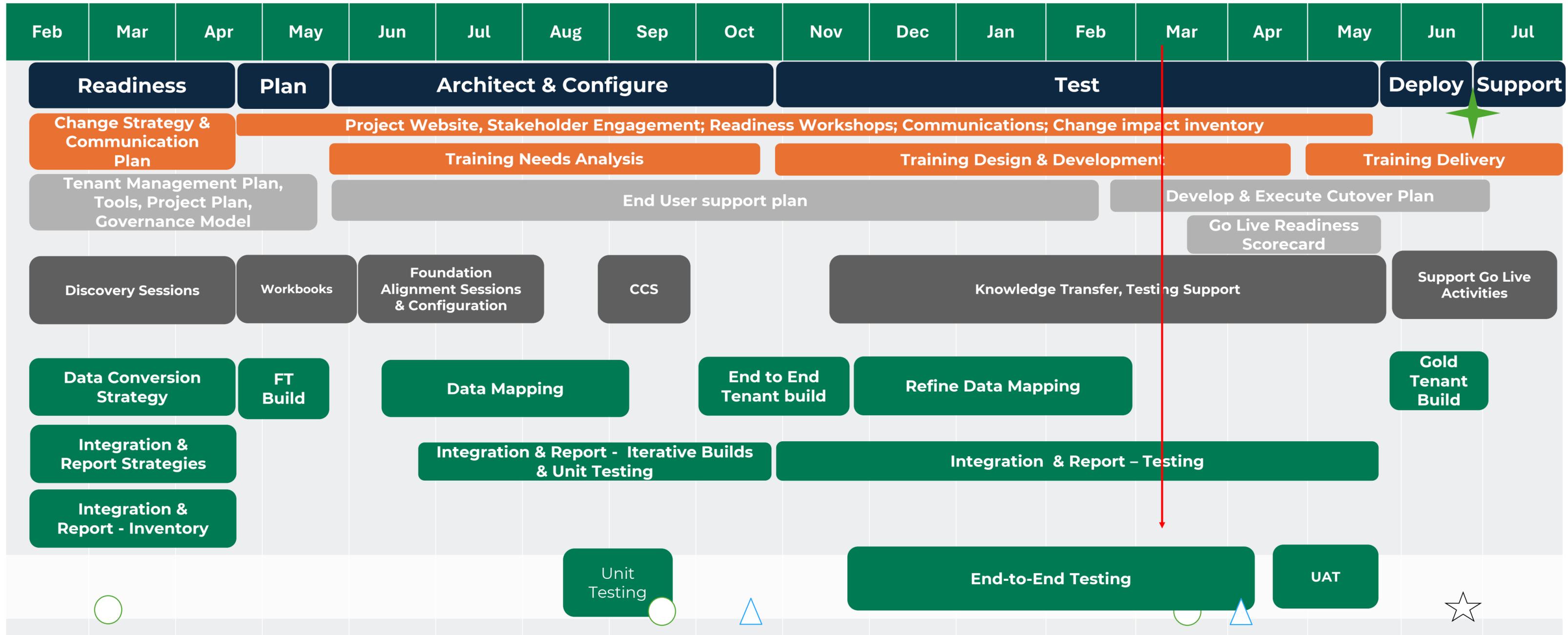
- END-TO-END TESTING underway – Approximately 800+ scenarios completed.
- User Validation and Regressing Testing to begin April 1
- Campus wide training underway in consultation with HR
- Currently on schedule to launch the system for July 2026



Workday Implementation & Project Management

2025

2026



NOW IS OUR TIME

THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY

**Division of University
Advancement**

STRATEGIC PLANNING ANALYSIS

**Clifford Porter, Jr., J.D.
Vice President**



**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

SWOT ANALYSIS



Six Year Performance

Calendar Year	 Total Dollars Raised	 Cash	 Pledges	 Planned Gifts* <small>(not included in Total Dollars Raised)</small>	 Total # Overall Donors	 Total # Alumni Donors
2020	\$ 45,838,417.00	\$ 43,127,142.00	\$ 2,711,275.00	\$ 193,363 *	3,846	2,547
2021	\$ 10,511,509.00	\$ 9,754,015.00	\$ 757,494.00	\$ 30,340 *	4,155	2,531
2022	\$ 11,801,656.00	\$ 7,559,011.00	\$ 4,242,645.00	\$ -	5,016	3,113
2023	\$ 8,784,756.00	\$ 6,743,464.00	\$ 2,041,292.00	\$ 20,000 *	4,158	2,505
2024	\$ 11,278,132.00	\$ 7,033,649.00	\$ 4,244,483.00	\$ 35,000*	4,002	2,321
2025	\$ 62,082,584.00	\$ 57,739,707.00	\$ 4,342,877.00	\$ 493,363*	3,444	1,784

TOTAL

Six-Year Total



\$150,297,054

Average

Six-Year Average



\$25,049,509

Average Without Scott Gifts

Six-Year Average



\$10,049,509

Participating Donors

Average All Donors



4,104

Participating Donors

Average Alumni Donors



2,467

NOW IS OUR TIME

| THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY

\$147,540,788

COST OF ATTENDANCE



IN-STATE UNDERGRADUATE

- ✓ Tuition & Fees- \$10,456
- ✓ Room & Board- \$11,852
- ✓ Books & Supplies- \$1,000
- ✓ Transportation- \$2,655
- ✓ Personal & Misc.- \$2,245

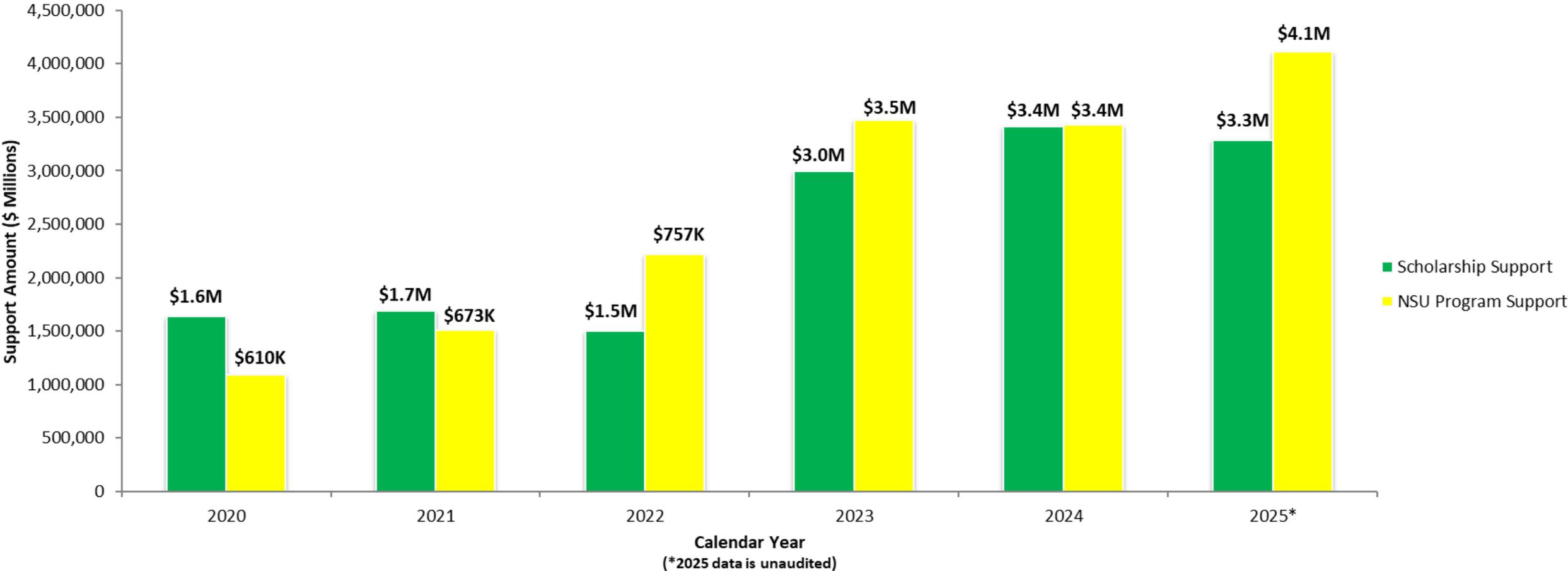
Total Budget: \$28,208

OUT-OF-STATE UNDERGRADUATE

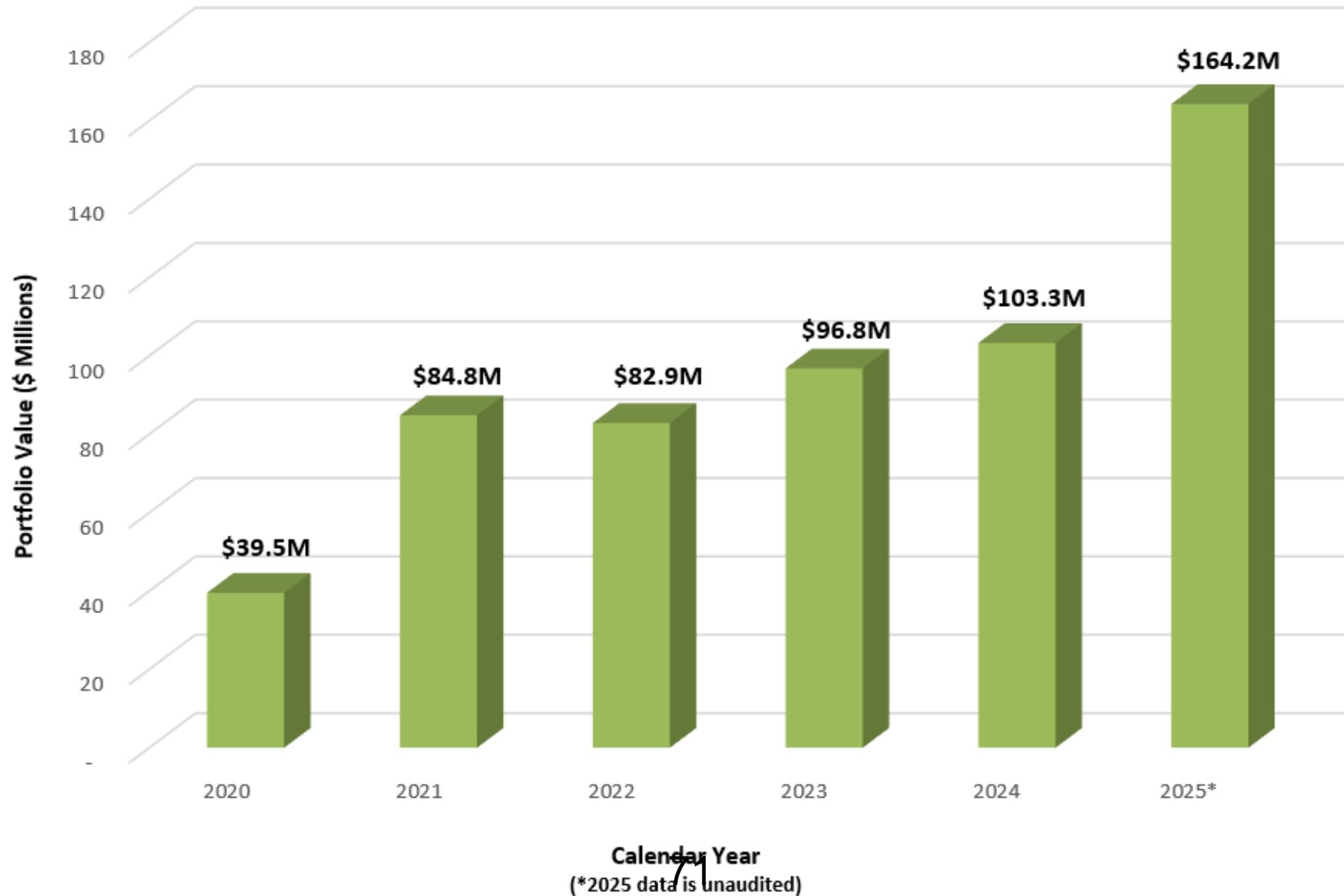
- ✓ Tuition & Fees- \$23,006
- ✓ Room & Board- \$11,852
- ✓ Books & Supplies- \$1,000
- ✓ Transportation- \$2,655
- ✓ Personal & Misc.- \$2,245

Total Budget: \$40,758

NSU Foundation Support to NSU Students, Faculty & Staff (2020–2025)



NSU Foundation Portfolio Growth (2020-2025)



Endowment Value/**FTE**

\$250M

\$38,461

\$200M

\$30,769

\$150M

\$23,076

\$120M

\$18,615*

*FTE of 6,500

72



NORFOLK STATE
UNIVERSITY

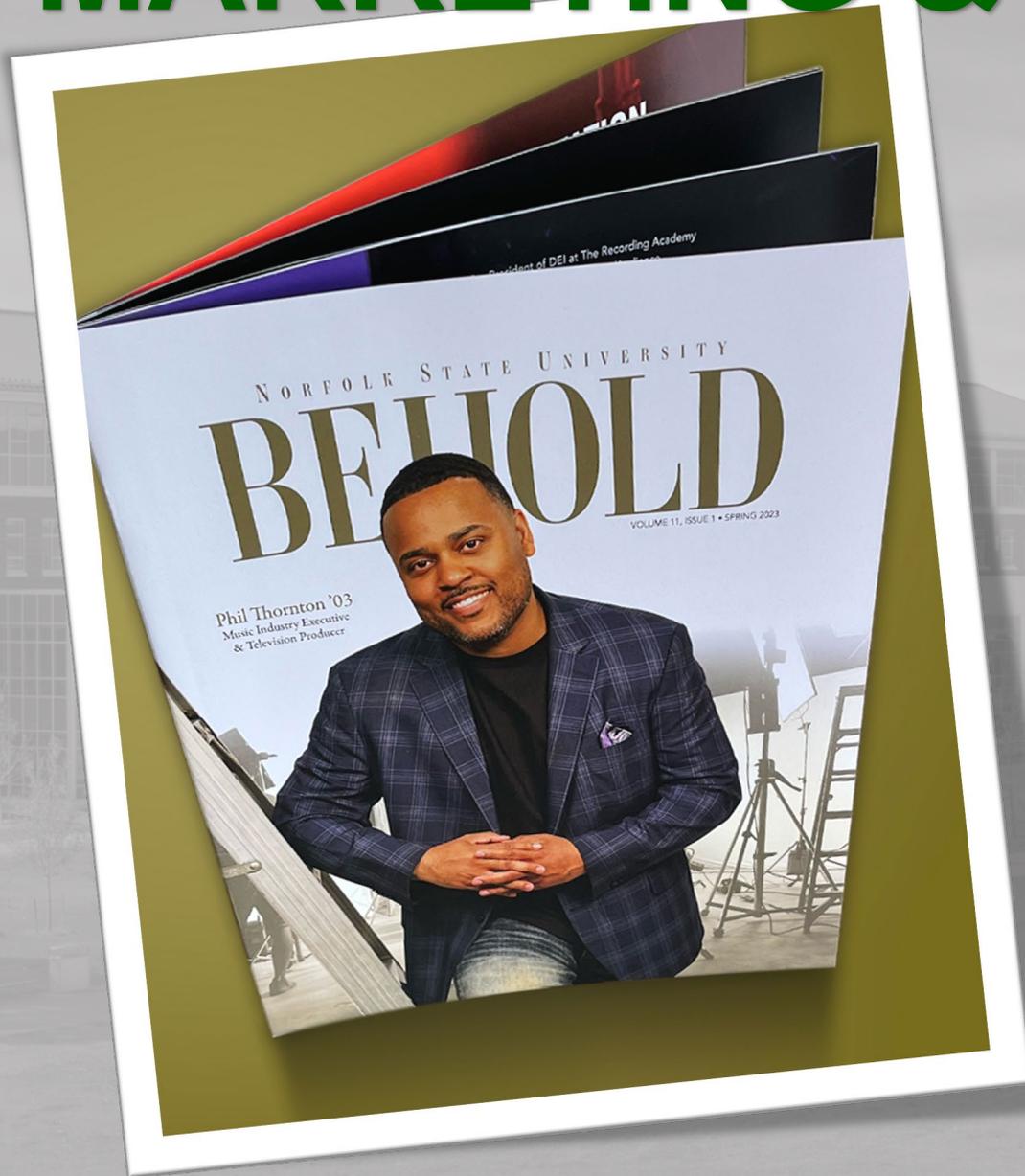
RECOMMENDATIONS

REVENUE

DONOR PARTICIPATION

Annual Fund	Endowments	Planned Gifts	Acquisitions	Retention	Alumni
<ul style="list-style-type: none"> • Increase vendor participation to \$500k annually • Target \$175k in faculty staff campaign 	<ul style="list-style-type: none"> • Target 10% increase in new scholarship endowments annually • Build scholarship endowment to match cost of attendance 	<ul style="list-style-type: none"> • Target \$500k in planned gifts • Conduct quarterly planned giving seminars for alumni and prospects 	<ul style="list-style-type: none"> • Target 10% acquisition rate • Enhance first time donor initiatives • Build first time donor stewardship 	<ul style="list-style-type: none"> • Target 40% retention rate • Enhance donor stewardship program 	<ul style="list-style-type: none"> • Target 12% participation rate • Develop Young alumni engagement program

MARKETING & COMMUNICATIONS



COMMUNICATIONS & MARKETING

Advertising

C&M shares the NSU story by advertising in various mediums:

- Airport
- Broadcast TV
- Digital Ads
- Paid Search
- Print (Magazines)
- Outdoor (Billboards, Buses)
- Radio
- SEO
- Social Media
- Sponsorships
- Streaming

Norfolk State University
Sponsored · 18

Your schedule, your goals. Earn your degree online at NSU. ANYTIME. ANYWHERE.

ANYTIME ANYWHERE
EARN YOUR UNDERGRADUATE DEGREE ONLINE
EXPLORE OUR PROGRAMS AT NSU.EDU/OEL

nsu.edu/oel
Degree on Demand: Online at NSU

FACEBOOK

WE SEE THE FUTURE IN YOU. DREAMS START HERE. LET'S TALK ABOUT YOURS.

Coastal VIRGINIA Magazine
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Academic and Student Affairs Committee

AGENDA
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING

Thursday, March 5, 2026

Mr. Gilbert Bland, Chair

Link: https://nsu-edu.zoom.us/webinar/register/WN_bLqm7nFISMauWPKWcj_uAg

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 Update Dr. Aurelia Williams
- b. Student Affairs Update Dr. Leonard Brown
- c. Enrollment Management Update Dr. Justin Moses
- d. Athletics Update Dr. Melody Webb

V. MOTION – CLOSED MEETING – Pursuant to §2.2-3711A. 1, 4, 7, and 8, Code of VA

VI. Public Comment

VII. 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.

DRAFT
BOARD OF VISITORS
Academic and Student Affairs Committee Meeting
Thursday, December 4, 2025
Minutes

I. Call to Order/ Establish Quorum

Mr. Gilbert Bland, Chair, called the Academic and Student Affairs Committee meeting to order at 3:10 p.m. A quorum was established with a 3-0 roll call vote.

Committee Members Present

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

Mr. Mike Andrews

Committee Members- Virtual

Mr. Darrell “DJ” Jordan

Other Board Members Present

Mr. Jay Jamison
Ms. Teresa Gladney
Mr. Delbert Parks

Dr. Katrina Chase
Mr. Edward Saunders
Mr. Conrad Hall

NSU Administrators and Staff Present

Dr. Javaune Adams- Gaston, President
Pamela Boston, University Counsel
Dr. Justin Moses, VP of Operations
Dr. Aurelia T. Williams, Provost (I) Academic Affairs
Dr. Andrea Neal-Smith, Office of Academic Engagement
Dr. Khadijah O. Miller, Provost Office
Dr. Michael Keeve, CSET
Dr. Ramakanta Chapai, CSET
Dr. Doyle Temple, CSET
Dr. Sunil Karna, CSET
Dr. George Miller, CSET
Mrs. Drika Burgess, Office of Internal Audit
Mr. Isaiah Lucas, Housing and Residence Life
Dr. Terrye Venable, Student Affairs
Mrs. Bonisha Townsend- Porter, Student Affairs
Mrs. Davida H. Williams, Auxiliary Services
Mr. Clifford Porter, University Advancement
Dr. Melissa Barnes, Enrollment Management
Mrs. Rahtina Stallings, Enrollment Management
Mr. Dennis Jones, Budget
Ms. Sher're Dozier, Clerk to the President and BOV

II. Recommend Approval of Electronic Participation

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

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

III. Recommend Approval of the April 3, 2024, Committee Meeting Minutes

Dr. L.D. Britt made motion for the approval of October 23, 2025, minutes, second by Mr. Mike Andrews, with a 4-0 roll call vote, the Committee unanimously approved the October 23, 2025, Academic and Student Affairs Committee Meeting minutes.

IV. Discussion Items

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

Dr. Williams provided an update on Faculty hiring initiatives, research updates and General Education Reform. Dr. Williams introduced Dr. Doyle Temple, who shared capabilities and efforts of Quantum Physics as well Drs. Ramakamta Chapai, Michael Keeve, Sunil Karna, and George Miller.

Dr. Williams also talked about the Pell initiative in Virginia. This will strengthen student progression. Norfolk State University has been awarded over \$4 million to support this initiative and remove completion barriers for our students.

b. Student Affairs Update- Dr. Leonard Brown

Dr. Brown provided an update on where we stand on housing. Mr. Isaiah Lucas was introduced as the New Director of Housing and Residence Life.

- Demand for on campus housing has increased.
- Hotels bring new and different challenges. Looking for better alternatives and solutions.
- Used Proximity housing as a temporary solution and we were able to house 250 students, while we had 260 students in 2 different hotels. Asking to increase bed space at Proximity.
- Holding 1600 beds for incoming students for Fall 2026.

The Floor was opened for Questions for Dr. Brown:

Mr. Gilbert Bland- If the University were to acquire land, how long would it take to build another dormitory. Dennis Jones stated that he wasn't 100% sure but, somewhere around 2 years to get the drawings done and another 2 years or so to get permits and build.

Mr. Mike Andrews- The 250 students that were selected to stay in the hotels, how were they selected? Dr. Brown stated that several factors are considered. One factor is when the student pays their deposit and turns in the housing application.

c. **Enrollment Management Updates-** Dr. Justin Moses

Dr. Moses provided the following updates to the board.

- The University Registrar search is nearing an end. The WittKeiffer search firm identified 8 semifinalists and of the 8, four finalists will be invited to interview on campus.
- New enrollment marketing platform- Waybetter. Waybetter will replace the former platform, EnrollmentFuel. This will increase capabilities including an updated web-design for admissions webpages. The system is compatible with our existing SLATE CRM. It will provide data and analytical tools to assist in our recruiting efforts.
- Admissions update: We have received 4,272 applications to date with 10,272 tentative applicants have started the process.
- Over 500 individual campus tours from June to now.

The Floor was opened for Questions for Dr. Moses:

Mike Andrews- Is there an indicator of when the greatest number of applications come in? **Dr. Moses-** Every year there is a number of factors that can change the outcome of the number of applications received, including when the application portal is open and FAFSA.

d. **Athletics Updates-** Dr. Melody Webb

Dr. Webb updated the board on the success of NSU's homecoming, with high attendance rate and no reported incidents. The "Legends" game in Philadelphia was another opportunity for exposure and branding for Norfolk State as well as Good Morning America.

- Framework- Score Analysis (Strengths, Core Goals, Opportunities, Results, Elevate.)
- 79% graduation rate
- Average GPA of Student Athletes is around 3.04.
- Competitive Excellence
- Scholarships that support, Funding priorities, Graduate Assistants, name image and likeness, Cost of attendance, year-round housing.

The Floor was opened for Questions for Dr. Webb:

Mr. Gilbert Bland- Do you feel like we're competitive enough to our peer Universities?

Dr. Webb- Yes.

Mr. Mike Andrews- Would we have to adopt a compensation package?

Dr. Webb- We are not in that position right now.

V. Public Comments- there were no public comments.

There being no further business, Mr. Delbert Parks adjourned the meeting at 4:23 p.m.. A motion was made by Mr. Mike Andrews and second by Dr. L.D. Britt with a 4-0 roll call vote, the Committee unanimously approved the Adjournment

Respectfully Submitted,

Mr. Gilbert Bland, Chair

Date

Sharea' Williams, Executive Administrative Assistant

Date

Dr. Justin Moses, Vice President for Operations

Date

**NSU BOV ACADEMIC AND STUDENT AFFAIRS COMMITTEE
 ROLL CALL VOTE
 December 4, 2025**

Item	Mr. Gilbert Bland (Chair)	Dr. L.D. Britt	Mr. Darrell “DJ” Jordan	Mr. Mike Andrews	Totals
Quorum	Yes	Yes	Virtual	Yes	3-0
Recommend Approval of Electronic Participation	Yes	Yes	Virtual	Yes	3-0
Approval of the Minutes	Yes	Yes	Virtual	Yes	4-0
Approval of Policies Move to Full Board	Yes	Yes	Virtual	Yes	4-0

Academic and Student Affairs

BOV Subcommittee Meeting

March 5, 2026

Mr. Gilbert Bland – Committee Chair

Agenda

01

**Academic
Affairs
Update**

02

**Student
Affairs
Update**

03

**Enrollment
Management
Update**

04

**Athletics
Update**



NORFOLK STATE
UNIVERSITY

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ACADEMIC AFFAIRS

Dr. Aurelia T. Williams

Provost and Vice President
for Academic Affairs (I)





Amplifying Academic Affairs Center. Strengthen. Communicate.

Strategic Vision:

Center Excellence in Academic Affairs • Strengthen operations, planning & identity • Communicate with clarity & purpose

Reclaim the Academic Core

- ✓ Prioritize Teaching, Learning, And Research
- ✓ Faculty Support And Refreshed Curriculum
- ✓ Departmental 'Health Checks'

Optimize Operations

- ✓ Redesign Academic Processes
- ✓ Implement Digital Workflows
- ✓ Build Cross-Functional Teams

Elevate Accountability & Culture

- ✓ Set Academic KPIs
- ✓ Annual Planning/Reporting
- ✓ Leadership Development

Define and Tell Our Story

- ✓ Academic Affairs Identity Project
- ✓ Storytelling Strategy
- ✓ Academic Leaders As Ambassadors

Plan with Purpose

- ✓ Strategic Planning Cycles
- ✓ Resource Allocation Models
- ✓ Data-Informed Decisions

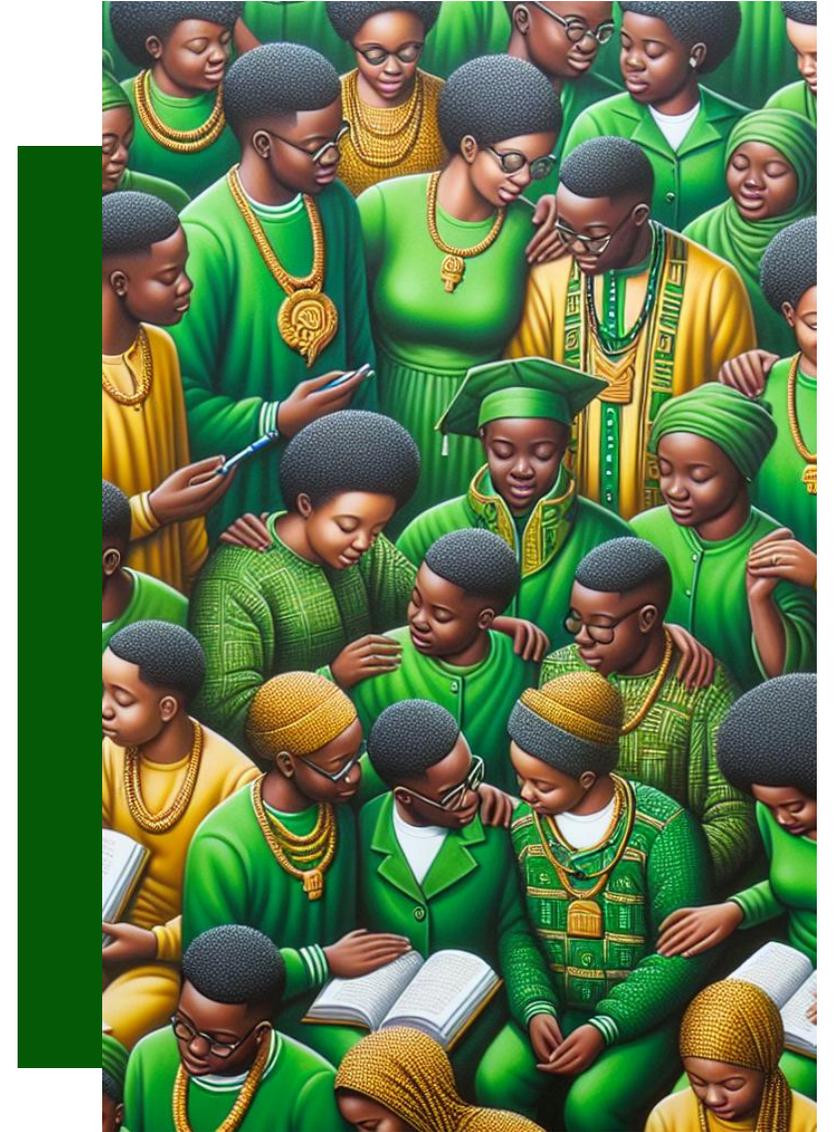
Guiding Principles:

Academic First • Simplicity & Clarity • Shared Ownership • Truth in Telling • Purpose-Driven Progress

Amplifying Academic Affairs: Serving Today's Students, Shaping Tomorrow's Futures

The Office of Academic Engagement at Norfolk State State University is dedicated to amplifying its academic affairs by deeply understanding: its diverse diverse student population, adapting our support methods to meet their unique needs, and focusing on on preparing students for long-term success beyond beyond graduation.

By implementing these strategic initiatives, Academic Academic Affairs aims to equip and launch its students to students to shape their own futures and positively impact impact their communities.



Academic Engagement Services & Resources

- **Academic Advising & Success Coaching**

Personalized guidance and mentorship to support students' academic, personal, and personal, and professional goals

- **Flexible Tutoring Models**

On-demand, peer-led, and group tutoring options to address diverse learning needs learning needs

- **Enhanced Writing Center**

Specialized support for developing strong written communication skills

- **Learning Communities**

Interdisciplinary peer-to-peer support groups fostering academic and social engagement engagement

- **Undergraduate Research & Mentorship**

Opportunities for students to collaborate with faculty on meaningful research projects projects

- **Student Parent Support**

Dedicated resources and programming to address the unique needs of student parents student parents

- **Bridge & Transition Programs**

Comprehensive initiatives to ensure a smooth transition into and through the university university experience

- **AI Exploration Training**

Hands-on workshops and courses to develop digital fluency and AI-powered skills skills

- **Common Reader Program**

Campus-wide engagement with a thought-provoking book to foster intellectual discourse intellectual discourse

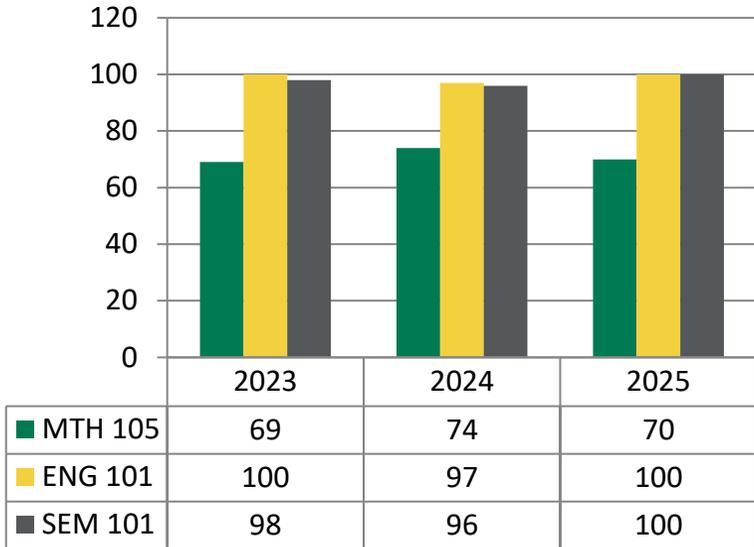
- **Faculty Partnership Support**

Collaborative initiatives to enhance teaching effectiveness and student-faculty faculty connections

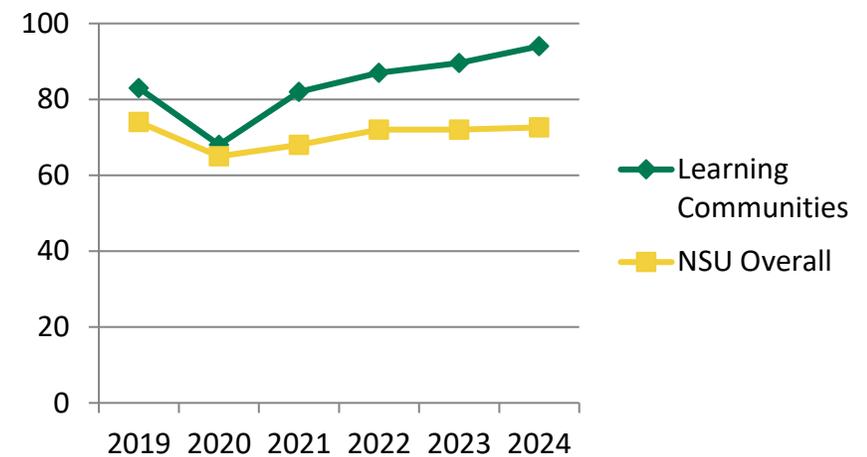


Academic Engagement Services & Resources Dashboard

SPARC Summer Bridge – Course Pass Rates

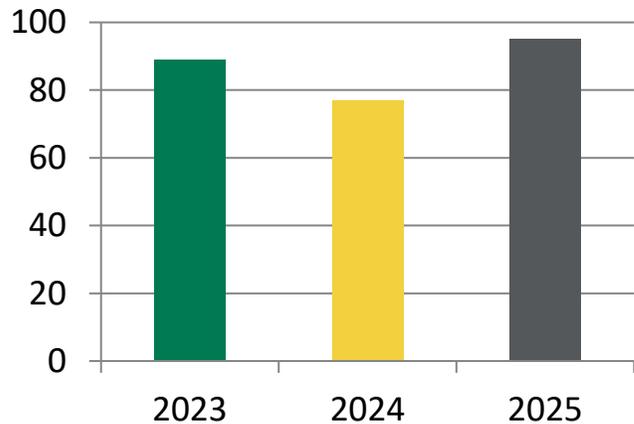


Learning Communities – Retention Advantage



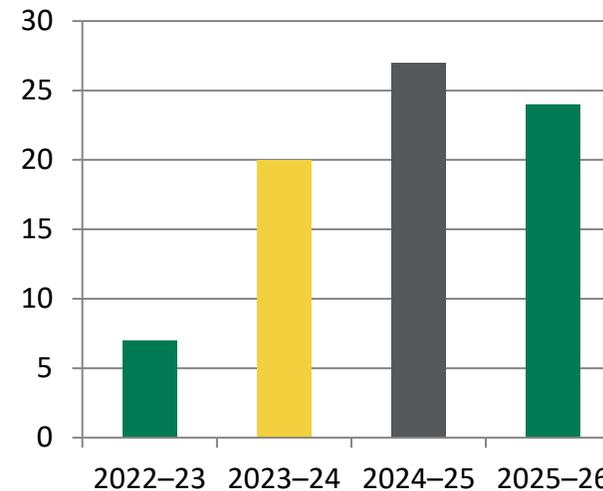
Provost Summer Completion Program

Completion Rate (%)



Undergraduate Research & Mentorship Growth

URM Participants



Executive Impact Dashboard



94% Learning
Community retention
(2024)



95% Provost Summer
Completion rate
(2025)



3,917 students served
through advising
(Spring 2026)



517+ students
supported through
tutoring



341 students engaged
in structured
mentoring



25% growth in Writing
Center utilization

Student Impact Spotlight

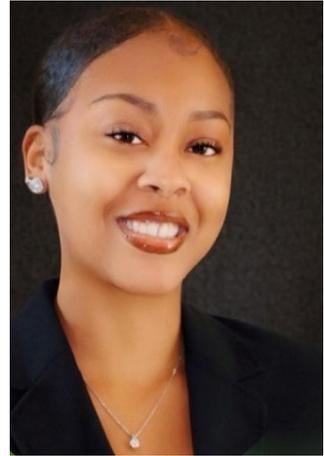


Kya Peaks – Learning Community Mentor, CASA advocate, and undergraduate researcher



Xavier Jones – Army Reserve member and Real Estate Leadership Network (RELN) innovator

McKensi Rice – FIRST NSU intern at Dollar Tree



Gaston Bittings – Drama major & entrepreneur developing an AI-enabled casting platform



Lafayette Robinson III– Lafayette founded and served as the student president of the Hampton Roads Urban League’s first collegiate chapter



Perspective & Forward Focus

- OAE is a scalable, evidence-based student success infrastructure that:
 - Accelerates retention and completion
 - Aligns academic support with workforce and graduate outcomes
 - Strengthens institutional performance metrics
- Forward Focus:
 - Sustain and scale high-impact practices
 - Deepen early-alert and advising integration
 - Align investments with student success outcomes

High-Impact Practices (HIPs)

1. First-Year Seminars and Learning Communities

2. Undergraduate Research and Creative Inquiry

3. Internships, Co-ops, and Experiential Learning

4. Academic Advising and Intrusive/Proactive Mentoring

5. Supplemental Instruction and Tutoring Embedded in Courses

6. Capstone Projects and Signature Work

7. Global and Civic Engagement

8. Inclusive Pedagogy and Belonging Strategies

9. Career and Academic Pathway Integration

10. Early Alert, Data Dashboards, and Coordinated Care Networks

Faculty Scholarship Summary 2025

Self-Reported Data	Grants	Publications	Intellectual Property	Creative Works	Presentations	Total
Total	149	273	2	84	376	884

New Awards through Sponsored Programs (AY25-26 vs. AY24-25):

	Quarter I (July-Sept)		Quarter II (Oct - Dec)		AY Up To Date	
	Project	Amount	Project	Amount	Project	Amount
AY24-25	16	\$11,276,329	37	\$15,334,828	53	\$26,611,157
AY25-26	12	\$3,332,230	28	\$15,175,267	40	\$18,507,497

Division for Student Affairs

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



**FY 2025 – 2026 BOARD RESOLUTION
NORFOLK STATE UNIVERSITY BOARD OF VISITORS**

**RESOLUTION TO APPROVE
RETROACTIVE HOUSING DEPOSIT FEE REDUCTION
FOR
FISCAL YEAR 2025 – 2026**

FY 2025 – 2026 BOARD RESOLUTION
NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
RETROACTIVE HOUSING DEPOSIT FEE REDUCTION
FOR FISCAL YEAR 2025 – 2026

WHEREAS, pursuant to § 23.1-307 of the Code of Virginia, the Board of Visitors of Norfolk State University (“Board”) is authorized to fix, revise, charge, and collect tuition, fees, rates, rentals, and other charges for services and facilities furnished by or on behalf of the University; and

WHEREAS, the University currently requires a housing deposit in the amount of \$300 for students seeking on-campus housing; and

WHEREAS, the administration in partnership with the student government leadership has reviewed current student affordability considerations and competitive practices among peer institutions; and

WHEREAS, the administration has recommended reducing the housing deposit fee from \$300 to \$200 to support student access, reduce upfront financial barriers, and align institutional practices with affordability goals; and

THEREFORE, BE IT RESOLVED that the Board of Visitors hereby approves the reduction of the housing deposit fee from \$300 to \$200; and

BE IT FURTHER RESOLVED that such reduction shall be applied retroactively to the start of the Spring 2026 housing application cycle as presented the 5th day of March 2026.

COMPLIANCE

**International
Student
Services**

VIA International
Platform

**Accessibility
Services**

Accommodate

RETENTION



Goal is to ensure 100% of returning students who pay a housing deposit, have a room assignment before they leave for the summer.



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STUDENT SUPPORT SERVICES

FIRST GENERATION STUDENTS

**RAYSAUN FORD
PSYCHOLOGY**



**KANAYA STREET
COMPUTER SCIENCE**



Enrollment Mangement Update

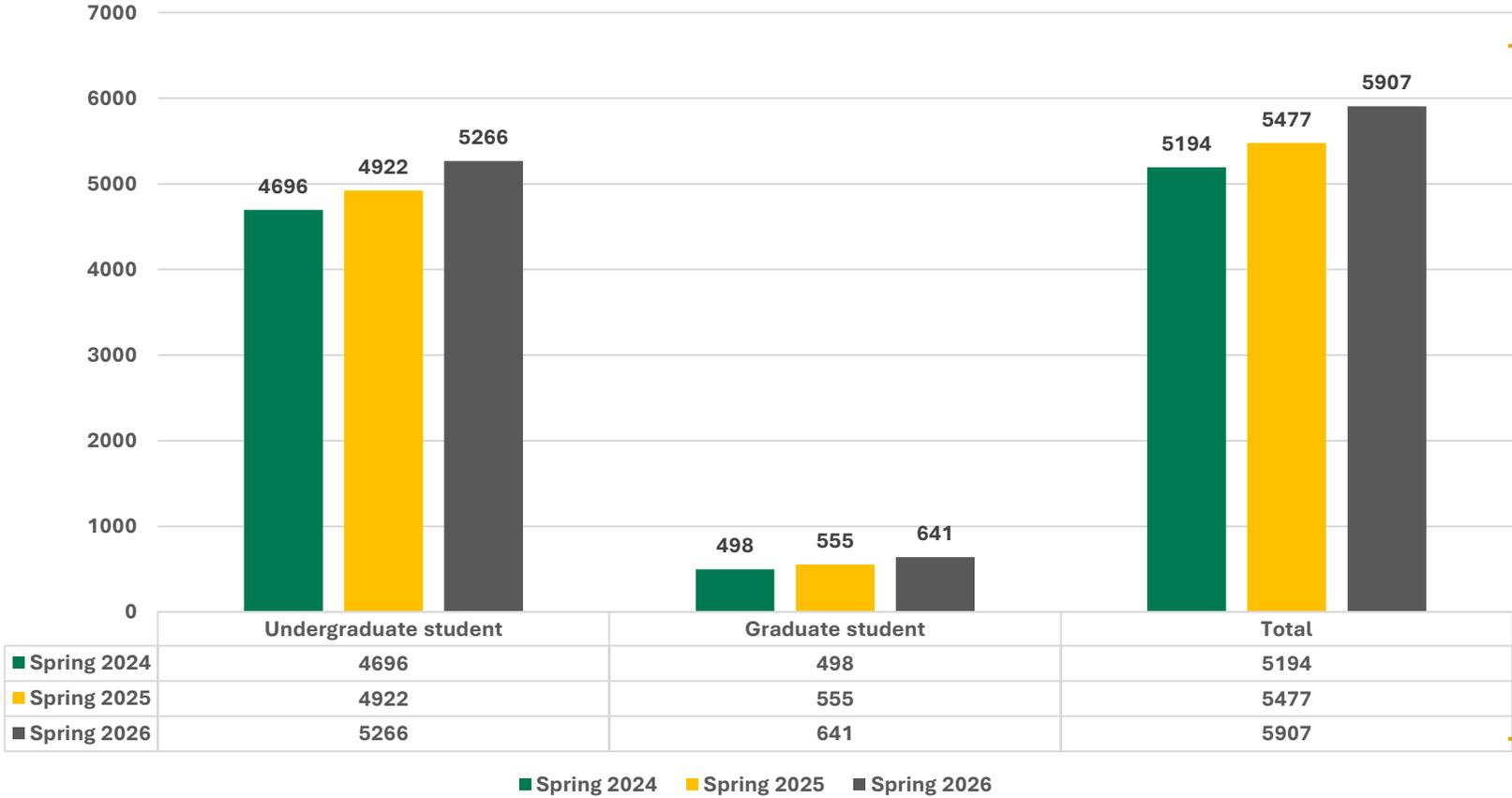
Justin Moses, J.D.,Ed.D. – Vice President for Operations and Institutional Effectiveness

- **New Registrar Hired:**
Mrs. Anne Ford will assume the role of University Registrar March 10, 2026
- **College Advisors Day:**
February 26,2026
- **Admitted Student Day:**
March 28, 2026
- **Enrollment Data:**
 - Headcount
 - FTE
 - Full-time/Part-time/Transfer



Enrollment Management Update

Spring Enrollment Snapshot by Headcount

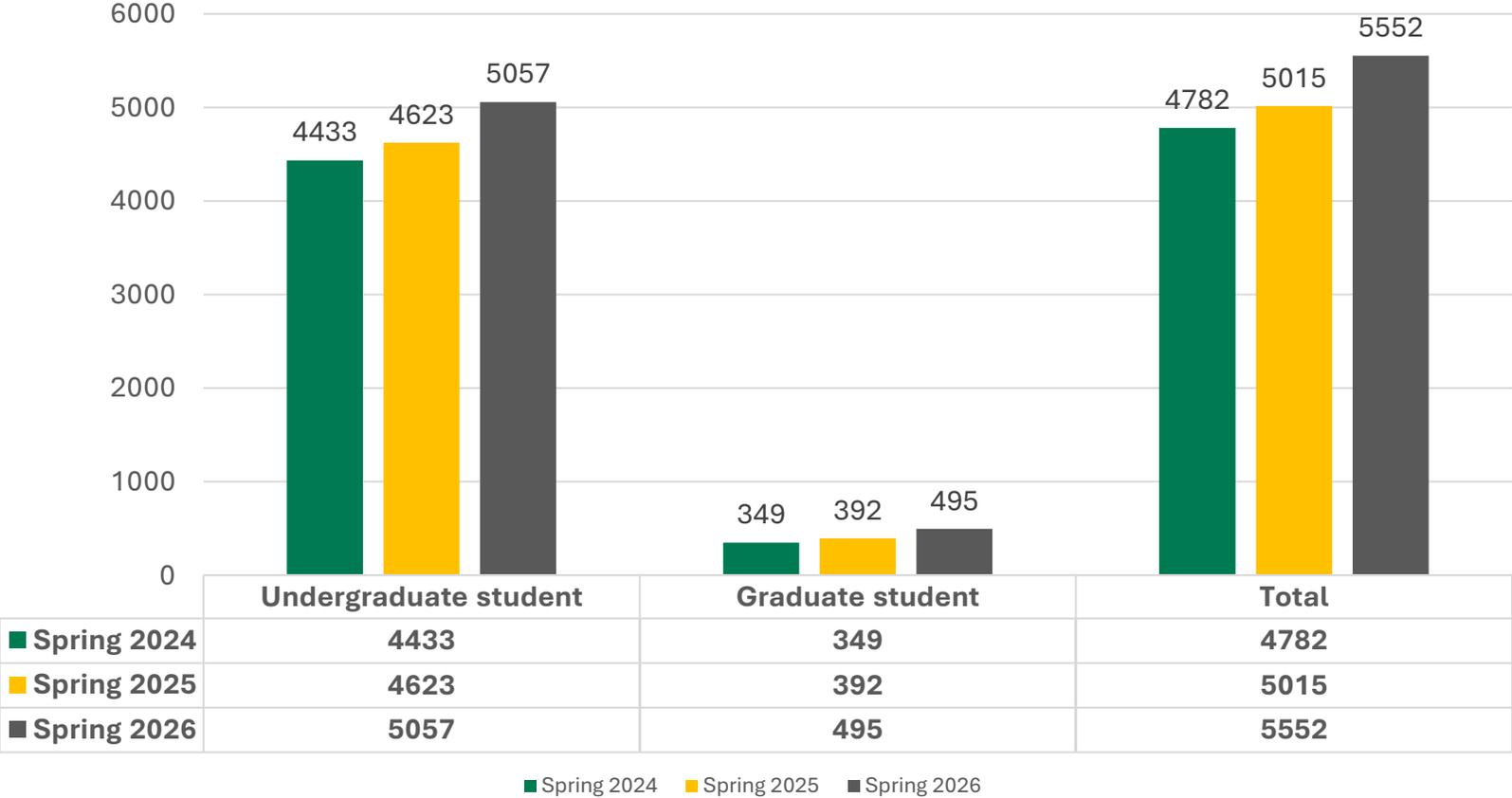


- **7.85 increase [n = 430]** in overall headcount [2025 to 2026 Spring]
- **6.98% increase [n = 344]** in undergraduate student headcount [2025 – 2026 Spring]
- **15.49% increase [n = 86]** in graduate student headcount [2025 – 2026 Spring]

*Data as of 2-6-2026

Enrollment Management Update

Spring Enrollment by FTE

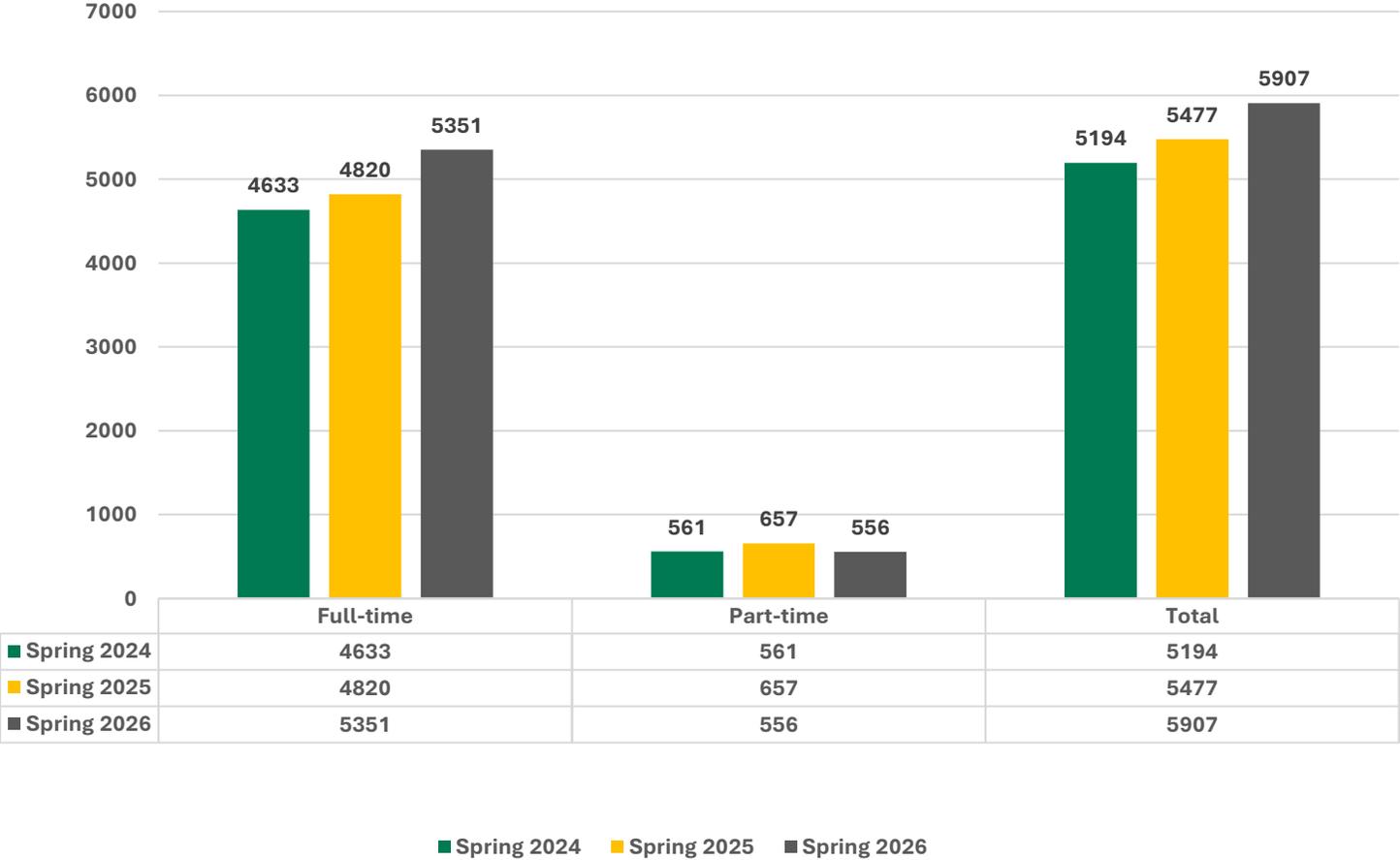


- **10.70% increase** in total FTE [2025 to 2026 Spring]
- **9.38% increase** in total undergraduate FTE [2025 – 2026 Spring]
- **26.27% increase** in graduate student FTE [2025 – 2026 Spring]

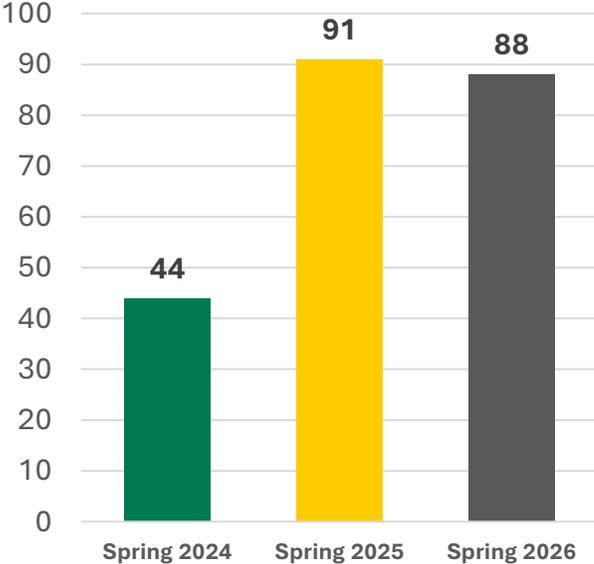
*Data as of 2-6-2026

Enrollment Management Update

Spring Enrollment by Full/Part-time

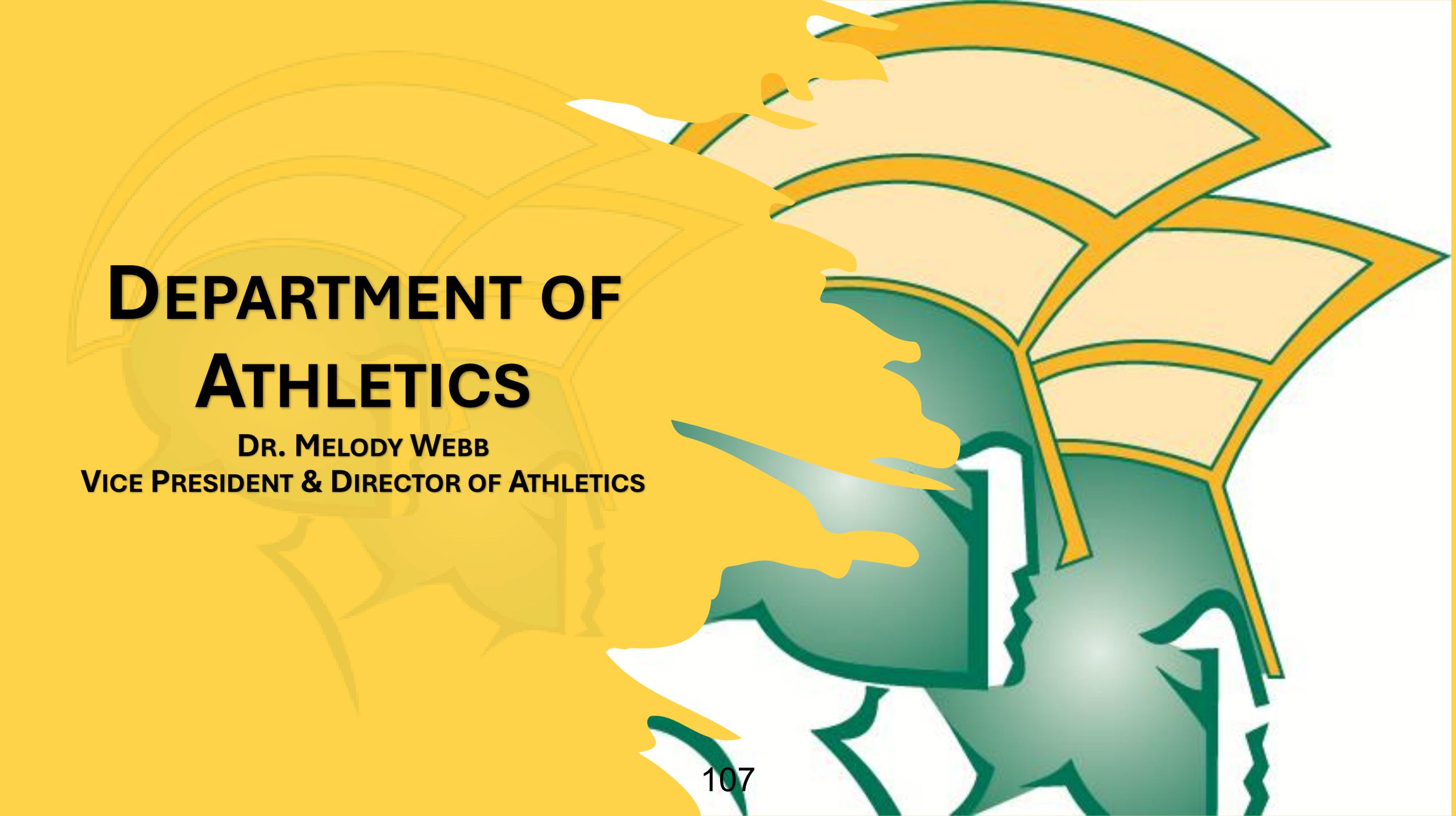


Spring Enrollment by Transfer Student



- **11.01% increase [n = 531]** in Full-time enrollment [2025 to 2026 Spring]
- **15.38% decrease [n = 101]** in Part-time enrollment [2025 – 2026 Spring]
- **3.29% decrease [n = 3]** decrease in transfer student enrollment [2025 – 2026 Spring]

*Data as of 2-6-2026

A stylized graphic on the right side of the slide. It features a hand in profile, rendered in a bright yellow color, holding a torch. The torch's flame is depicted as a series of overlapping, fan-like shapes in shades of yellow and orange, with green outlines. The background of the slide is a solid yellow color with a faint, larger-scale version of the hand and torch graphic.

DEPARTMENT OF ATHLETICS

**DR. MELODY WEBB
VICE PRESIDENT & DIRECTOR OF ATHLETICS**



The Coach Vick Experience is not just a documentary series it is a : **Brand Acceleration Platform.**

With consistent national viewership, measurable advertising value, and sustained engagement, this exposure strengthens:

- National Brand Elevation
- Recruiting & Enrollment Impact
- Sponsorship & Corporate Leverage
- Community & Alumni Engagement
- Media Momentum & Earned Media Multiplier

Peak audience:
904,000 viewers (first 20 minutes).

Total calculated audience (aggregate across segments):
3,455,988 impressions. **108**

Total calculated advertising value:
\$80,592 (per Video News tracking platform).





ATHLETICS ACADEMIC POSITIONING

Academic Performance & APR Sustainability: Stabilizing eligibility trends and protecting APR remains critical to postseason access, institutional reputation, and long-term competitive positioning.

Roster Management & Transfer Portal Impact: Increased roster mobility requires stronger academic onboarding, retention strategies, and proactive risk monitoring to maintain performance stability.

Single Year Retention Rate

	2019	2020	2021	2022	2023	2024
Norfolk St.	971	988	968	986	951	968
All Division I	980	983	982	982	984	987
FCS	978	983	980	981	981	985
MEAC	960	977	968	972	964	971
Peer Group SWAC	963	969	954	947	972	966

Over the six-year period reviewed (2019–2024), Norfolk State Athletics has demonstrated strong retention outcomes relative to eligibility performance, though both indicators show year-to-year variability. Retention rates have generally remained competitive within the MEAC and peer-group context, reflecting effective student-athlete support structures that promote continued enrollment and persistence.



Transfer Portal & Roster Mobility:

Increased movement within the NCAA transfer landscape disrupts academic continuity, degree progression, and credit alignment, while academically ineligible departures can negatively impact retention and APR—requiring proactive monitoring, enhanced advising, and stronger academic alignment strategies.

APR Stability & Competitive Risk: Although eligibility remains above NCAA minimum standards, year-to-year variability—particularly during periods of program transition—can compound over time and threaten APR sustainability, impacting postseason access, reputation, and financial stability.



Thank You



Audit, Risk, and Compliance Committee



AGENDA
BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING
Thursday, March 5, 2026
Mr. Edward Sanders, Chair

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_bLgm7nFISMauWPKWcj_uAg

- I. Call to Order/Establish Quorum
- II. Recommend Approval of December 4, 2025, Committee Minutes
- III. Discussion Items
 - a. Internal Audit
 - i. Maxient Audit
 - ii. Local Policy –Ethical Uses of A.I.
 - iii. APA Readiness:
 - 1. Remediation Plan
 - 2. NSLDS Update
 - iv. Continuous Monitoring
 - 1. NSUPD Semi-annual Inspection
 - 2. OIA Self-Assessment
 - b. University Compliance
 - i. Compliance Partner Support
 - ii. % Training Completion
 - iii. % Compliance Related Activities Complete
- IV. Public Comment
- V. Adjournment

Audit, Risk and Compliance Committee

Mr. Edward Sanders, Chair

Mrs. Heidi Abbott

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 March 5, 2026. 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
December 4, 2025

MINUTES

1. Call to Order/Establish Quorum

Mr. Delbert Parks, Chair, called the Audit, Risk and Compliance Committee meeting to order at approximately 9:11 a.m. A quorum was established with a 3-0 roll call.

Mrs. Heidi Abbot and Mr. Edward Sanders both indicated their location was more than 60 miles away resulting in virtual participation.

Committee Members - Present

Mr. Delbert Parks, Chair
Dr. Teresa McNair Gladney

Committee Members - Virtual

Mrs. Heidi Abbott
Mr. Edward Sanders

Additional Board Members

Dr. L. D. Britt (Appointed by Rector to complete quorum)

NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General
Mrs. Derika L. Burgess, Chief Audit Executive
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. Tanya S. White, Vice President/Chief of Staff
Dr. Aurelia Williams, Senior Vice Provost for Academic & Faculty Affairs
Dr. Melissa Barnes, Interim Associate Vice President for Enrollment Management
Mr. Eric W. Claville, Executive Advisor to the President for Governmental Relations
Mr. Gregory Baptiste, Interim Chief Information Officer/Dir. Enterprise Applications
Mrs. Carla Dailey, Director of Financial Aid
Mrs. Kim Gaymon, Office of the President Scheduler/Financial Services Specialist

Ms. Danielle Hairston, Associate Vice President and Chief Human Resources Officer
Mr. Ronald King, Chief Information Security Officer/Director, OIT Security
Ms. Monique D. Robinson, Director of Procurement Services
Ms. Erica Saunders, Executive Assistant, Provost Office and VP for Academic Affairs
Ms. Lakisha Speller, University Controller
Dr. James Walke, Associate Vice President for Institutional Effectiveness and Planning
Dr. Davida H. Williams, Director of Auxiliary Enterprises & Services
Mrs. Sharea' Williams, Executive Assistant/Operations and for Institutional Effectiveness
Mr. Terry G. Woodhouse, Interim Associate Vice President for Facilities Management
Mrs. Keshia Woodous, Interim Registrar
Mr. Christopher Gregory, Office of Information Technology Media Specialist
Ms. Sher're S. Dozier, Clerk to the University President/Liaison to the Board of Visitors
Mrs. Phillita Peebles, Executive Assistant to Internal Audit and Compliance

2. Recommend Approval of Electronic Participation

The Committee unanimously approved the electronic participation for Mrs. Heidi Abbott and Mr. Edward Sanders with a 3-0 roll call vote. The motion was made by Dr. L. D. Britt, Jr. and seconded by Dr. Teresa McNair Gladney.

3. Approval of the Minutes

Dr. L. D. Britt, Jr. motioned, Dr. Teresa McNair Gladney seconded, and the Committee unanimously approved the Audit, Risk and Compliance Committee meeting minutes for October 23, 2025.

4. Discussion Items

Internal Audit

Ms. Burgess provided the Committee with a comprehensive overview of the Audit Resource Plan, Leading Practices of Internal Audit Function, updated Audit Plan, the status of the Enrollment Reporting of NSLDS and Remediation, Internal Audit Maturity Model, and Actions, Trends and Aging Reports.

Audit Resource Plan

Mrs. Burgess presented an updated Audit Resource Plan that provided insights into audit activities, human capital, budget allocation, and governance.

- For FY26, a total of six audits were planned, along with four additional activities. The audit team has successfully completed one out of the two scheduled operational audits, one of the planned IT audits and two unscheduled Fraud, Waste and Abuse activities. To date, two I.T. audits and one financial audit remain.
- The Office of Internal Audit organization chart identifies the audit team along with each specialized role which includes the Chief Audit Executive (Derika Burgess), IT Auditor (Brian Clark), Audit Co-source (Impact Makers), Research Auditor (Vacant), and Executive Assistant (Phillita Peeples). Oversight is provided by the Audit, Risk and Compliance Committee, University President, and Virginia Office of the State Inspector General.
- The audit resource plan budget allocates 57% to Auditing services, 25% to Technology, and 9% each to Training and Supplies.

Leading Practices of an Internal Audit Function

The leading practices of IA function focuses on the purpose, position, process, personnel, and performance in the audit universe.

- **POSITION:** The Internal Audit function has well-defined authority and reporting lines, with direct access to the Board of Visitors and strong relationships with the University President and executive leadership.
- **PURPOSE:** The purpose of the audit function is supported by governance and assurance frameworks, along with an audit charter that defines its objectives, scope, and responsibilities.
- **PROCESS:** The audit process encompasses risk management and planning, audit execution, issue follow-up, and leveraging technology and tools to enhance efficiency and effectiveness.
- **PEOPLE:** The OIA staff is a core function of audit effectiveness that involve continuous management of resources, performance, and communication along with training and competence.
- **PERFORMANCE:** The key values that drive high level performance of the Internal Audit function are quality assurance, monitoring, relationship management, and reporting.

NSU 2025-2026 Audit Plan

- The audit plan for fiscal year 2026 maintains 10 proposed audit areas which includes audit description/preliminary audit scope, reason for inclusion, and a timeline ranging from Fall 2025 – Summer 2026, continuous monitoring, in-progress, and as required.

- The plan has been strategically modified to include periodic progress reviews to support deadlines and address external audit findings.
- The adjustment also reflects evolving updates in university priorities and resource allocations within the audit department.

Enrollment Reporting: NSLDS

- The APA uncovered discrepancies in the accurate and timely reporting of student enrollment data for students that have graduated, withdrawn, or updated classification to the National Student Loan Data System (NSLDS) through the Department of Education.
- The issues from the findings stem from a combination of factors involving personnel, processes, systems, technology, measurement, and the operating environment.
 - High staff turnover and reliance on manual corrections
 - Limited data checks and inconsistent workflows
 - Obsolete technology and poor system integration
 - Human error and lack of error feedback mechanisms
 - Historical errors and outdated Standard Operating Procedures (SOPs)

Enrollment Reporting: Remediation

- Enrollment Reporting remediations have been developed to address the APA finding regarding inaccurate and untimely reporting of student enrollment data to the National Student Loan Data System (NSLDS).
- The corrective actions efforts include:
 - 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 graduation dates
 - Invalid birth dates
 - Invalid program codes

Office of Internal Audit Maturity Model

- The maturity model for the Office of Internal Audit (OIA) outlines characteristics of immature, developing, and mature. The model measures maturity by Perspective,

Style, Planning/Risk Focus, Leadership Authority, Reporting Lines, Objective and Mandate, IT Auditing, Fraud prevention and detection, Governance, Technology, and Results.

- OIA is progressing toward maturity, acting as a trusted advisor, using enterprise risk-focused planning, engaging with the audit committee, and leveraging advanced technology for continuous improvement.
- Understanding the maturity of an IA function helps identify areas of improvement and assist the department enhance its value to the organization.

Actions, Trends, and Aging

- The Corrective Action Status has 34 graphed corrective actions that are in remediation for Matters Requiring Immediate Attention (MRIA) and Matters Requiring Attention (MRA).
- The Hotline Trends chart show trends in 22 reported issues such as Job Performance, Compensation, Abuse of Authority, and Improper Hiring allegations over fiscal years 2023–2026.
- A Corrective Action Aging Report table tracks the status of audit findings across several categories (e.g., LOTO, Property, Export Controls, Pre-Awards, Employment), including counts of findings, those implemented, overdue items and length of time.

University Compliance

Chief Audit Executive Burgess presented updates on Compliance Partners, Activities, and the 2025 Calendar Year End Summary results.

Compliance Partners

- The university continues to enhance collaboration in effort to support compliance partners campus wide, including Student Affairs, Environmental, Health and Safety, Campus Police, Operations and Institutional Effectiveness, Human Resources, Research and Innovation, and Sponsored Programs. Some 2025 key compliance activities include:
 - Hazing Transparency Report
 - International Students
 - Hazardous Commodities disclosure policy
 - Campus Security Authority (CSA)
 - Chemical Hygiene Plan

Compliance Activities

- University Compliance continues to track & manage a total of 433 regulation-related compliance requirements:
 - Finance and Administration – 231
 - Operations and Institutional Effectiveness – 141
 - Academic Affairs – 32
 - Student Affairs – 20
 - Communication & Marketing – 2
 - President’s Office/Compliance/Ethics – 8

University Compliance Calendar Year End Summary 2025

- The year-end summary highlights that UC identified thirty-one matters in 2024 and fourteen in 2025, while reported matters were sixteen in 2024 and eighteen in 2025.
- There were nineteen identified Matters that Open or in process for 2024, and twelve for 2025.
- The Compliance department has received seven-nine matters from 2024-2025 and successfully closed forty-seven in 2024 and thirty-two in 2025. In 2025 twelve matters remain open.

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 9:37 a.m.

Respectfully submitted,

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

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

NSU BOV AUDIT, RISK AND COMPLIANCE COMMITTEE

ROLL CALL VOTE

DECEMBER 4, 2025

Item	Mr. Delbert Parks (Chair)	Mrs. Heidi Abbott (Virtual)	Dr. Teresa McNair Gladney	Mr. Edward Sanders (Virtual)	Dr. L. D. Britt (Quorum)	Totals
Quorum	Yes	V	Yes	V	Yes	3-0
Approval of Virtual Participation	Yes	V	Yes	V	Yes	3-0
Approval of the October 23, 2025 Minutes	Yes	Yes	Yes	Yes	Yes	5-0
Adjournment	Yes	Yes	—	Yes	Yes	4-0

- Dr. Teresa McNair Gladney was unavailable to vote on motion to adjourn.

Board of Visitors Audit, Risk and Compliance Committee

March 5, 2026

Agenda

I. Internal Audit

- ▶ I.T Sensitive System Audit: Maxient
- ▶ Local Policy – Ethical Uses of A.I.
- ▶ APA Readiness
 - ▶ FY24 Remediation Plans
 - ▶ NSLDS Reporting Update
- ▶ Continuous Monitoring
 - ▶ NSUPD Property and Evidence Inspection
 - ▶ Annual Self-Assessment

II. University Compliance

- ▶ Compliance Partners
- ▶ % Training Completion
- ▶ % Compliance Related Activities Completion

FY2026 Audit Plan

Complete	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 Sensive System review in compliance with NSU IT security standard
In Process	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
Spring 2026	Athletics	Medicat’s Sports Medicine platform combines performance and medical informed data to define return-to-play processes and talent devlopment.	Intitial Sensive System review in compliance with NSU IT security standard
Summer 2026	University Wide	Document management platform Softdocs provides digital solutions for paper forms that may contain both confidential and/or sensitive data.	Intitial Sensive 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
Complete	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			
Complete	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 Management Corrective Action Plans	Budgeted time for status management of outstanding action items resulting form internal audits and special projects.	



Maxient: Security Controls Audit



Findings
11

Domains
Access • Logging • IR • Config • Vendor

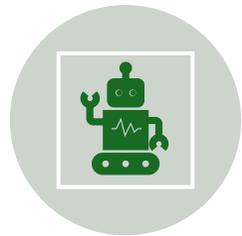
Action Themes
Policy • Config • Training • Due Diligence

Control Gap	Business Risk	Recommended Action	Control Gap	Business Risk	Recommended Action
10 invalid logons allowed	Brute-force attack exposure	Limit to 5 attempts; 30-min lockout	No SOC 2/HECVAT review	Unknown vendor control posture	Request & review SOC 2; complete HECVAT annually
Admins may alter logs	Audit evidence tampering	Implement logging controls	8-hour session timeout	Unauthorized access via idle sessions	Enforce 15-minute inactivity timeout end-to-end
No formal POA&M	Untracked & unresolved vulnerabilities	Develop and maintain POA&M	No data tagging	Undetected data exfiltration	Implement data-tainting/tagging for sensitive data
No annual baseline review	Config drift; outdated settings	Establish annual baseline reviews	Delayed access removal	Privilege misuse; separation of duties risk	Tighten transfer/offboarding checks within 24 hrs
No IR training/testing	Ineffective or delayed incident response	Annual training + joint exercises	No security engineering in SDLC	Security defects reach production	Embed threat modeling & security
No formal SSP	Limited visibility and unclear responsibilities	Develop, approve, and annually review SSP			

Notes: Align password policies, logging controls, IR training/testing cadence, baseline reviews, vendor assurances, and SDLC security.

Office of Internal Audit

Local Policy



Ensuring Transparency and Explainability



Ensuring Data Quality



Maintaining Data Privacy and Security



Preventing Overreliance and Skill Erosion



Org and Regulatory Compliance

Summary Overview



1. NSU received an unmodified audit opinion (clean audit) of the Financial Statements.



2. The Control Report is distinct from the Financial Statement Audit and has minimal or no effect on the reported financial figures.



3. The institution manages complex financial operations comparable to larger universities such as JMU, UVA, and Tech, despite having limited financial resources and staffing capabilities.



4. The Internal Control Review resulted in (15) deficiencies and (1) material weakness.



APA Readiness: Remediation Plans

Priority Planning for the University

1	Improve Reporting to the National Student Loan Data System -in progress
2	Promptly Disburse Credit Balances to students – in progress
3	Properly Perform Return of Title IV Calculations
4	Properly Identify Title IV Withdrawals
5	Properly Complete Federal Verification Prior to Disbursing Title IV Aid
6	Promptly Return Unearned Title IV funds to the Department of Education
7	Improve Notification Process for Federal Direct Loan Awards to Students
8	Improve Oversight of Small Purchase Charge Cards
9	Improve Control Over Terminated Employee
10	Comply with Employment Eligibility Requirements
11	Improve Controls over Retirement Benefit System Reconciliations
12	Ensure Accurate Reporting of Retirement Census Data
13	Properly Record Capital Assets
14	Strengthen Internal Controls over Physical Inventory
15	Comply with Prompt Payment Provisions
16	Improve Internal Control over Financial Reporting





CPAs & Business Strategists

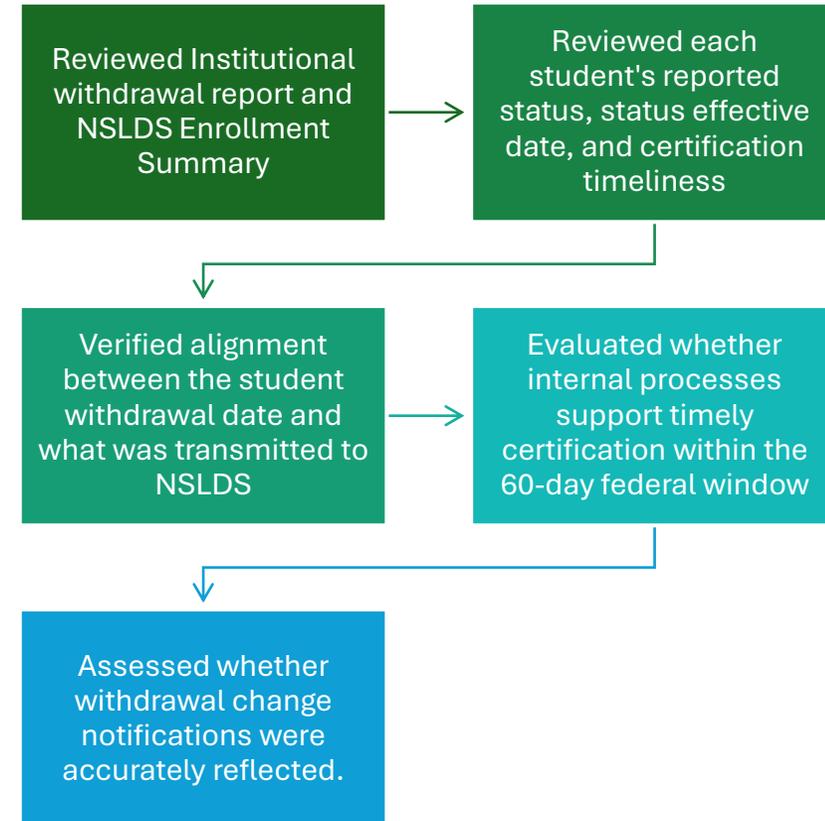
Integrity First. Excellence Always.

Enrollment Reporting Review
December 17, 2025

Scope

- Sample of 20 students
- Withdrawn from the Fall 2025 term as of September 19, 2025
- Repeat testing thru the end of Fall 2025 into Jan 2026
- Official and unofficial withdrawals and enrollment status changes

Methodology





CPAs & Business Strategists

Integrity First. Excellence Always.

Enrollment Reporting Review
December 17, 2025

Summary Results

 Overall Performance: Institution meets federal reporting requirements; records accurate and timely.

 Timeliness: 100% certified within required 60-day federal window.

 Accuracy: Status dates aligned; no discrepancies identified.

 Internal Controls: Strong processes and collaboration across offices.



CPAs & Business Strategists

Integrity First. Excellence Always.

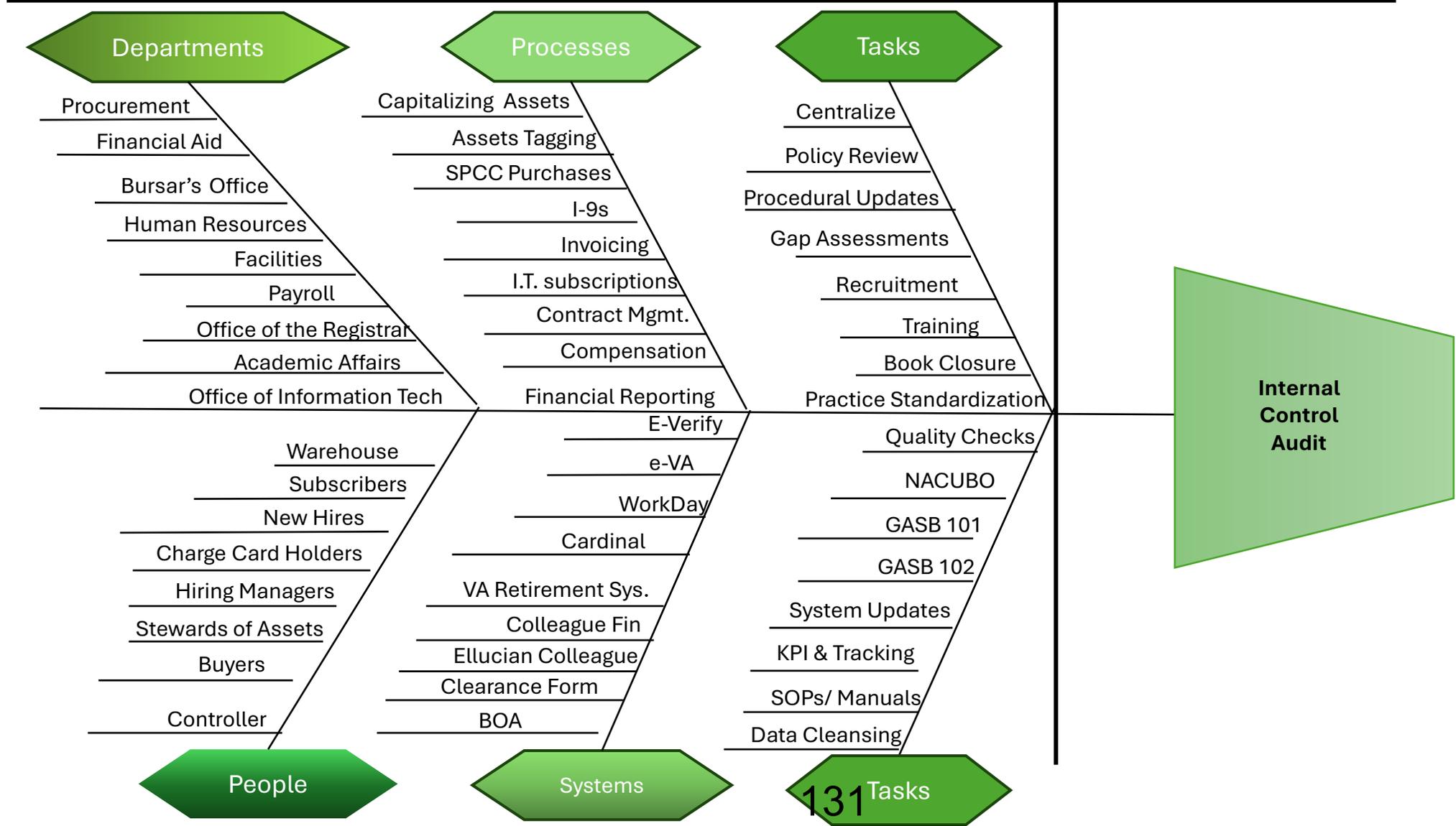
Enrollment Reporting Review
December 17, 2025

Recommendations

Document	Establishing a documentation log for all roster submissions and corrections.
Train	Conducting periodic staff training on enrollment reporting regulations, especially when ED releases updates.
Review	Scheduling periodic reviews to validate reporting accuracy and ensure continued compliance
Automate	Automating alerts or workflows, {if Student Information System allows) when a student's enrollment status changes.

APA FY2024 Internal Control Audit

Environment



APA FY24

Audit Remediation Roadmap



REMEDIATION PLAN

Strategy, including priorities resources and planning.

2026
January

REVIEW AND UPDATE CAP

Discussions with process owners to review and update corrective action plans.

2026
March

TEST AND VALIDATE

Samples and documents are pulled for testing to validate adequacy of corrective actions.

2027
August

COMPLETE CAP

Corrective actions are marked as complete and submitted to the Department of Accounts.

2028
July

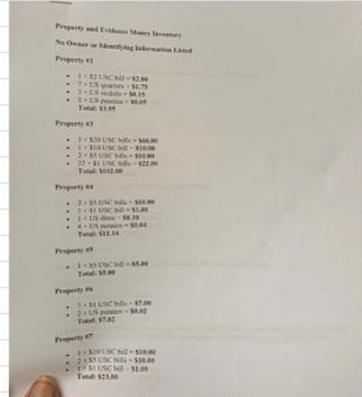
CONTINUOUS MONITORING

Periodic testing and validation is performed to provide continuous assurance controls are working as intended.

2028-
Aug-Aug

Continuous Monitoring: Semi-Annual Inspection

Property and Evidence Room



RESULTS

Satisfactory+ Rating

- Cash Inventory Lists
- Digital Inventory System
- Disposition of items on a routine basis
- Secure entrance to Property and Evidence Room
- Evidence properly bagged and vouchered
- Active case lockers secured

Recommendations:

- Request the commonwealth attorney's consent for civil asset forfeiture for all currency without evidentiary value
- Consider purchasing: 1. bill and change counter to document and record exact denominations; 2. Heat sealer bags and equipment to detect tampering and further protect seized property
- Procure a duplicate scanner to document intake and outtake of active case evidence to help maintain chain of custody

Continuous Monitoring: Self-Assessment

- Internal and external quality assessments are standard requirements
- Internal assessments provide both ongoing and annual reviews of the activities of the function
- External assessments shall be provided every (5) years.
- An external assessment was performed in 2025; All recommendations have been addressed and implemented.

External Assessment (2024)

IIA Standards	Recommendations	Response Update
Communication 2420	Results of audit reports is insufficient to decide whether management's response is appropriate and timely.	OIA developed and submitted quarterly aging reports with corrective actions and completion dates giving, ARC and President opportunity to judge whether issues are addressed appropriately and promptly.
Monitoring 2500	Provide the Audit, Risk, and Compliance Committee and the University President with a periodic summary report on the status of audit recommendations.	OIA and OC have sourced separate modules within K10 Vision. This software platform has the capability to automate requests for data submissions and create dashboards and reports.
Resources 2030	The Internal Audit Department needs to be fully staffed.	Certified IT auditor hired.

Internal Assessment (2025 Summary)

1. IIA Global Audit Charter BOV reviewed and approved
2. Risk-based annual audit planning process
3. Staff have prerequisite skills and education
4. A survey of audit partners rated the department from good to excellent on 18 criteria
5. The audit projects were appropriately planned, and the work performed was adequately documented, following the guidelines in the IIA Standards
6. Budget balance between internal audits, external audits and professional development
7. Internal control, risk management and consultations to support a reduction in hotline calls. To date, they have remained lower than previous years.

Compliance Partners

						
<p>Student Affairs:</p> <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) • International Students Support Staff 	<p>EHS:</p> <ul style="list-style-type: none"> • Hazardous Commodity Disclosure policy (Federal & State Laws) • Spill Prevention Control and Countermeasures plan (40 CFR Part 112) • Confined Space 	<p>Campus Police:</p> <ul style="list-style-type: none"> • Identification and training of CSAs for 2026 	<p>Operations and Institutional Effectiveness:</p> <ul style="list-style-type: none"> • Policy management platform and developing a new policy template • Updating Nondiscrimination policy (Federal and State Civil Rights Laws) 	<p>Human Resources:</p> <ul style="list-style-type: none"> • Civility in the Workplace policy (DHRM Policy 2.35) 	<p>Research and Innovation:</p> <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 	<p>Sponsored Programs:</p> <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



<p>Continuous Support:</p> <ul style="list-style-type: none"> • Support Chemical Hygiene Plan development and Review • Via-TRM platform acquisition for International Students • Campus Security Authority - Staff Identification and continuous training • Confined Space SOP, Signage and Training

Fall 2025 Reporting Period

- On time Completion = **94.5%**
- Identified **55** compliance related trainings
- Managed by **10** different areas across the University
- **0** Areas Unreported



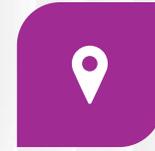
COMPLIANCE
REQUIREMENT



NSU POLICY



REQUIRED
FREQUENCY



AREA
RESPONSIBLE



AUDIENCE



LENGTH AND
MODE OF
DELIVERY



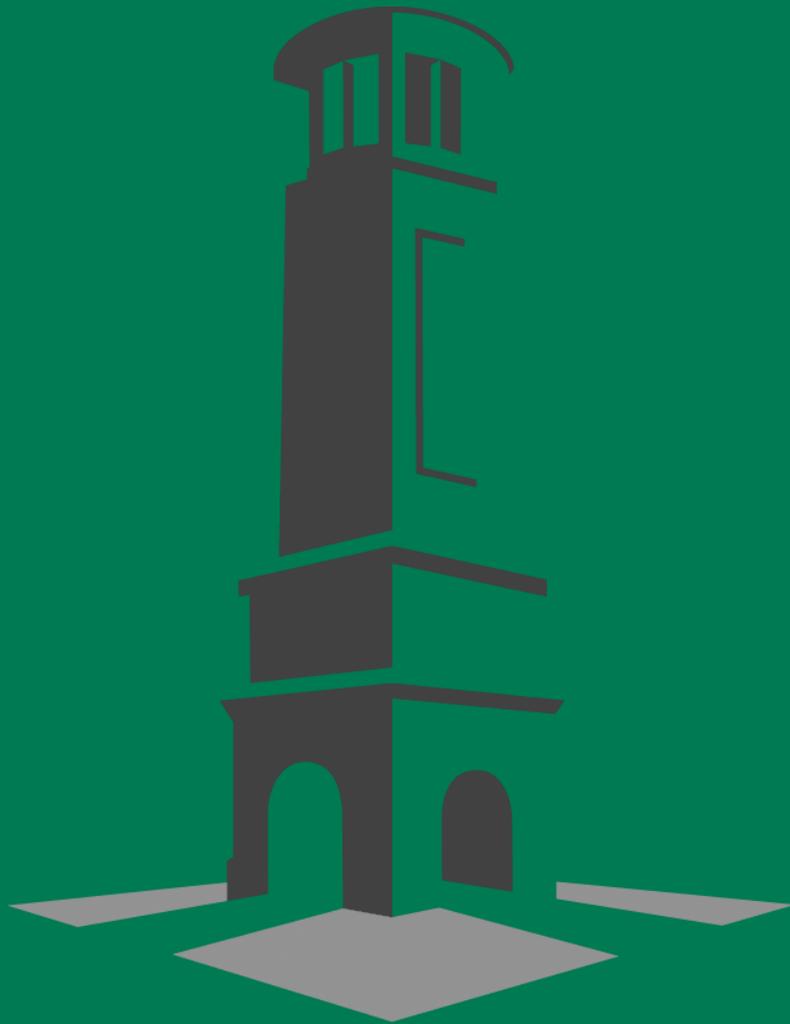
RECORDS

Compliance Activities: Submissions

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 Services, Buildings & Grounds	4	
	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 Administration		7	
Academic Affairs (32)	Academic Effectiveness	6	
	Graduate School & Research	10	
	Title III	9	
	Dean of Students	4	
Student Affairs (20)	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		137	

100% of personnel responsible for managing and monitoring and submitting compliance reporting activities required by federal, state and local laws and regulations have been submitted for the 2025 calendar year.

Thank you!



March 6, 2026

Full Board

DRAFT
**BOARD OF VISITORS
FULL BOARD MEETING**
December 5, 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 8:45 a.m.

A quorum was established with a 10-0 Roll Call vote. A list of individuals who joined the meeting is provided below.

Mrs. Heidi Abbott informed of the reason of electronic participation, due to medical reasons. Mr. Blake motioned, seconded by Dr. Chase, and with an 10-0 Roll Call vote, the Board unanimously approved the virtual participation.

Present – Board Members

Bishop Kim W. Brown, Rector
Mr. Dwayne B. Blake, Vice Rector
Dr. Katrina Chase, Secretary
Mr. Delbert Parks
Mr. Conrad Hall
Mr. T. Michael Andrews
Dr. L.D. Britt
Mr. James Jamison
Mr. Darrell “DJ” Jordan
Mr. Edward Sanders
Ms. Teresa Gladney

Board Members Participated Virtually

Mrs. Heidi Abbott

Board Members Absent

Mr. Gilbert Bland

Faculty Representative to the Board

Dr. Shaun Anderson, Faculty Representative

Participant-Audit Director

Ms. Jennifer Eggleston, CPA, CISA, CGFM, Audit Director

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

Mrs. Derika Burgess, Chief Audit Executive

Chief Brian K. Covington, Norfolk State University Police Department

Dr. Melissa J. Barnes, Assistant Vice President for Enrollment Management

Mr. Terry Woodhouse, Interim Assistant Vice President, Facilities Management

Mr. Dennis Jones, Executive Budget Director

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

Dr. Davida Harrell-Williams, Auxiliary Enterprises & Services

Ms. Lakisha Speller, Assistant Vice President of Finance and University Controller

Mr. Stan Donaldson, Director of Media Relations

Dr. Sandra Williamson-Ashe, Associate Professor / Academic Affairs Recruitment Coordinator

Ms. Erica L. Saunders, Executive Administrative Assistant to the Provost and Vice President for Academic Affairs

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

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

Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist

Mr. Gregory B. Baptiste, Director of Enterprise Applications/OIT

Mr. Christopher Gregory, 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 expressed his appreciation to Mr. Blake for sitting in during his absence from the December 4, 2025, Committee Meeting.

Dr. Adams-Gaston highlighted the significance of building strong relationships and expressed her appreciation to the Board of Visitors, and all members of the university community. Dr. Adams-Gaston also discussed the importance of learning from each other by displaying gratitude, support, and willingness to give time and attention.

3. Consent Agenda - Recommend Approval of October 24, 2025, Board Meeting Minutes

The Board unanimously approved with a 12-0 Roll Call Vote, the minutes for October 24, 2025, Board Meeting, motioned by Mr. Hall and Seconded by Dr. Britt.

4. Auditor of Public Accounts- Ms. Jennifer Eggleston, CPA, CISA, CGFM, Audit Director

Ms. Eggleston provided a review of the findings and confirmed that there were no unusual or significant transactions, nor any alternative treatments noted. There were no significant disagreements related to financial statement information. The internal control report was reviewed, and there were no findings for Information Technology identified. Ms. Eggleston also discussed findings related to financial aid and addressed objectives and steps in communicating with management and the Board.

The university has hired a consultant and appointed a university controller. Mr. Jamison and Mr. Parks are developing strategies to address concerns discussed during the audit process.

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

Ms. Grant was unable to attend the Full Board Meeting due to a work commitment.

6. Faculty Representative Update-Dr. Shaun Anderson

Dr. Anderson highlighted three key discussion items.

- Fall 2025 Faculty Grievances: Two grievances were addressed, all required steps have been completed, and corrective actions are currently underway.
- Black History Month Planning: Departments are actively exploring and coordinating celebratory events.
- Emeritus Process and Program: Collaboration is ongoing with Provost Williams (I) to finalize the process and program details.

7. Audit, Risk and Compliance Committee Update- Mr. Parks, Chair

Mr. Parks expressed his appreciation to Mrs. Burgees for her previous report. During the update, Mr. Parks emphasized the functions of the audit process, by highlighting the following key roles:

- Governance
- Risk Management
- Compliance

Mr. Parks also reviewed leading practices, which included:

- Respecting leadership
- Direct Board access
- Involvement in strategic projects
- Focus on emerging risk areas
- Use of data analytics

Additionally, Mr. Parks provided an update on enrollment reporting. The discussion addressed findings related to enrollment data to the National Student Loan Data System, along with remediation efforts. Action trends and ageing reports were also reviewed.

8. Academic and Student Affairs Committee Update- Mr. Bland, Chair (Dr. L.D. Britt, sat in)

Dr. L.D. Britt provided the committee with an update, on behalf of Mr. Gilbert Bland.

Dr. Williams shared the progress on the faculty hiring initiatives and introduced the newest quantum capabilities, capacity, and faculty. Dr. Williams provided an update on the PELL Initiative of Virginia and Institution-Wide Barrier review. The Quantum Program was also reviewed by Dr. Doyle Temple with benefits that the program provides to the university.

Dr. Brown addressed housing challenges, including shortage, demands, and future strategies. Dr. Brown highlighted collaboration with Dr. Hunter and his team to explore short-term lease options; to stabilize housing capacity. The goal is to ensure first- and second-year students reside on the campus, with an importance of retention.

Dr. Moses informed that the Registrar search is approaching completion; with four finalists scheduled to visit campus in the upcoming weeks. Dr. Moses introduced the new enrollment marketing platform “Way Better;” which is designed to provide comprehensive information on academic offerings and administrative support. Dr. Moses commended the recruitment and enrollment teams for their efforts of enrollment growth.

Dr. Webb provided an update on Norfolk State University’s Homecoming, with a record attendance of 47,000. She emphasized NSU’s brand visibility and highlighted several events including:

- Good Morning America
- First Take
- The Legends Game in Philadelphia

Dr. Webb also presented the S-C-O-R-E Analysis, which focused on:

- Strengths
- Core Goals
- Opportunities
- Results
- Elevate

She discussed opportunities available for alumni's and donors' engagement, as well as opportunities for integration and technology implementation of analytics and digital tools.

Dr. Webb celebrated recent championships and honors, including:

- Cross Country team
- Men's Cross-Country
- First Place Conference Championship
- Coach of the Year
- MEAC Player of the Year of Cross Country

She highlighted the importance of ensuring that resources and tools are available for our student athletes to excel academically.

Dr. Webb introduced two new coaches that have joined the staff.

- Coach Morgan
- Coach Matthews

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

Mr. Jamison provided an update on the committee meeting, addressing revenues, expenses, and the positive fund balance.

Dr. Hunter reviewed the financial statements and emphasized the status and availability of funds.

Dr. Adams-Gaston commended the Department of Enrollment Management for their efforts in supporting students.

Mr. Jamison reviewed the SWAM report. He also provided an update on the Emergency Alert System.

Facility Management highlighted the progress on the New Science Building; with a targeted completion date of Fall 2025. The newly constructed 8-foot fence was also highlighted, with a goal of completion by Spring 2026.

Mr. Claville shared an update on the Legislative Report, including key dates for the 2026 General Assembly Session. Mr. Claville also acknowledged the Board of Visitors Members) that are apart of Governor Elect Spanberger transition team, which are listed below.

- Mrs. Heidi Abbott, Norfolk State University Board of Visitors Member
- Mr. Jim Dyke, Former Norfolk State University Board of Visitors Member
- Mr. Gilbert Bland, Norfolk State University Board of Visitors Member

Mr. Jamison discussed the posting of the Chief Compliance Officer position and introduced Ms. Danielle Hairston as the Assistant Vice President of Human Resources.

Mr. Jamison also provided an update on the Workday Implementation and Project Management timeline. Dr. Moses provided additional insights on the Workday Platform and expressed appreciation for the team's effort and initiative.

Mr. Porter provided an update on the campaign, highlighting the gift received from McKenzie Scott, and contributions received during Giving Tuesday. A total of \$60,684,457.92 was raised.

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

Mrs. Abbott expressed her appreciation to Dr. Chase for leadership during the previous Governance Committee meeting. Mrs. Abbott provided the committee update, by highlighting the SCHEV training, held in November in Richmond, Virginia. Mrs. Abbott shared updates received from Mr. Claville regarding several SCHEV Actions and from Dr. White in reference to policies that are currently under the Board review.

Mrs. Abbott also informed of upcoming discussions in March related to Board Members who are eligible for reappointment and those whose terms will conclude.

11. State of the University

Dr. Adams-Gaston highlighted McKenzie Scott's gift received and expressed her gratitude. She emphasized the transformative impact of contributions on the institution and the impot. Dr. Adams-Gaston also discussed the university's strength and vision for the future, highlighting the construction of a perimeter fence.

December 6, 2025, Commencement was discussed and the critical role that higher education plays in preparing students for success.

Dr. Adams-Gaston also acknowledged the Board of Visitors for their continued support. Dr. Adams-Gaston also discussed the importance of creating opportunities for advancement and highlighted the achievements of the programs such as VCAN, DNIMAS, and Athletics. Dr. Adams-Gaston reaffirmed the university's commitment to closing gaps and ensuring access for all students.

President Adams-Gaston thanked the cabinet and office staff on their continued dedication to excellence and ensuring student success.

12. Old Business

There was none

13. New Business

Members of the Board of Visitors have received a Resolution from the Secretary of Education, issued on behalf of the Governor, addressing Anti-Semitism. The Governor has requested that every state institution publicly affirm this Resolution before the end of the year.

Dr. Britt motion to approve to reaffirm the existing Board of Visitors Policy #4 on Anti-Discrimination, seconded by Mr. Blake, and with an 11-0 Roll Call Vote the Board unanimously approved.

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

Mr. Blake read the following motion, seconded by Mr. Andrews, and with an 12-0 Roll Call Vote the Board unanimously approved.

I move that we adjourn and reconvene in Closed Meeting pursuant to:

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

(1): To discuss personnel matters, including more specifically, discussion of assignment, appointment, promotion, salaries, and performance evaluations of specific individuals and certain university employees; and

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

to discuss or evaluate performance of departments of the university that necessarily involve discussion regarding performance of individual employees, more specifically related to reports, investigative notes, correspondence, and information furnished in confidence and records otherwise exempted by the university; and

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

that any member of the Norfolk State University Board of Visitors be permitted to attend virtually, in person or by phone the Closed Meeting; and further that the following remain for or attend virtually, when called, the Closed Meeting:

State all that apply:

- President
- University Counsel
- Vice President and Chief of Staff
- Vice President for Finance and Administration

15. Open Meeting

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

16. Action

Mr. Blake motion to approve the actions discussed regarding a high-level university employee at Norfolk State University which includes discussion of the subject matter of job performance and compensation and a matter consistent for the discussion in closed session, seconded by Dr. Chase, and with an 11-0 Roll Call Vote the Board unanimously approved

17. Public Comment

There was none.

18. Information Items

There was none.

19. Adjournment At 3:15 p.m.

Dr. Kim W. Brown motioned to adjourned, with a 12-0 Roll Call Vote the Board unanimously approved.

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 December 5, 2025**

Item	Rector Brown	Dr. Chase	Mr. Blake	Mr. Bland (Absent)	Mr. Andrews	Mrs. Abbott (Virtual)	Ms. Gladney	Dr. Britt	Mr. Sanders	Mr. Hall	Mr. Jamison	Mr. Parks	Mr. Jordan	Totals
Quorum	Yes	Yes	Yes	Absent	Yes	-	Yes	Yes	Yes	Yes	Yes	Yes	Absent	10-0
Approval of Virtual Participation	Yes	Yes	Yes	Absent	Yes	-	Yes	Yes	Yes	Yes	Yes	Yes	Absent	10-0
Approval of October 24, 2025, Minutes	Yes	Yes	Yes	Absent	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	12-0
Approve to reaffirm the existing Board of Visitors Policy #4 on Anti-Discrimination	Yes	Yes	Yes	Absent	Yes	Yes	Abstained	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Motion- Closed Meeting	Yes	Yes	Yes	Absent	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	12-0
Motion- Open Session	Yes	Yes	Yes	Absent	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	12-0
Approve the actions discussed regarding a high-level university employee at Norfolk State University which includes discussion of the subject matter of job performance and compensation and a matter consistent for the discussion in closed session,	Yes	Yes	Yes	Absent	Yes	Yes	Abstained	Yes	Yes	Yes	Yes	Yes	Yes	11-0
Adjournment	Yes	Yes	Yes	Absent	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	12-0

Student Representative

Faculty Representative

President's Presentation



Building Upon a Solid Foundation At Norfolk State University

Dr. Javaune Adams-Gaston
Seventh President of Norfolk State University
Board of Visitors Presentation
March 6, 2026



The Foundation of The University is **SOLID**





CONTINUING A CULTURE OF CARE



Developing a Culture of Quality



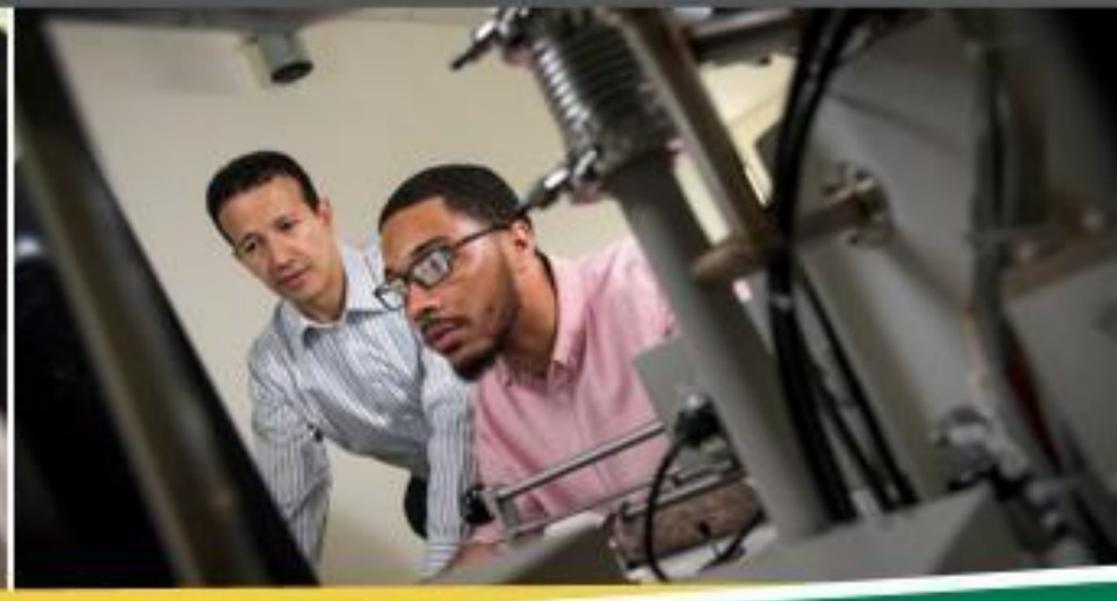
COLLECTIVE COMMITMENT: Focus on Success and Excellence



 **NORFOLK STATE UNIVERSITY**



FOCUS ON IMPROVING: ACTIONS AND COLLABORATIONS



BEHOLD!



STATE

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Norfolk State University

IS RECOGNIZED FOR THEIR COMMITMENT TO
NONPARTISAN STUDENT VOTER ENGAGEMENT

Chuck Black

Chuck Black

**NATIONAL VOTER FRIENDLY
CAMPUS DIRECTOR**

**FAIR ELECTIONS CENTER'S
CAMPUS VOTE PROJECT**

Jill Dunlap

Jill Dunlap

**ASSISTANT VICE PRESIDENT FOR
CIVIC ENGAGEMENT, POLICY
RESEARCH AND ADVOCACY**

NASPA