

Meeting Book - Board of Visitors Meeting- May 7-8, 2026

Board of Visitors Meeting

Student Center Board Room, Suite 301

700 Park Avenue

Norfolk, VA, 23504

May 7-8, 2026



AGENDA

Times are approximate

BOARD OF VISITORS COMMITTEE MEETINGS

Thursday, May 7, 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 8:30 a.m.**

Electronic Meeting Participation:

https://nsu-edu.zoom.us/webinar/register/WN_IB7WPLOhS861foS9qr69hA

- 9:00 a.m. **Strategic Finance Committee**..... Mr. Jay Jamison, Chair
- 10:00 a.m. **Governance Committee** Ms. Heidi Abbott, Chair
- 11:00 a.m. **Academic and Student Affairs Committee**.....Mr. Gilbert Bland, Chair
- 12:30 p.m. **Lunch**
- 1:30 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 May 7, 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_IB7WPLOhS861foS9qr69hA

May 7, 2026, at 9:00 a.m.

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

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

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



BOARD OF VISITORS

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

AGENDA

Times are approximate

BOARD OF VISITORS MEETING

Friday, May 8, 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/join/9876543210>

- 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:
– March 6, 2026, 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

700 Park Ave., Student Center Board Room, Suite 301,
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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**

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LINK https://nsu-edu.zoom.us/webinar/register/WN_IB7WPLOhS861foS9qr69hA

May 8, 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.

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**Meeting Book - Board of Visitors Meeting Book
May 7-8, 2026**

	Page
STRATEGIC FINANCE COMMITTEE UPDATE	
STRATEGIC FINANCE COMMITTEE Notification.pdf	7
STRATEGIC FINANCE COMMITTEE Agenda May 7-8, 2026	8
STRATEGIC FINANCE COMMITTEE Meeting Minutes March 5, 2026	9
STRATEGIC FINANCE COMMITTEE Presentation	17
GOVERNANCE COMMITTEE UPDATE	
GOVERNANCE COMMITTEE Notification.pdf	99
GOVERNANCE COMMITTEE Agenda May 7-8, 2026	100
GOVERNANCE COMMITTEE Meeting Minutes March 5, 2026	101
GOVERNANCE COMMITTEE Presentation	106
ACADEMIC AND STUDENT AFFAIRS COMMITTEE UPDATE	
ACADEMIC AND STUDENT AFFAIRS COMMITTEE Notification.pdf	109
ACADEMIC AND STUDENT AFFAIRS COMMITTEE	110

Agenda May 7-8, 2026	
ACADEMIC AND STUDENT AFFAIRS COMMITTEE Meeting Minutes March 5, 2026	111
ACADEMIC AND STUDENT AFFAIRS COMMITTEE Presentation	118
AUDIT, RISK, AND COMPLIANCE UPDATE	
AUDIT, RISK, AND COMPLIANCE COMMITTEE Notification.pdf	172
AUDIT, RISK, AND COMPLIANCE COMMITTEE Agenda May 7-8, 2026	173
AUDIT, RISK, AND COMPLIANCE COMMITTEE Meeting Minutes March 5, 2026	174
AUDIT, RISK, AND COMPLIANCE COMMITTEE Presentation	181
INCLUDED AGENDA ITEMS FOR May 8, 2026, Notification Page	191
MARCH 6, 2026 BOARD MEETING MINUTES	192
STUDENT REPRESENTATIVE	202
FACULTY REPRESENTATIVE	203
PRESIDENT'S PRESENTATION	204

Strategic Finance Committee



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

Mr. Jay Jamison, Chair
May 7, 2026

Campus Location

Norfolk State University
700 Park Avenue, Norfolk, VA 23504
Wilson Hall, 5th Fl., Suite 530

Zoom Webinar Participation: https://nsu-edu.zoom.us/webinar/register/WN_IB7WPLOhS861foS9qr69hA

- I. Call to Order/Establish Quorum**
- II. Recommend Approval of Electronic Participation**
- III. Recommend Approval of March 5, 2026, Committee Minutes**
- IV. Discussion Items**
 - A. FY2026 Quarterly Summary of Revenues & Expenses Budget Report
 - B. Debt Management Policy Compliance – Board Certification
 - C. Emergency Management Plan/COOP
 - D. FY2026-27 Tuition & Fees Recommendation/Resolution
 - E. Public Comment Period
 - F. FY2026-27 Operating Budget Recommendation/Resolution
 - G. Facilities Management Update
 - H. Legislative Affairs Update
 - I. Human Resources Update
 - J. Operations & Institutional Effectiveness Update
 - K. Information Technology Update
 - L. Workday Update
 - M. Institutional Research & Planning Update
 - N. University Advancement Update
- V. Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**

VI. Open Meeting
– Closed Meeting Certification

VII. Adjournment
Strategic Finance Committee

Mr. Jay Jamison, <i>Chair</i>	Mr. Conrad Hall
Mr. Darrell DJ Jordan	Dr. Michael Thornton
<i>Dr. Gerald Ellsworth Hunter, VP for Finance and Administration and Chief Financial Officer</i>	
<i>Dr. Justin L. Moses, VP for Operations & Chief Strategist for Institutional Effectiveness</i>	
<i>Clifford Porter, VP for University Advancement</i>	

Staff: *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
STRATEGIC FINANCE COMMITTEE MEETING
March 5, 2026
MINUTES

1. Call to Order/Establish Quorum

Mr. Jamison, Chair, called the Strategic Finance Committee to order at approximately 9:17 am. A quorum was established by a 3-0 roll call.

Committee Members

Mr. Jay Jamison, Chair
Mr. Dwayne Blake
Mr. Darrell “DJ” Jordan

Virtual Committee Members

Mr. Conrad Hall (V)

Board Members

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

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
Mr. Brian K. Covington, NSU Chief of Police
Ms. April Britt-Pimienta, Executive Administrative Assistant, University Advancement
Ms. Misti D. Goodson, Director, Development Services & Stewardship for University Advancement
Mr. Christopher M. Gregory, Media Specialist, Office of Information Technology
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
Mr. Linwood F. Moses, Director, IT Project Management, Office of Information Technology

Ms. Phillita Peebles, Executive Assistant, Office of Internal Audit/University Compliance
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. Conrad Hall joined electronically due to 150-mile distances.

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

3. Recommended Approval of December 5, 2025, Committee Meeting Minutes with correction that Mr. Dwayne Blake was in attendance but left off the attendance list for the Committee Meeting.

A motion was made by Mr. Jordan, and second by Dr. Chase with a 4-0 Roll Call vote to approve corrections to December 5, 2025, meeting minutes that Mr. Blake was in attendance.

4. Discussion Items

- **Quarterly Financial Report** - Dr. Gerald Ellsworth Hunter presented a brief Quarterly Financial Report for the period ending December 31, 2025.
- Actual revenue expenses totaled \$298 million through the second quarter of FY2026 with \$20 million in allocations as of July 1, 2025, that have yet to be expenditure. All Higher Education Emergency Relief Fund (HEERF) have yet to be completely spent. With mandatory fees at \$1 million.
- **Source of Funds Update**
Dr. Gerald Ellsworth Hunter presented the Source of Funds as of December 31, 2025, as \$296.5.
- Student Financial Assistance (State) totaled \$34.7 million
- Local Funds-Student Financial Assistance budgeted at \$20 million
- Sponsored Programs totaled \$20.2 million.
- **Use of Funds**
Dr. Gerald Ellsworth Hunter presented the Use of Funds as of December 31, 2025.
 - Total expenses totaled \$173 million.

Facilities Update

Mr. Woodhouse, interim associate vice president, presented a brief Facilities Management Update that included the current Capital Project in Progress for 2026 with emphasis on new NSU 8-foot security fence which is 85% completed that provides walkway lights, camera's, and key excess which allow security to monitor who comes and goes (student, faculty, and staff).

In Progress Facilities Projects Are:

- Construct Learning Institute \$135,900,060
- Construct Wellness, Health and Physical Education Center \$125,887,609
- Construct New Dining Facility/Replace Scott Dozier \$90,635,348
- Construct Residential Housing Phase II/Replace Rosa and West Café \$90,507,219

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

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 offers 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.

Human Resources Update

- Dr. Tanya White, Vice President/Chief of Staff, provided a human resources update. She presented a PowerPoint of the human Resources Senior Team: Ms. Stacie Gaines, JR Operations Systems Manager, Ms. Lisa Little, Employee Relations and Engagement Manager, Ms. Danielle Harston Assistant Vice President for Human Resources/Chief Human Resources Officer, Ms. Kathleen Bowling, Employee Experience and Orientation Manager, and Ms. KristaGaye Simmons, HR Compliance, Policy, and Assessment Specialist. In addition, she reported on HR Training for 2026 that will provide recruitment and onboarding, off boarding and separation, I-9 verification process, and evaluations as part of the Workday program. Lastly, she reported that NSU full-time workforce is at 967 campus-wide as well has on-going HR projects and strategic initiatives that are in the works (benefits fair, employee recognition ceremony, wellness initiatives).

Operations & Institutional Effectiveness and Planning

- Information Technology 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:
- Enterprise Application
 - Softdocs Utilization
 - Workday Implementation

Information Security

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

Technical Services

- Network Upgrades Project
- Wireless Expansion

Academic Technology.

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

Workday update:

- Workday Implementation and Project Management is ongoing

University Advancement Update

Mr. Clifford Porter, Vice President for University Advancement, presented a thorough update of University Advancement’s Strategic Planning Analysis progress on the SWOT Analysis (Strengths, weaknesses, opportunities, and threats). He presented the Six Year Performance from 2020-2026 with six-year totals. Mr. Porter presented updates on Now Is Our Time Campaign Progress where \$147,540,788 was raised. Mr. Porter stated that the campaign ended on December 31, 2025, with enormous success!

5. Closed Meeting Certification at 10:02 am

A motion was made by Mr. Blake, and second by Mr. Jordan 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

DRAFT

Norfolk State University
Board of Visitors Strategic Finance Committee Meeting
Closed Session Motion
Thursday, March 5, 2026

Motion – (by Board member)

Mr. Blake read, 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 meeting 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 for Finance and Administration
- Vice President for Operations & Chief Strategist for Institutional Effectiveness
- Vice President and Chief of Staff
- Chief Audit Executive, Internal Audit
- _____
- _____

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.

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 10:42 am

A motion was made by Mr. Blake, and second by Mr. Jordan 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 10:45 am.

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

MARCH 5, 2026

Item	Mr. Jay Jamison (Chair)	Mr. Dwayne Blake	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	4.0
Open Session	✓	✓	-	V	3.0

(V) Virtual

NORFOLK STATE UNIVERSITY



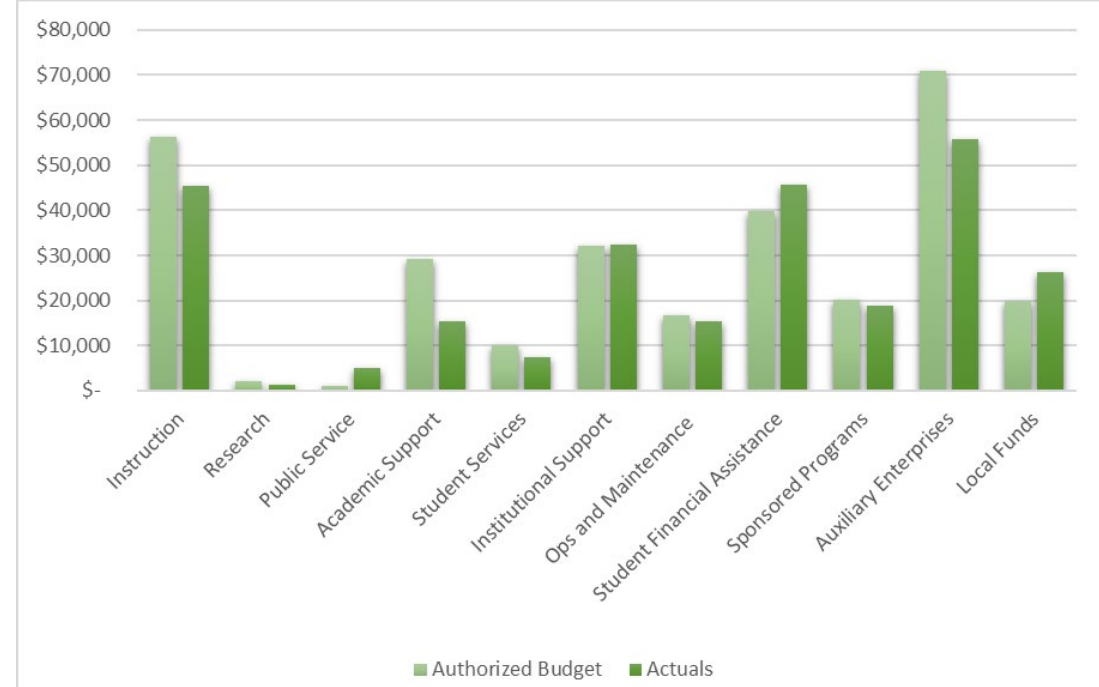
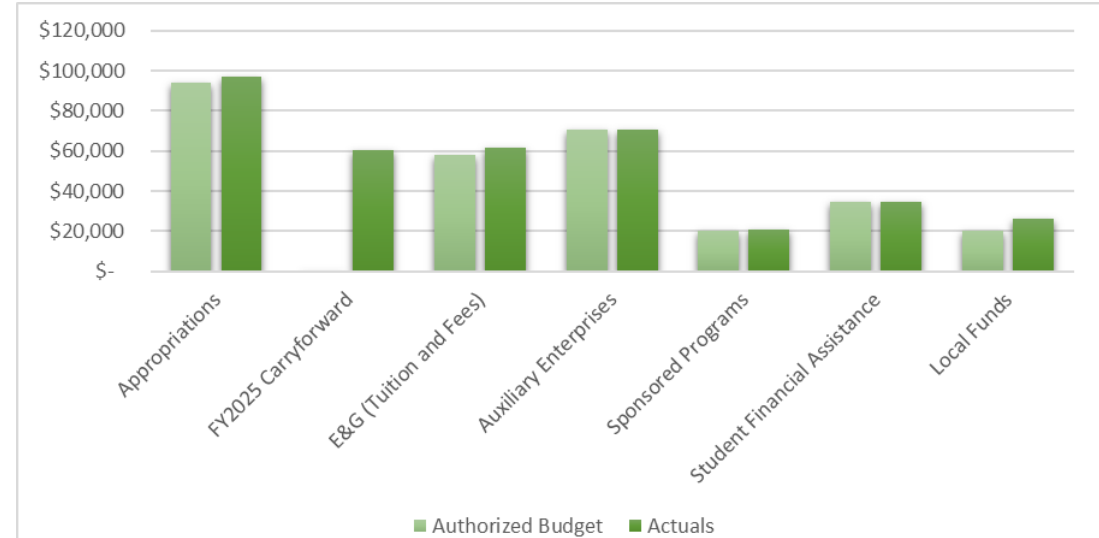
NORFOLK STATE
UNIVERSITY

We see the future in you.

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

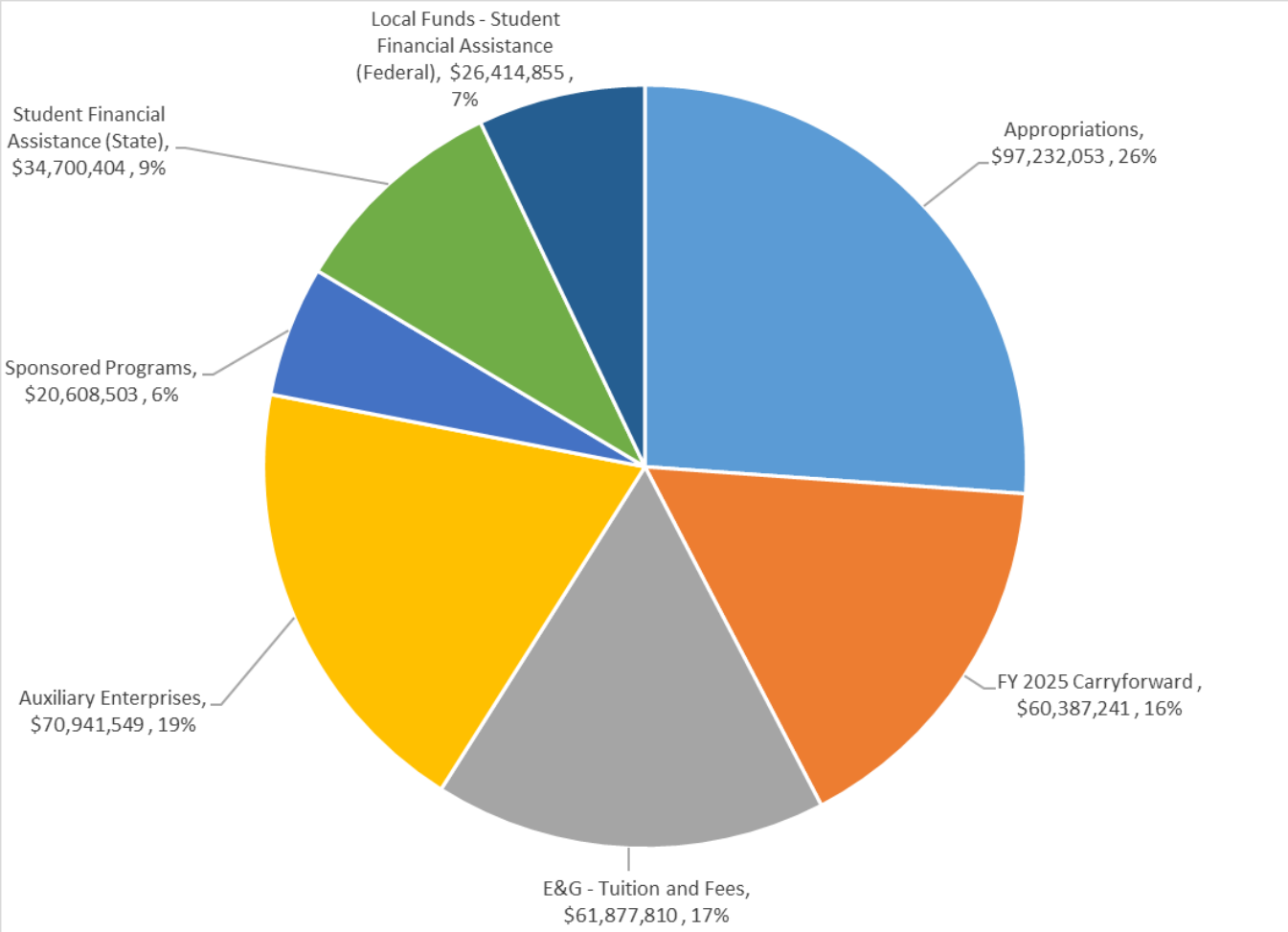
<u>Revenues</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Collected</u>	<u>Year-end Projection</u>
Appropriations	\$ 94,150	\$ 97,232	103%	\$ 97,232
FY2025 Carryforward	-	60,387	0%	60,387
E&G (Tuition and Fees)	58,148	61,878	106%	61,780
Auxiliary Enterprises	70,420	70,942	101%	70,942
Sponsored Programs	20,232	20,609	102%	20,609
Student Financial Assistance	34,700	34,700	100%	34,700
Local Funds	20,000	26,415	132%	26,415
Total Revenues	\$ 297,650	\$ 372,162	125%	\$ 372,065

<u>Expenses</u>	<u>Authorized Budget</u>	<u>Actuals</u>	<u>% of Budget Spent</u>	<u>Year-end Projection</u>
Instruction	\$ 56,366	\$ 45,475	81%	\$ 56,366
Research	2,141	1,260	59%	2,141
Public Service	962	5,007	520%	9,962
Academic Support	29,108	15,472	53%	29,108
Student Services	9,962	7,491	75%	9,962
Institutional Support	32,028	32,502	101%	32,028
Ops and Maintenance	16,598	15,294	92%	16,598
Student Financial Assistance	39,833	45,796	115%	45,796
Sponsored Programs	20,232	18,700	92%	20,232
Auxiliary Enterprises	71,045	55,838	79%	71,045
Local Funds	20,000	26,403	132%	26,403
Total Expenses	\$ 298,275	\$ 269,238	90%	\$ 319,641
Revenue Over Expenses	\$ (625)	\$ 102,924		\$ 52,424



SOURCE OF FUNDS

Actuals through March 31, 2026

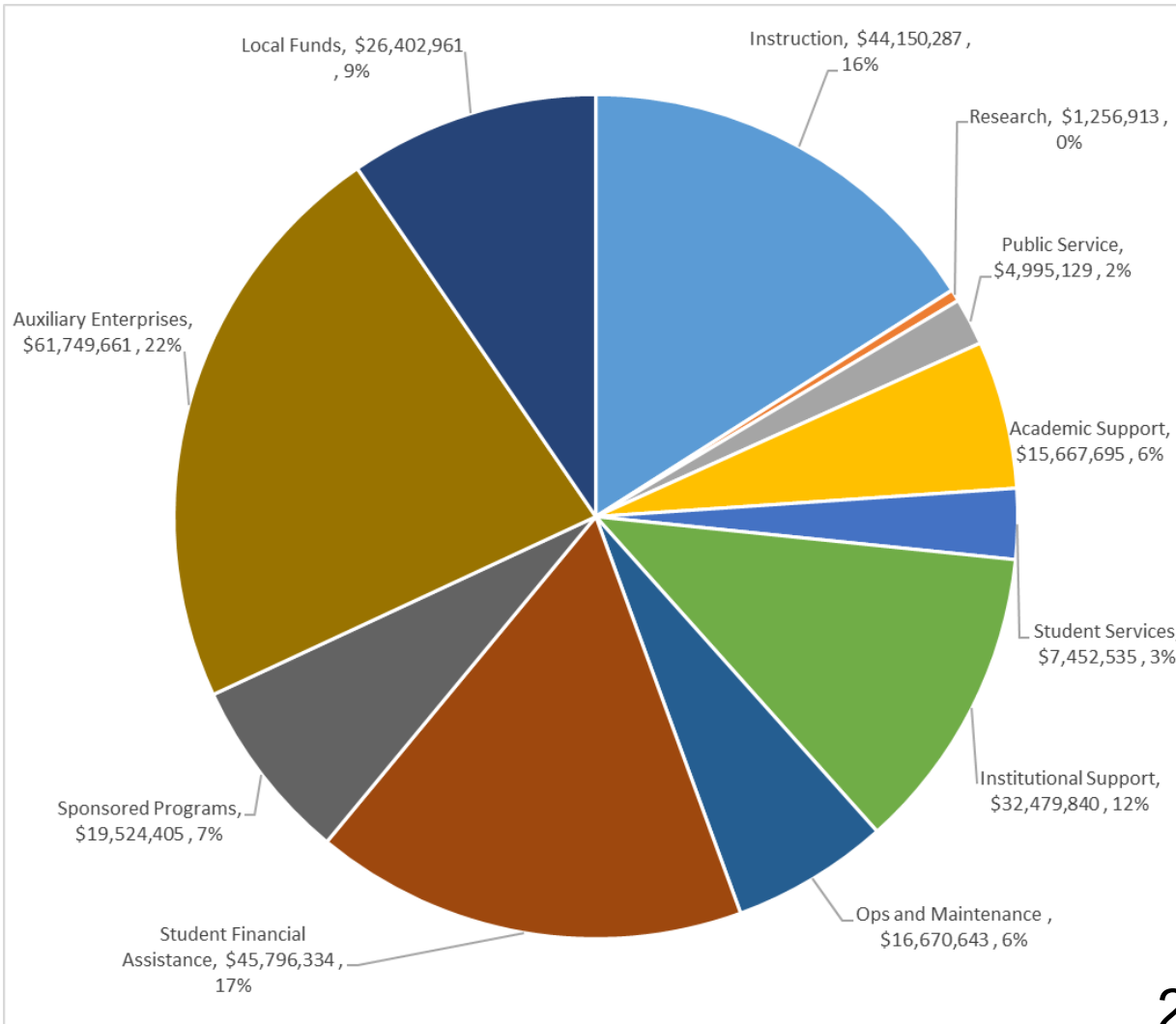


Revenues

	<u>Actuals</u>
Appropriations	\$ 97,232,053
FY 2025 Carryforward	\$ 60,387,241
E&G - Tuition and Fees	\$ 61,877,810
Auxiliary Enterprises	\$ 70,941,549
Sponsored Programs	\$ 20,608,503
Student Financial Assistance (State)	\$ 34,700,404
Local Funds - Student Financial Assistance (Federal)	\$ 26,414,855
Total Revenues	\$ 372,162,416

USES OF FUNDS

Actuals as of March 31, 2026



Expenses

<u>Expenses</u>	<u>Actuals</u>
Instruction	\$ 45,475,432
Research	\$ 1,260,321
Public Service	\$ 5,007,350
Academic Support	\$ 15,471,673
Student Services	\$ 7,490,535
Institutional Support	\$ 32,501,687
Ops and Maintenance	\$ 15,294,272
Student Financial Assistance	\$ 45,796,334
Sponsored Programs	\$ 18,699,856
Auxiliary Enterprises	\$ 55,837,843
Local Funds	\$ 26,402,961
Total Expenses	\$ 269,238,264

DEBT MANAGEMENT POLICY COMPLIANCE – BOARD CERTIFICATION

Debt Management Compliance

The University's Board of Visitors (BOV or Board) approved "Debt Management Policy Number 11" that established annual debt service as a percentage of total operating expenses shall not exceed seven percent. The University's 2025 ratio was 3.52 percent and the 2024 ratio, 3.84 percent. This ratio is intended to maintain the University's long-term operating flexibility to finance existing requirements and new initiatives. The Board also established within the Debt Management Policy the debt service coverage ratio of greater than two-times revenues, which is intended to ensure operating revenues are sufficient to meet debt service requirements and that debt service does not consume too large a portion of income. The University's 2025 debt service coverage ratio was 7.14 and 3.25 percent for 2024. The current ratios are based on the FY 2025 Unaudited Financial Statements. The University complies with established debt policy thresholds.

Debt Management Compliance - Ratios

FY 2024

	<i>Principal</i>	6,385,888	
Debt Burden	<i>Interest</i>	2,423,594	
	<u>Annual debt Service</u>	<u>8,809,482</u>	3.84%
	<u>Total Operating Expenses</u>	<u>229,566,398</u>	

Debt Service Coverage Ratio

<u>Operating loss + Non operating Revenue + Depreciation</u>	<u>28,607,583</u>	3.25
Annual Debt Service	8,809,482	

Target - less than or equal 7 %

Projection for operating expenses includes a 3% increase from the previous year

Target - greater than 2 times the annual debt service

Note: Non operating revenues includes non-operating revenues and net other revenues from the financial statements

FY 2025

	<i>Principal</i>	6,483,736	
Debt Burden	<i>Interest</i>	2,541,231	
	<u>Annual debt Service</u>	<u>9,024,967</u>	3.52%
	<u>Total Operating Expenses</u>	<u>256,705,705</u>	

Debt Service Coverage Ratio

<u>Operating loss + Non operating Revenue + Depreciation</u>	<u>64,418,469</u>	7.14
Annual Debt Service	9,024,967	

Target - less than or equal 7 %

Projection for operating expenses includes a 3% increase from the previous year

Target - greater than 2 times the annual debt service

Note: Non operating revenues includes non-operating revenues and net other revenues from



We see the future in you.

April 07, 2026

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

RE: Debt Management Policy Compliance – Board Certification Statement

Dear Mr. Henken:

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

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

This is to certify that for the fiscal year ending June 30, 2025, Norfolk State University is in compliance with the Debt Management Policy approved by the Board of Visitors.

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

Sincerely,

Bishop Kim W. Brown
Rector
NSU Board of Visitors

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

Emergency Management Plan/COOP

Chief Brian Covington

Emergency Management Plan/COOP

Chief Brian Covington

A Crisis Emergency Management Plan (CEMP) outlines how an organization prepares for, responds to, and recovers from immediate threats such as natural disasters, active threats, or major incidents, focusing on protecting life, stabilizing the situation, and coordinating communication and resources in real time. In contrast, a Continuity of Operations Plan (COOP) ensures that essential functions continue during and after a disruption by identifying critical operations, delegating authority, establishing alternate facilities, and maintaining vital systems and personnel. Together, these plans work in tandem-one addressing the immediate crisis response, and the other ensuring the organization can sustain and quickly resume mission-critical operations despite the disruption. Recently, updates have been made to both documents. These updates include adding a notation that the President's final approval is required for all team decisions and revising names and titles that have changed since the previous approval in 2024.

COOP

CEMP

FY 2026-27 Tuition & Fees Recommendation/ Resolution

Norfolk State University
Proposed Full Year Tuition and Fees for Full-Time Students (Residents)
For Year 2026 - 2027

Schedule A

	Actual 2025-2026	Proposed 2026-2027	Inc/Dec Amount
Resident Undergraduates			
Tuition	\$6,228	\$6,446	\$218
Mandatory Fees	\$4,228	\$4,396	\$168
Subtotal - Tuition and Mandatory Fees	<u>\$10,456</u>	<u>\$10,842</u>	<u>\$386</u>
Room	\$7,876	\$8,191	\$315
Board	\$3,976	\$4,135	\$159
Subtotal Room and Board	<u>\$11,852</u>	<u>\$12,326</u>	<u>\$474</u>
Total Cost	<u><u>\$22,308</u></u>	<u><u>\$23,168</u></u>	<u><u>\$860</u></u>
Resident Graduates			
Tuition	\$9,540	\$9,874	\$334
Mandatory Fees	\$4,228	\$4,396	\$168
Subtotal - Tuition and Mandatory Fees	<u>\$13,768</u>	<u>\$14,270</u>	<u>\$502</u>
Room	\$7,876	\$8,191	\$315
Board	\$3,976	\$4,135	\$159
Subtotal Room and Board	<u>\$11,852</u>	<u>\$12,326</u>	<u>\$474</u>
Total Cost	<u><u>\$25,620</u></u>	<u><u>\$26,596</u></u>	<u><u>\$976</u></u>

Annual Room Charges

Residence Hall/Room Type	Double Rm	Triple Suite	Resident Assistant Room
Babette Smith - Twin Towers	\$8,192	\$9,324	\$8,192
Alexander/Scott	\$8,308	\$9,462	\$8,308
Charles & Lee Smith	\$8,350	\$9,504	\$8,350
Residence Hall/Room Type			
	Double Suites	Triple Suite	Resident Assistant Room
Midrise	\$10,026	\$9,598	\$10,026
Overflow - Proximity-Quad			\$13,149
New Residence Hall			
Room Type	Double Suites	Single	Resident Assistant Room
Non - ADA Compliant	\$10,738	\$11,812	\$10,738
Non - ADA Compliant - Triple Suite	\$11,168	\$11,382	\$10,738
ADA Compliant - Triple Suite Config 1	\$11,272	\$11,488	\$10,738
ADA Compliant - Triple Suite Config 2	\$11,168	\$11,382	\$10,738
Residence Hall/Room Type			
	Double Suites	Single	Resident Assistant Room
Village at Park Place	\$10,860	\$11,938	\$11,938

Norfolk State University
Proposed Full Year Tuition and Fees for Full-Time Students (NonResidents)
For Year 2026 - 2027

Schedule B

	Actual 2025-2026	Proposed 2026-2027	Inc/Dec Amount
Nonresident Undergraduates			
Tuition	\$18,018	\$18,648	\$630
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	<u>\$18,778</u>	<u>\$19,408</u>	<u>\$630</u>
Mandatory Fees	\$4,228	\$4,396	\$168
Subtotal Tuition and Mandatory Fees	<u>\$23,006</u>	<u>\$23,804</u>	<u>\$798</u>
Room	\$7,876	\$8,191	\$315
Board	\$3,976	\$4,135	\$159
Subtotal Room and Board	<u>\$11,852</u>	<u>\$12,326</u>	<u>\$474</u>
Total Cost	<u>\$34,858</u>	<u>\$36,130</u>	<u>\$1,272</u>
Nonresident Graduates			
Tuition	\$22,266	\$23,046	\$780
State Capital Outlay Fee	\$760	\$760	\$0
Subtotal Tuition and Capital Outlay Fee	<u>\$23,026</u>	<u>\$23,806</u>	<u>\$780</u>
Mandatory Fees	\$4,228	\$4,396	\$168
Subtotal Tuition and Mandatory Fees	<u>\$27,254</u>	<u>\$28,202</u>	<u>\$948</u>
Room	\$7,876	\$8,191	\$315
Board	\$3,976	\$4,135	\$159
Subtotal Room and Board	<u>\$11,852</u>	<u>\$12,326</u>	<u>\$474</u>
Total Cost	<u>\$39,106</u>	<u>\$40,528</u>	<u>\$1,422</u>

Annual Room Charges

	Double Rm	Triple Suite	Resident Assistant Room
Residence Hall/Room Type			
Babette Smith - Twin Towers	\$8,192	\$9,324	\$8,192
Alexander/Scott	\$8,308	\$9,462	\$8,308
Charles & Lee Smith	\$8,350	\$9,504	\$8,350
	Double Suites	Triple Suite	Resident Assistant Room
Residence Hall/Room Type			
Midrise	\$10,026	\$9,598	\$10,026
Overflow - Proximity-Quad			\$13,149
New Residence Hall			
	Double Suites	Single	Resident Assistant Room
Room Type			
Non - ADA Compliant	\$10,738	\$11,812	\$10,738
Non - ADA Compliant - Triple Suite	\$11,168	\$11,382	\$10,738
ADA Compliant - Triple Suite Config 1	\$11,272	\$11,488	\$10,738
ADA Compliant - Triple Suite Config 2	\$11,168	\$11,382	\$10,738
	Double Suites	Single	Resident Assistant Room
Residence Hall/Room Type			
Village at Park Place	\$10,860	\$11,938	\$11,938

**Norfolk State University
Proposed Tuition for Part-Time Students
For Year 2026 - 2027**

Schedule C

	<u>Actual 2025-2026</u>	<u>Proposed 2026-2027</u>	<u>Inc/Dec Amount</u>
<u>Resident Undergraduates</u>			
Tuition	\$475	\$492	\$17
Tuition (three) semester hours	\$1,425	\$1,476	\$51
<u>Resident Graduates</u>			
Tuition	\$809	\$837	\$28
Tuition (three) semester hours	\$2,427	\$2,511	\$84
<u>Nonresident Undergraduates</u>			
Tuition	\$1,011	\$1,046	\$35
Tuition (three) semester hours	\$3,033	\$3,138	\$105
<u>Nonresident Graduates</u>			
Tuition	\$1,557	\$1,611	\$54
Tuition (three) semester hours	\$4,671	\$4,833	\$162
<u>Online Masters Programs</u>			
Tuition	\$464	\$480	\$16
Tuition (three) semester hours	\$1,392	\$1,440	\$48
Tuition	\$515	\$533	\$18
Tuition (three) semester hours	\$1,545	\$1,599	\$54

**Norfolk State University
Proposed Miscellaneous Fees
For Year 2026 - 2027**

Schedule D

Other Miscellaneous Fees

	Proposed 2026-2027
Required Fees For New Students:	
Undergraduate Application Fee	\$25
Graduate School Application Fee	\$50
Orientation Fee	\$100
Required Deposits For New Students:	
Orientation Deposit	\$100
Matriculation Deposit	\$100
Room Deposit (All Students)	\$200
Total Deposits For New Students	\$400
Graduation Application Fee (Mandatory)	\$30
Commencement Fee (Mandatory)	\$130
Continuing Registration Fee/Credit Dissertation	^{aw} \$50/\$837
Connected Campus Break Fix Charge	\$25
Duplicate ID Fee (Faculty, Staff and Students)	\$25
Education TK20 Fee	\$100
Fine Arts Fee	^a \$390
Spartan All Inclusive Learning - SAIL (Digital Course Materials)/PCH	^a \$27
Undergraduate Readmission Fee	\$25
Graduate School Readmission Fee	\$50
Accelerate Online Programs	^a \$480-\$533
Late Registration Fee	\$100
Laundry Fee	\$120
Laundry Fee - Summer Weekly Rate	\$4
Music Applied Individual Fee	\$250
Reclamation Program Administrative Fee (Grade forgiveness only)	^a \$100
Replacement Key Fee	\$75
Lock Core Replacement Fee	\$75
Return Check Fee	\$50
Science - Laboratory Fee (Lower Division)	^a \$30-\$40
Science - Laboratory Fee (Upper Division)	\$40 - \$80
Special Health Services	\$10
Special Nursing	\$170
Special Physical Education Fee	^a \$10 - \$50
Transcript	\$3
Tuition Surcharge Per Credit Hour	ⁿ \$238
University Withdrawal Fee	\$50
Single Room Rate (per semester)	^a \$5,612
Meal Plan Type	Per Semester
19 Meal Plan w/\$150	^a 2,068
160 -Block w\$275	^a 2,068
130 -Block w\$325	^a 1,991

Other Miscellaneous Fees

**Proposed
2026-2027**

7 Meal Plan w/ \$400	a	1,753
10 Meal Plan w/\$325	a	1,991
14 Meal Plan w/\$275	a	2,068

Commuter Meal Plan Type

100-Block w/\$100	a	\$894
75-Block w/\$100	a	\$708
50-Block w/\$100	a	\$512
25-Block w/\$100	a	\$307

Summer Housing Rates

Session		Room Rate	Board Rate	Total
A (6-weeks)	a	\$1,615	\$806	\$2,421
B (4-weeks)	a	\$1,074	\$538	\$1,612
A&B (10-weeks)		\$2,689	\$1,344	\$4,033

Residence Hall Fines

Use of Fire Exit Door (non-emergency)		\$300
Graffiti Cleaning Cost		\$100 plus Cost of Cleaning
Theft/Use of Fire Safety Equipment (including Fire Alarms)		\$300
Repair of Walls		\$50 plus Cost of Repair
Unsanitary Living/Dirty Room (first offense)		\$25 to \$100
Unsanitary Living/Dirty Room (second offense)		\$50 plus Mandatory Class
Unsanitary Living/Dirty Room (third offense or end of semester charge)		\$100 plus Disciplinary Action
Co-ed Visitation Violation		\$200
Repair Hole in Drywall		\$50 plus Cost of Repair
Throwing objects out of Window		\$100 plus Disciplinary Action
Replace Door Knob		\$75
Replace Mini Blinds		\$50
Replace Window Screens		\$50
Use of Window as Entrance or Exit to Room		\$100
Smoking in Prohibited Areas		\$50 plus Disciplinary Action
Noise (second offense)		\$25
Lock-out Key Charge (first offense)		\$10
Lock-out Key Charge (second offense)		\$25
Replacement Key Fee/Key Fob Fee	a	\$75-\$150
Lock Core Replacement Fee		\$75
Storage Fee		\$75
Port Damage	a	at cost
Cooking Appliances/Apparatus		\$50
Unauthorized Items	w	\$50
Extension Cords		\$50
Candles/Incense		\$50
Items Blocking Sprinkler(s) (first offense)		\$25
Items Blocking Sprinkler(s) (second offense)		\$50
Dirty Room Charge during Check Out		\$100
Improper Check-Out		\$125
Failure to return room key		\$75
*Parking Garage Decal Replacement	n	\$75
*Unauthorized Room Change/Switch	n	\$250
*Improper Student ID Card Usage	n	\$75
*Prohibited Items in Residential Spaces	n	\$50

Other Miscellaneous Fees

Parking Decal Type	Proposed 2026-2027		
	Sept. 1	Jan. 1	June 1
Reserved	\$550	\$280	N/A
Faculty/Staff	Varies ¹	Varies ¹	Varies ¹
Commuter Student	\$150	\$85	\$60
Resident Student	\$150	\$85	\$60
Part-time (Faculty/Staff)	\$85	\$50	\$40
Part-time (Student)	\$85	\$50	N/A
Temporary/Contract Employees	\$25 Per month	\$160	\$85
Replacement	\$50	\$50	\$50

Parking Fines

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

Note:

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

<u>Faculty/Staff</u>	Fall	Spring	Summer
<\$37,000	\$225	\$125	\$90
\$37,001-\$60,000	\$280	\$155	\$110
\$60,001-\$85,000	\$310	\$165	\$120
\$85,001-\$110,000	\$350	\$195	\$140
>\$110,000	\$450	\$245	\$180

Footnotes:

- a - Adjusted fee.
- n - New or not previously presented fee.
- r - reciprocal (fee/deposit)
- w - Wording Change

Norfolk State University
Proposed Schedule of Mandatory Auxiliary Enterprise Fees
For Year 2026 - 2027

ATTACHMENT I

Category	FY 2024 Annual Fee	FY 2025 Annual Fee	FY 2026 Annual Fee	Proposed FY 2027 Annual Fee	Change FY26 - FY27	Change FY24 - FY27
Student Activities Fee	\$379	\$388	\$400	\$414	\$14	\$35
Athletic Fee	\$1,750	\$1,804	\$1,886	\$1,962	\$76	\$212
Debt Service Fee	\$791	\$816	\$816	\$850	\$34	\$59
Fitness Center	\$33	\$34	\$36	\$38	\$2	\$5
Auxiliary Security Fee	\$334	\$344	\$354	\$368	\$14	\$34
Student Center Bldg. Maint.	\$254	\$262	\$270	\$282	\$12	\$28
Student Center	\$135	\$140	\$144	\$150	\$6	\$15
Transportation Fee	\$70	\$72	\$74	\$78	\$4	\$8
Auxiliary Technology Fee	\$12	\$12	\$12	\$12	\$0	\$0
Auxiliary Contingency Fee	\$84	\$86	\$86	\$86	\$0	\$2
Health Service Fee	\$142	\$146	\$150	\$156	\$6	\$14
Campus Improvement Fund	\$0	\$0	\$0	\$0	\$0	\$0
Total Auxiliary Mandatory Fees	<u><u>\$3,984</u></u>	<u><u>\$4,104</u></u>	<u><u>\$4,228</u></u>	<u><u>\$4,396</u></u>	<u><u>\$168</u></u>	<u><u>\$412</u></u>

Norfolk State University
Schedule of Full-Time In State Undergraduate Student Charges
For Fiscal Years 2021 to 2026

Institution	Tuition & Mandatory E&G Fees						Change
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FY25 - FY26
UVA-Wise	\$5,866	\$6,042	\$6,224	\$6,348	\$6,348	\$6,348	\$0
VMI	\$9,562	\$9,782	\$9,782	\$10,076	\$10,368	\$10,368	\$0
GMU	\$9,510	\$9,510	\$9,795	\$10,095	\$10,392	\$10,392	\$0
LU	\$8,180	\$8,180	\$8,420	\$8,660	\$8,840	\$8,960	\$120
CNU	\$9,100	\$9,100	\$9,375	\$10,001	\$10,288	\$10,417	\$129
NSU	\$5,752	\$5,752	\$5,752	\$5,926	\$6,076	\$6,228	\$152
JMU	\$7,250	\$7,460	\$7,684	\$7,914	\$8,150	\$8,312	\$162
RU	\$7,980	\$8,018	\$8,252	\$8,521	\$8,648	\$8,818	\$170
VSU	\$5,769	\$5,769	\$6,269	\$6,269	\$6,452	\$6,646	\$194
UMW	\$8,678	\$8,678	\$8,998	\$8,998	\$9,177	\$9,406	\$229
ODU	\$7,047	\$7,047	\$7,257	\$7,608	\$7,836	\$8,076	\$240
VCU	\$12,259	\$12,459	\$12,956	\$13,353	\$13,703	\$14,035	\$332
VT	\$11,595	\$11,931	\$12,289	\$12,891	\$13,266	\$13,656	\$390
UVA	\$14,658	\$14,658	\$15,339	\$15,785	\$16,259	\$16,747	\$488
CWM	\$17,570	\$17,570	\$17,570	\$18,389	\$18,845	\$19,407	\$562
Average	\$9,385	\$9,464	\$9,731	\$10,056	\$10,310	\$10,521	\$211

Institution	Tuition & Mandatory E&G Fees						Change
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FY21 - FY26
NSU	\$5,752	\$5,752	\$5,752	\$5,926	\$6,076	\$6,228	\$476
UVA-Wise	\$5,866	\$6,042	\$6,224	\$6,348	\$6,348	\$6,348	\$482
UMW	\$8,678	\$8,678	\$8,998	\$8,998	\$9,177	\$9,406	\$728
LU	\$8,180	\$8,180	\$8,420	\$8,660	\$8,840	\$8,960	\$780
VMI	\$9,562	\$9,782	\$9,782	\$10,076	\$10,368	\$10,368	\$806
RU	\$7,980	\$8,018	\$8,252	\$8,521	\$8,648	\$8,818	\$838
VSU	\$5,769	\$5,769	\$6,269	\$6,269	\$6,452	\$6,646	\$877
GMU	\$9,510	\$9,510	\$9,795	\$10,095	\$10,392	\$10,392	\$882
ODU	\$7,047	\$7,047	\$7,257	\$7,608	\$7,836	\$8,076	\$1029
JMU1	\$7,250	\$7,460	\$7,684	\$7,914	\$8,150	\$8,312	\$1062
CNU	\$9,100	\$9,100	\$9,375	\$10,001	\$10,288	\$10,417	\$1317
VCU	\$12,259	\$12,459	\$12,956	\$13,353	\$13,703	\$14,035	\$1776
CWM	\$17,570	\$17,570	\$17,570	\$18,389	\$18,845	\$19,407	\$1837
VT	\$11,595	\$11,931	\$12,289	\$12,891	\$13,266	\$13,656	\$2061
UVA	\$14,658	\$14,658	\$15,339	\$15,785	\$16,259	\$16,747	\$2089
Average	\$9,385	\$9,464	\$9,731	\$10,056	\$10,310	\$10,521	\$1136

Proposed Tution & Mandatory E&G Fees For FY27	\$6,446
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Norfolk State University
Schedule of Full-Time Out-of-State Undergraduate Student Charges
For Fiscal Years 2021 to 2026

Institution	Tuition & Mandatory E&G Fees						Change
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FY25 - FY26
UVA-Wise	\$24,979	\$25,209	\$26,318	\$27,098	\$22,578	\$22,578	\$0
CNU	\$21,966	\$21,966	\$22,613	\$24,638	\$24,638	\$24,638	\$0
VMI	\$37,572	\$38,436	\$39,590	\$40,778	\$41,960	\$41,960	\$0
LU	\$24,620	\$20,600	\$21,230	\$21,530	\$21,770	\$21,890	\$120
ODU	\$27,207	\$27,207	\$27,207	\$28,008	\$28,866	\$29,166	\$300
JMU	\$24,150	\$24,386	\$24,744	\$25,128	\$25,496	\$25,918	\$422
NSU	\$17,680	\$17,680	\$17,680	\$18,188	\$18,338	\$18,778	\$440
VCU	\$33,597	\$33,797	\$34,902	\$35,937	\$36,687	\$37,199	\$512
GMU	\$32,970	\$32,970	\$33,959	\$34,259	\$34,860	\$35,388	\$528
UMW	\$25,104	\$25,104	\$25,918	\$25,918	\$22,355	\$22,912	\$557
VSU	\$17,524	\$17,524	\$18,024	\$18,520	\$19,059	\$19,632	\$573
RU	\$20,062	\$20,100	\$20,789	\$21,420	\$21,733	\$22,600	\$867
VT	\$30,739	\$31,613	\$32,543	\$34,108	\$35,093	\$36,107	\$1,014
CWM	\$40,796	\$40,796	\$40,796	\$42,760	\$44,149	\$45,676	\$1,527
UVA	\$49,188	\$49,188	\$51,491	\$53,397	\$54,979	\$56,607	\$1,628
Average	\$28,544	\$28,438	\$29,187	\$30,112	\$30,171	\$30,737	\$566

Institution	Tuition & Mandatory E&G Fees						Change
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FY21 - FY26
LU	\$24,620	\$20,600	\$21,230	\$21,530	\$21,770	\$21,890	(\$2,730)
UVA-Wise	\$24,979	\$25,209	\$26,318	\$27,098	\$22,578	\$22,578	(\$2,401)
UMW	\$25,104	\$25,104	\$25,918	\$25,918	\$22,355	\$22,912	(\$2,192)
NSU	\$17,680	\$17,680	\$17,680	\$18,188	\$18,338	\$18,778	\$1,098
JMU	\$24,150	\$24,386	\$24,744	\$25,128	\$25,496	\$25,918	\$1,768
ODU	\$27,207	\$27,207	\$27,207	\$28,008	\$28,866	\$29,166	\$1,959
VSU	\$17,524	\$17,524	\$18,024	\$18,520	\$19,059	\$19,632	\$2,108
GMU	\$32,970	\$32,970	\$33,959	\$34,259	\$34,860	\$35,388	\$2,418
RU	\$20,062	\$20,100	\$20,789	\$21,420	\$21,733	\$22,600	\$2,538
CNU	\$21,966	\$21,966	\$22,613	\$24,638	\$24,638	\$24,638	\$2,672
VCU	\$33,597	\$33,797	\$34,902	\$35,937	\$36,687	\$37,199	\$3,602
VMI	\$37,572	\$38,436	\$39,590	\$40,778	\$41,960	\$41,960	\$4,388
CWM	\$40,796	\$40,796	\$40,796	\$42,760	\$44,149	\$45,676	\$4,880
VT	\$30,739	\$31,613	\$32,543	\$34,108	\$35,093	\$36,107	\$5,368
UVA	\$49,188	\$49,188	\$51,491	\$53,397	\$54,979	\$56,607	\$7,419
Average	\$28,544	\$28,438	\$29,187	\$30,112	\$30,171	\$30,737	\$2,193

Proposed Tuition & Mandatory E&G Fees For FY27	\$19,408
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Norfolk State University
Schedule of Full-Time In State Graduate Student Charges
For Fiscal Years 2021 to 2026

Institution	Tuition & Mandatory E&G Fees						Change
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FY25 - FY26
GMU	\$12,593	\$13,035	\$13,426	\$13,726	\$14,136	\$14,136	\$0
W&M	\$10,652	\$10,652	\$10,652	\$11,041	\$11,041	\$11,134	\$93
NSU	\$8,820	\$8,820	\$8,820	\$9,084	\$9,308	\$9,540	\$232
UMW	\$8,676	\$8,676	\$8,988	\$9,258	\$9,438	\$9,672	\$234
JMU	\$10,848	\$11,184	\$11,520	\$11,856	\$12,216	\$12,456	\$240
VSU	\$8,604	\$8,604	\$9,104	\$9,355	\$9,627	\$9,916	\$289
ODU	\$10,225	\$10,225	\$10,537	\$11,034	\$11,364	\$11,700	\$336
LU	\$8,640	\$8,640	\$8,904	\$6,678	\$6,678	\$7,020	\$342
VCU	\$12,783	\$12,983	\$13,498	\$13,907	\$14,269	\$14,625	\$356
RU	\$8,973	\$9,011	\$9,278	\$9,577	\$9,862	\$10,252	\$390
VT	\$13,876	\$14,278	\$14,706	\$15,427	\$15,881	\$16,348	\$467
UVA	\$18,816	\$19,550	\$20,305	\$21,099	\$21,939	\$22,595	\$656
Average	\$11,126	\$11,305	\$11,645	\$11,837	\$12,147	\$12,450	\$303

Institution	Tuition & Mandatory E&G Fees						Change
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FY21 - FY26
LU	\$8,640	\$8,640	\$8,904	\$6,678	\$6,678	\$7,020	(\$1,620)
W&M	\$10,652	\$10,652	\$10,652	\$11,041	\$11,041	\$11,134	\$482
NSU	\$8,820	\$8,820	\$8,820	\$9,084	\$9,308	\$9,540	\$720
UMW	\$8,676	\$8,676	\$8,988	\$9,258	\$9,438	\$9,672	\$996
RU	\$8,973	\$9,011	\$9,278	\$9,577	\$9,862	\$10,252	\$1,279
VSU	\$8,604	\$8,604	\$9,104	\$9,355	\$9,627	\$9,916	\$1,312
ODU	\$10,225	\$10,225	\$10,537	\$11,034	\$11,364	\$11,700	\$1,475
GMU	\$12,593	\$13,035	\$13,426	\$13,726	\$14,136	\$14,136	\$1,543
JMU	\$10,848	\$11,184	\$11,520	\$11,856	\$12,216	\$12,456	\$1,608
VCU	\$12,783	\$12,983	\$13,498	\$13,907	\$14,269	\$14,625	\$1,842
VT	\$13,876	\$14,278	\$14,706	\$15,427	\$15,881	\$16,348	\$2,472
UVA	\$18,816	\$19,550	\$20,305	\$21,099	\$21,939	\$22,595	\$3,779
Average	\$11,126	\$11,305	\$11,645	\$11,837	\$12,147	\$12,450	\$1,324

Proposed Tution & Mandatory E&G Fees For FY27	\$9,874
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Norfolk State University
Schedule of Full-Time Out-of-State Graduate Student Charges
For Fiscal Years 2021 to 2026

Institution	Tuition & Mandatory E&G Fees						Change
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FY25 - FY26
W&M	\$29,012	\$29,012	\$29,012	\$30,059	\$30,059	\$30,152	\$93
ODU	\$30,289	\$30,289	\$30,289	\$31,194	\$32,148	\$32,484	\$336
VCU	\$26,811	\$27,011	\$27,922	\$28,743	\$29,487	\$29,843	\$356
UMW	\$18,396	\$18,396	\$19,014	\$19,590	\$19,986	\$20,490	\$504
JMU	\$28,416	\$28,416	\$28,848	\$29,304	\$29,736	\$30,240	\$504
NSU	\$21,632	\$21,632	\$21,632	\$22,258	\$22,482	\$23,026	\$544
VSU	\$19,609	\$19,609	\$20,109	\$20,668	\$21,269	\$21,908	\$639
GMU	\$33,906	\$34,347	\$35,377	\$35,677	\$36,480	\$37,200	\$720
RU	\$17,946	\$17,984	\$18,507	\$19,070	\$19,625	\$20,408	\$783
UVA	\$32,078	\$33,316	\$34,595	\$35,933	\$37,339	\$38,437	\$1098
VT	\$28,393	\$29,199	\$30,056	\$31,499	\$32,047	\$33,342	\$1295
LU	\$24,360	\$24,360	\$24,384	\$18,438	\$18,462	\$19,782	\$1320
Average	\$25,904	\$26,131	\$26,645	\$26,869	\$27,427	\$28,109	\$683

Institution	Tuition & Mandatory E&G Fees						Change
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FY21 - FY26
LU	\$24,360	\$24,360	\$24,384	\$18,438	\$18,462	\$19,782	(\$4,578)
W&M	\$29,012	\$29,012	\$29,012	\$30,059	\$30,059	\$30,152	\$1140
JMU	\$28,416	\$28,416	\$28,848	\$29,304	\$29,736	\$30,240	\$1,824
NSU	\$21,632	\$21,632	\$21,632	\$22,258	\$22,482	\$23,026	\$1,394
UMW	\$18,396	\$18,396	\$19,014	\$19,590	\$19,986	\$20,490	\$2,094
VSU	\$19,609	\$19,609	\$20,109	\$20,668	\$21,269	\$21,908	\$2,299
RU	\$17,946	\$17,984	\$18,507	\$19,070	\$19,625	\$20,408	\$2,462
ODU	\$30,289	\$30,289	\$30,289	\$31,194	\$32,148	\$32,484	\$2,195
GMU	\$33,906	\$34,347	\$35,377	\$35,677	\$36,480	\$37,200	\$3,294
VCU	\$26,811	\$27,011	\$27,922	\$28,743	\$29,487	\$29,843	\$3,032
VT	\$28,393	\$29,199	\$30,056	\$31,499	\$32,047	\$33,342	\$4,949
UVA	\$32,078	\$33,316	\$34,595	\$35,933	\$37,339	\$38,437	\$6,359
Average	\$25,904	\$26,131	\$26,645	\$26,869	\$27,427	\$28,109	\$2,205

Proposed Tution & Mandatory E&G Fees For FY27	\$23,046
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Public Comment Period

FY 2026-2027 BOARD RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
TUITION AND FEES FOR FISCAL YEAR 2026-2027**

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

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

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

WHEREAS, the 2025 Virginia Acts of Assembly Chapter 725 contains that the Norfolk State University Board of Visitors and the Virginia State University Board of Visitors may charge reduced rate tuition to any non-Virginia student who has completed at least 30-credit hours of course work and who is enrolled in a program at the relevant institution that leads to employment in a high-demand field, as determined by the Board of Visitors of the relevant institution based on data compiled and provided by the Virginia Office of Education Economics; and

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

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

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

WHEREAS, the Board of Visitors of Norfolk State University approves the tuition, room, board, mandatory, and miscellaneous fees found in the above-referenced and attached Schedules A, B, C, and D for the 2026-2027 academic year; and

WHEREAS, the President shall monitor any subsequent actions of the General Assembly between now and the beginning of Fiscal Year 2026-2027 for legislative impact on the tuition and fee policy and related funding, and shall implement timely changes required by such legislation, and shall report such action to the Board of Visitors at its next regularly scheduled meeting; and

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

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, the University President, and the University Counsel for legal sufficiency, and upon the recommendation of the Board's Finance and Administration Committee, the Norfolk State University Board of Visitors approves this resolution for the tuition and fees for academic year 2026-2027 as presented this 8th day of May 2026.

Signature

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

Date _____

FY 2026-27 Operating Budget Recommendation/Resolution

Norfolk State University
Proposed FY27 Budget - DRAFT
April 24, 2026

University Operating Budget

	FY26 Budget	Proposed FY27 Budget	Change
Revenue			
Educational and General			
General Fund			
General Fund Appropriations	\$94,150,359	\$94,150,359	\$0
Non General Fund			
Higher Education Operating			
Tuition	\$56,682,698	\$63,309,010	\$6,626,312
Out of State Capital Outlay Fees	\$420,789 ²	\$420,789 ²	\$0
Miscellaneous Revenue	\$1,044,106	\$1,044,106	\$0
Total Educational and General	\$152,297,952	\$158,924,264	\$6,626,312
Auxiliary Enterprises	\$70,419,906	\$78,782,870	\$8,362,964
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$34,700,404	\$34,700,404	\$0
Local Funds	\$20,000,000	\$26,000,000	\$6,000,000
Total Revenues	\$297,650,205	\$318,639,481	\$20,989,276
Expenses			
Educational and General			
Instruction	\$56,365,867	\$59,896,437	\$3,530,570
Research	\$2,141,465	\$2,154,187	\$12,722
Public Service	\$962,236	\$979,363	\$17,127
Academic Support	\$29,107,783	\$30,697,220	\$1,589,437
Student Services	\$9,961,714	\$10,054,877	\$93,163
Institutional Support	\$27,181,587	\$30,989,789	\$3,808,202
Operations and Maintenance of Plant	\$16,597,754	\$19,019,524	\$2,421,770
Funding to Be Budgeted Later	\$4,846,679	\$0	(\$4,846,679)
Total Educational and General	\$147,165,085	\$153,791,397	\$6,626,312
Auxiliary Enterprises	\$71,044,542	\$77,005,386	\$5,960,844
Sponsored Programs	\$20,231,943	\$20,231,943	\$0
Student Financial Assistance	\$39,833,271 ¹	\$39,833,271 ¹	\$0
Local Funds	\$20,000,000	\$26,000,000	\$6,000,000
Total Expenses	\$298,274,841	\$316,861,997	\$18,587,156
Increase (Decrease) in Fund Balance	(\$624,636)	\$1,777,484	\$2,402,120

Notes:

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

Per Chapter 725 unfunded scholarships can be given to both students demonstrating financial need and students who have exhibited merit. In addition to the tuition funded assistance, the University is required to provide waivers to specific classes of individuals; waivers are projected at \$7.5 million. Additionally, NSU plans to award up to \$2 million in unfunded assistance to students in financial need. These awards will be supported by vacant positions that are currently funded.

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

Norfolk State University
Proposed FY27 Budget - DRAFT
April 24, 2026

Educational and General Schedule			
	FY26 Budget	Proposed FY27 Budget	Change
Revenue			
Educational and General			
General Fund			
General Fund Appropriations (adjusted)	\$94,150,359	\$94,150,359	\$0
Non General Fund			
Higher Education Operating			
Tuition	\$56,682,698	\$63,309,010	\$6,626,312
Out of State Capital Outlay Fees	\$420,789	\$420,789	\$0
Miscellaneous Revenue	<u>\$1,044,106</u>	<u>\$1,044,106</u>	<u>\$0</u>
Total Educational and General	\$152,297,952	\$158,924,264	\$6,626,312
Expenses			
Instruction	\$56,365,867	\$59,896,437	\$3,530,570
Research	\$2,141,465	\$2,154,187	\$12,722
Public Service	\$962,236	\$979,363	\$17,127
Academic Support	\$29,107,783	\$30,697,220	\$1,589,437
Student Services	\$9,961,714	\$10,054,877	\$93,163
Institutional Support	\$27,181,587	\$30,989,789	\$3,808,202
Operations and Maintenance of Plant	\$16,597,754	\$19,019,524	\$2,421,770
Funding to Be Budgeted Later	<u>\$4,846,679</u>	<u>\$0</u>	<u>(\$4,846,679)</u>
Total Expenses	<u>\$147,165,085</u>	<u>\$153,791,397</u>	<u>\$6,626,312</u>
Increase (Decrease) in Fund Balance	<u>\$5,132,867</u>	<u>\$5,132,867</u>	<u>\$0</u>
Student Financial Assistance	<u>(\$5,132,867)¹</u>	<u>(\$5,132,867)¹</u>	
Total E&G Overage/(Shortfall)	\$0	\$0	

Notes:

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

Norfolk State University
Proposed FY27 Budget - DRAFT
April 24, 2026

Auxiliary Enterprise Schedule

	FY26 Budget	Proposed FY27 Budget	Change
Revenues			
User Fees	\$41,431,586	\$48,751,776	\$7,320,190
Mandatory Fees	\$21,697,675	\$24,493,419	\$2,795,744
Revenues and Commissions	\$7,290,645	\$5,537,675	(\$1,752,970)
Other Sources	<u>\$624,636</u> ¹	<u>\$0</u>	<u>(\$624,636)</u>
 Total Revenue	 \$71,044,542	 \$78,782,870	 \$7,738,328
Expenses			
Personal Services - Budget	\$15,377,520	\$16,313,974	\$936,454
Non Personal Services - Budget	\$46,842,386	\$52,123,521	\$5,281,135
Debt Service	<u>\$8,824,636</u>	<u>\$8,567,891</u>	<u>(\$256,745)</u>
 Total Expenses	 <u>\$71,044,542</u>	 <u>\$77,005,386</u>	 <u>\$5,960,844</u>
 Increase (Decrease) in Fund Balance	 <u>\$0</u> ¹	 <u>\$1,777,484</u>	 <u>\$1,777,484</u>

Note:

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

FY 2026-2027 BOARD RESOLUTION

**NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
OPERATING BUDGET FOR FISCAL YEAR 2026-2027**

WHEREAS, the Norfolk State University Board of Visitors ("Board of Visitors") at its May 8, 2026 meeting approved tuition and fee rates for Fiscal Year 2026-2027 within the limits set by the Commonwealth of Virginia as introduced by the Act; and

WHEREAS, the tuition and fee rates approved for Fiscal Year 2026-2027 as presented by the Administration are deemed reasonable and consistent; and

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

WHEREAS, the University has forecasted revenue collections from all sources for Fiscal Year 2026-2027, based upon conservatively anticipated enrollment levels; and

WHEREAS, the Board of Visitors approves the proposed University Operating Budget for 2026-2027 as presented and attached to this Resolution; and

WHEREAS, the Board of Visitors approves the Educational and General (E&G) Budget for 2026-2027 appearing on the attached E&G Schedule; and

WHEREAS, the Board of Visitors approves the budgeted amounts for the Auxiliary Enterprise programs for 2026-2027 appearing on the attached Auxiliary Enterprise Schedule; and

WHEREAS, the Board of Visitors approves the State Student Financial Assistance budget for 2026-2027, which equals the university's appropriation and noted E&G revenue transfers as described in the University Operating Budget; and

WHEREAS, the Board of Visitors approves expenditures in support of Sponsored Programs that have been properly awarded to the University and up to the amounts for which cash will be made available during the course of Fiscal Year 2026-2027; and

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

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Vice President of Finance and Administration, the University President, and by University Counsel for legal sufficiency, and upon the recommendation of the Norfolk State University Board of Visitors' Finance and Administration Committee, the Norfolk State University Board of Visitors approves the 2026-2027 University Operating Budget in total as presented this 8th day of May 2026; and

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

BE IT FURTHER RESOLVED, that the Norfolk State University Board of Visitors authorizes the University President to reallocate and expend all unexpended Fiscal Year 2025-2026 Educational and General and Auxiliary Enterprise funding that may be reappropriated for use in Fiscal Year 2026-2027 and to expend local funds available to the University should the need arise.

Signature

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

Date _____

BOV-DIVISION CAMPUS UPDATES

Facilities Management

Terry G. Woodhouse

Interim Associate Vice President



CAMPUS MASTER PLAN



Current Capital Projects

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

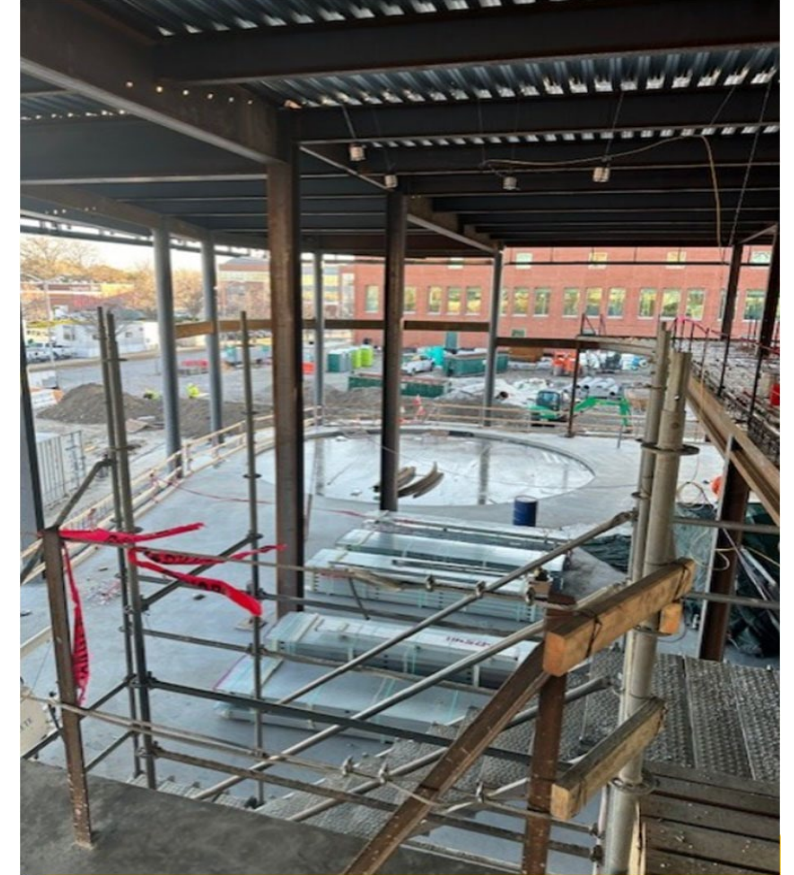
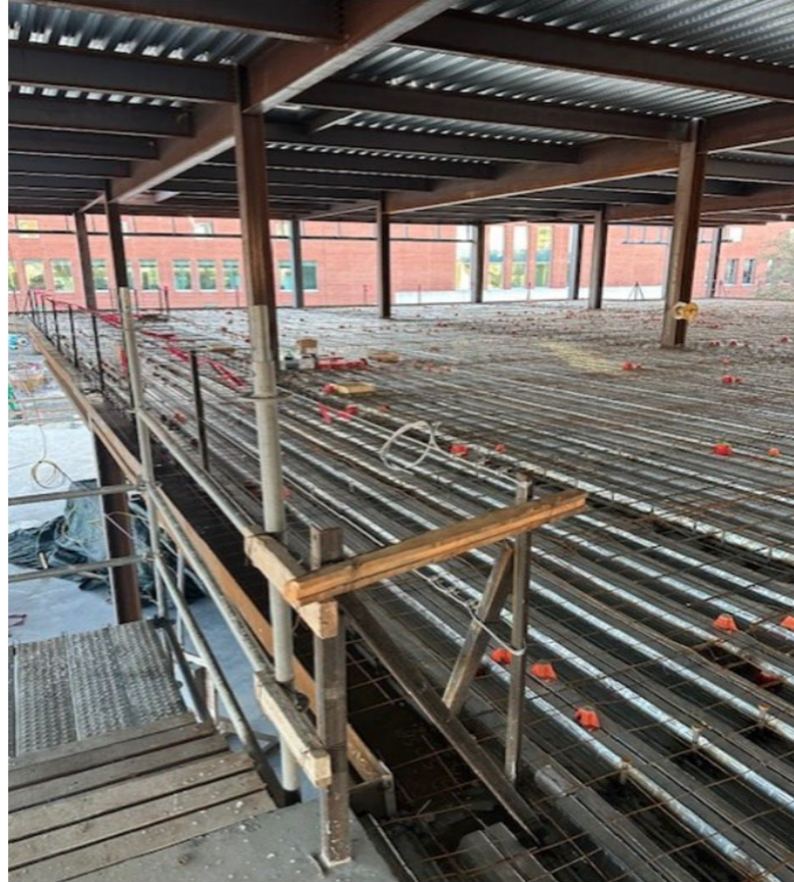
*Project cost is subject to change based on market conditions at the time of construction.

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
- Percentage Complete – 15%
- Completion: Fall 2027



New Science Building – Topping Out Ceremony

- Steel Topping Out
March 18, 2026



New Fine Arts Building

- Design Architect: Hanbury
- Construction Cost: \$97 million
- Construction Delivery Method:
- Construction Manager At Risk
- Design Percentage Complete – 10%
- 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
- Design Percentage Complete – 1%
- Completion: Fall 2029



Campus Perimeter Security Fence

- 8-foot Masonry Piers and aluminum
- Painting
- Card Access controlled at Pedestrian Gate
- Percentage Complete – 65%
- Completion: Fall 2026



Nursing Building-Boilers Replaced

- This project included the replacement of boilers
- Percentage Complete – 85%
- Completion: Summer 2026



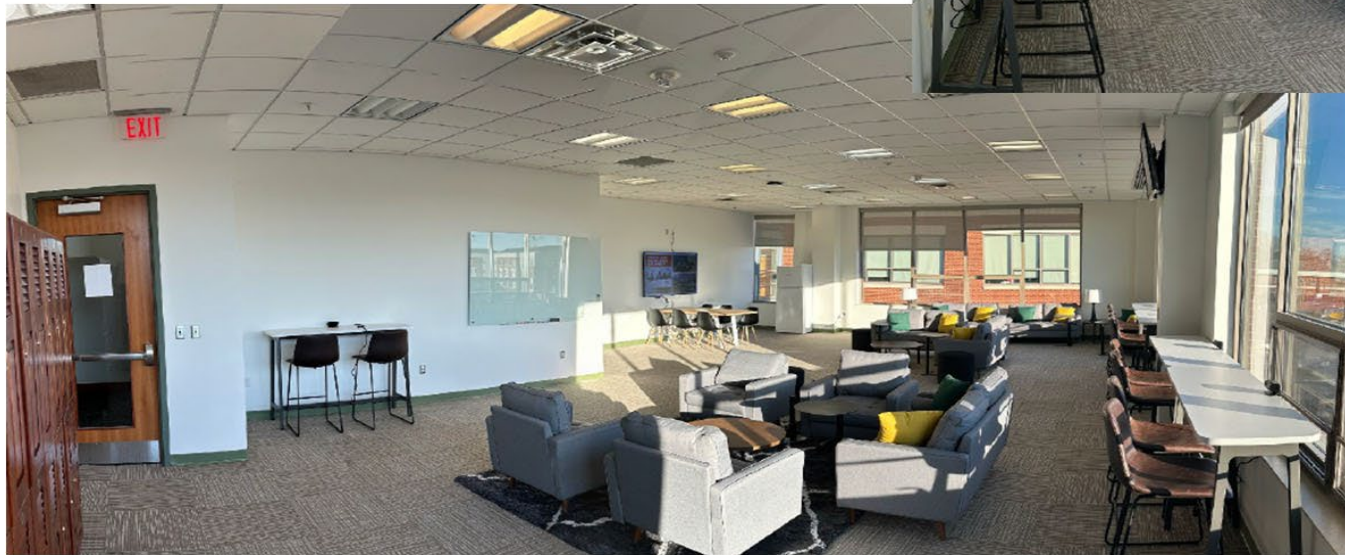
Scott Dozier Lighting & Flooring Upgrades

- This project included the installation of new lighting and flooring in the kitchen and new lighting in the dining area of Scott Dozier
- Percentage Complete – 55%
- Completion: Summer 2026



Student Center Innovation Lounge

- This project included the installation of new flooring, paint and furniture
- Home Depot Retool your School Grant
- Percentage Complete – 100%
- Completion: Fall 2025



Echols Hall – Men’s Basketball Locker Room

- This project included installation of new flooring, paint, lockers, ceilings and lighting
- Percentage Complete – 100%
- Completion: Fall 2025



Brooks Library Interior Upgrades

- Improved branding and wayfinding, graphics, painting and furniture
- Percentage Complete – 75%
- Completion: Spring 2026



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	\$ 1,500,000
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 - Continued

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

Thank You



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

Total: \$32,400,000.00

- ❑ **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

HUMAN RESOURCES

Dr. Tanya White

OFFICE OF HUMAN RESOURCES UPDATES

Tanya S. White, Ed.D.
Vice President and Chief of Staff
May 7- 8, 2026





Stacie Gaines

HR Operations and
Information
Systems Manager



Lisa Little

Employee Relations
and Engagement
Manager



Danielle Hairston

Associate VP for Human
Resources/Chief Human
Resource Officer and
Workday Lead



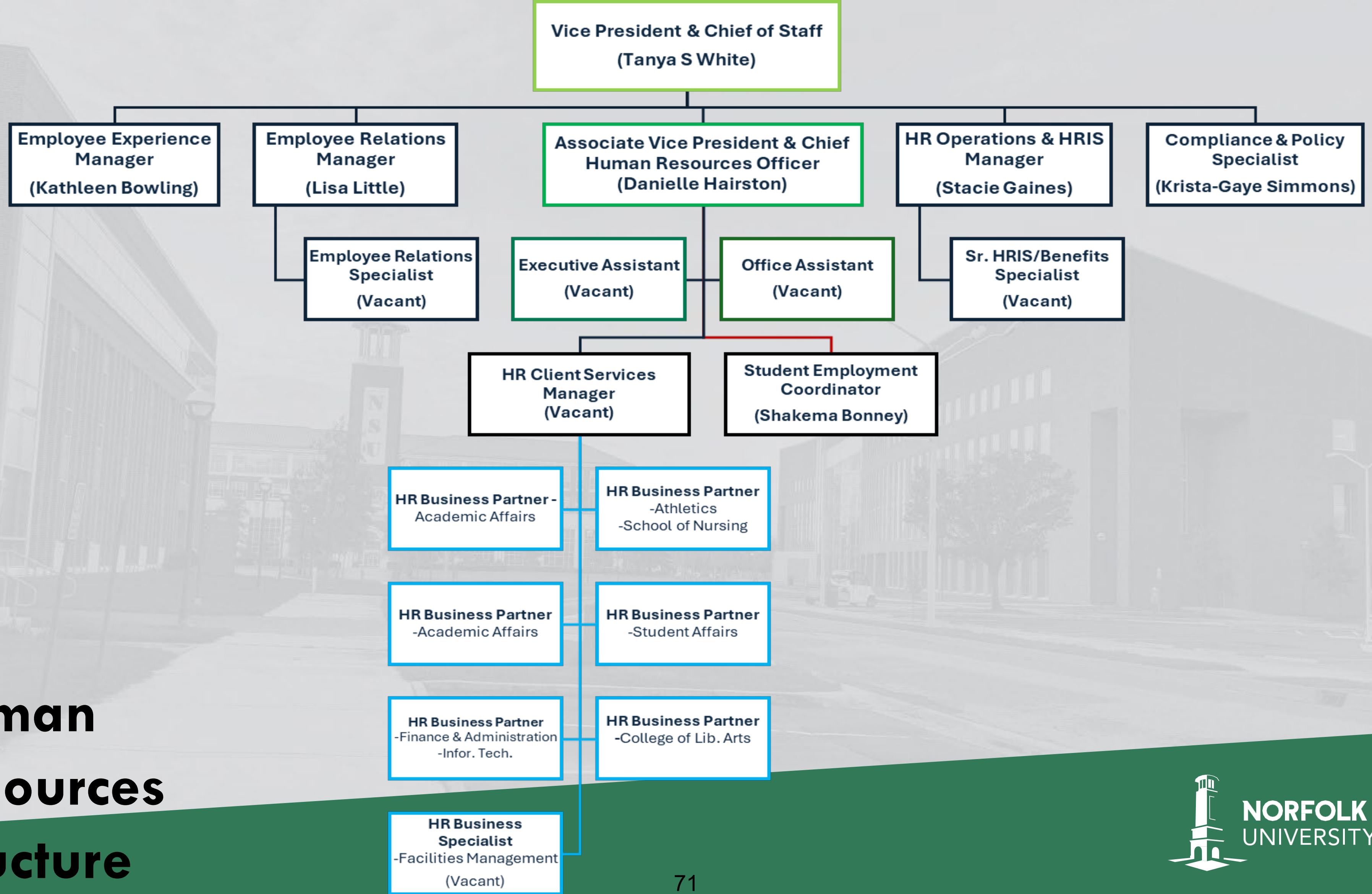
Kathleen Bowling

Employee Experience and
Orientation Manager



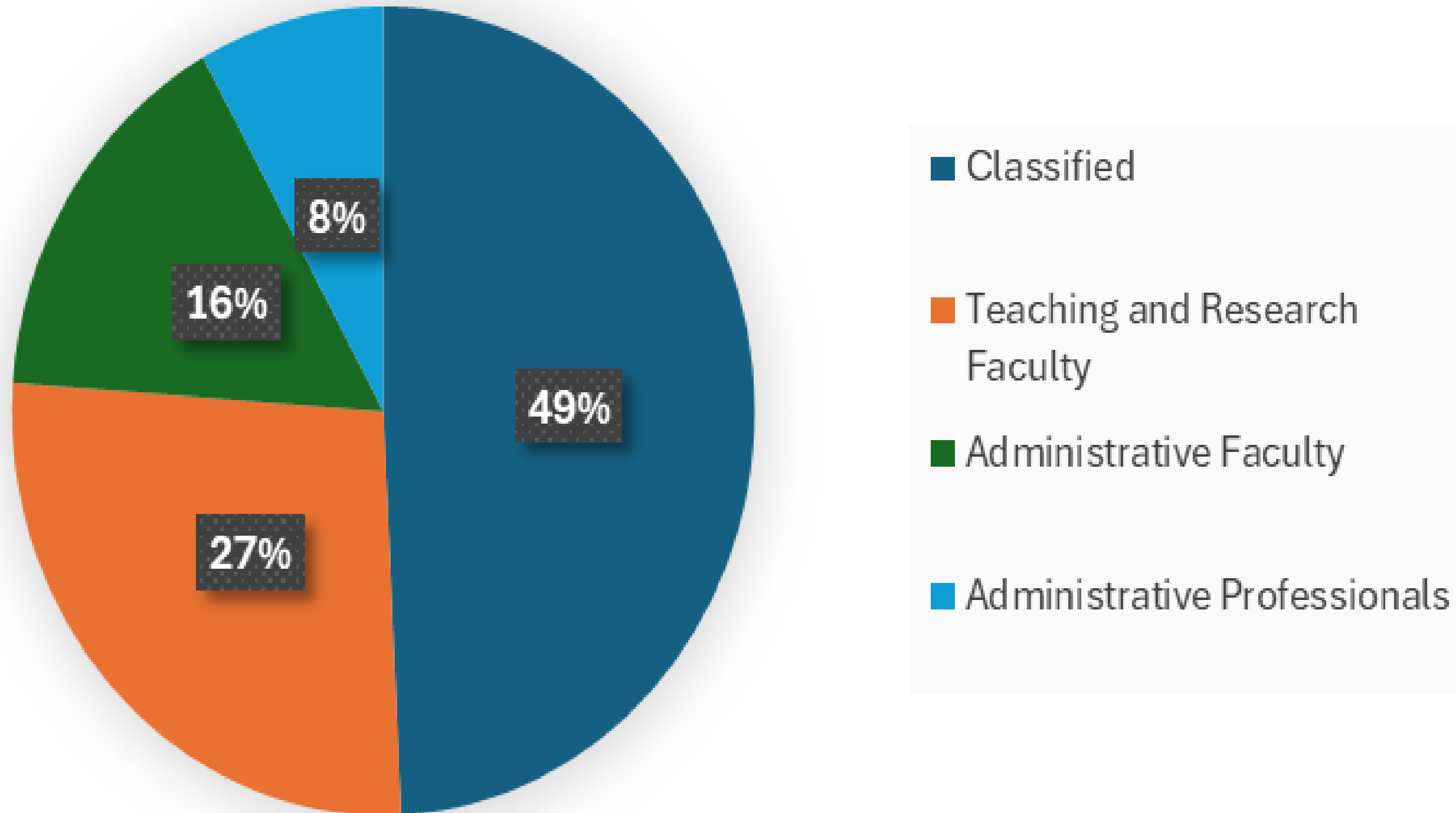
KristaGaye Simmons

HR Compliance, Policy, and
Assessment Specialist



Human Resources Structure

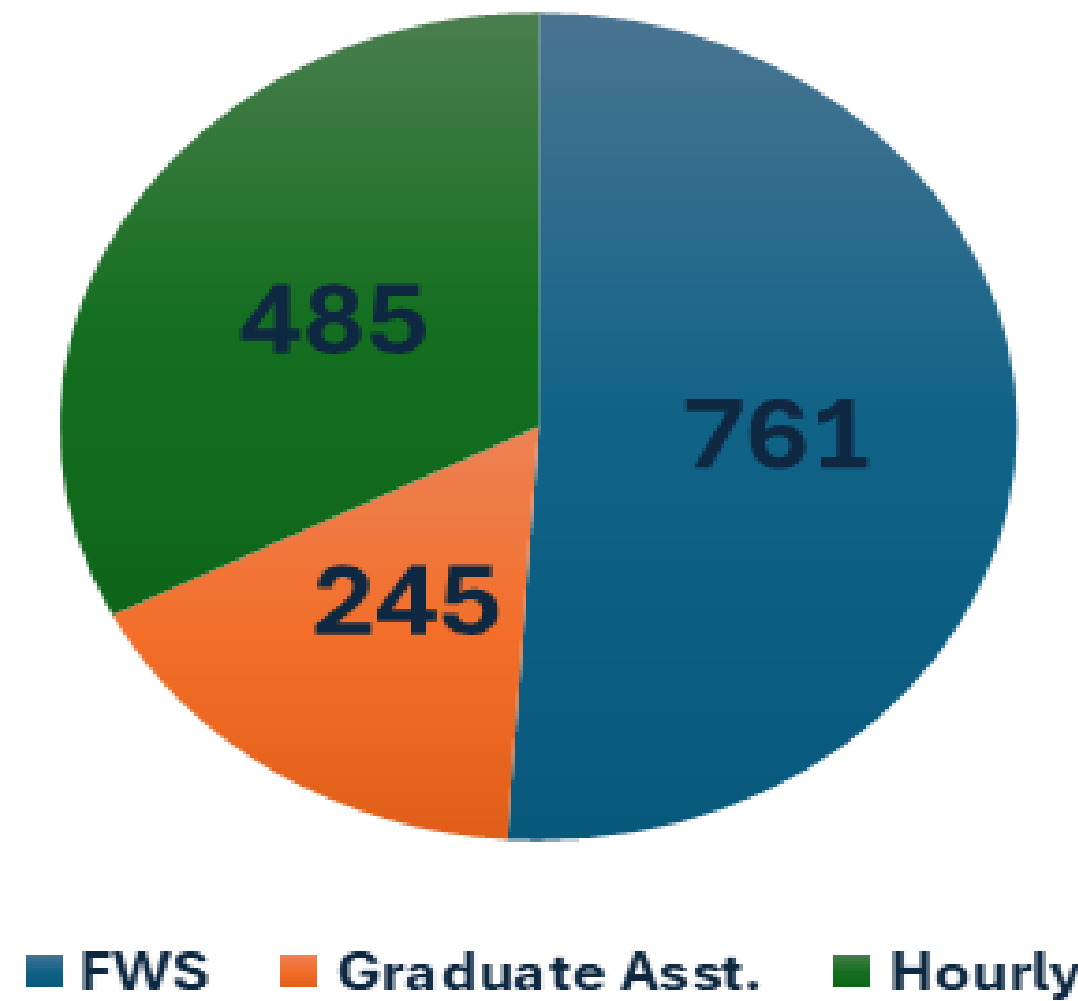
Fulltime Employee Demographics



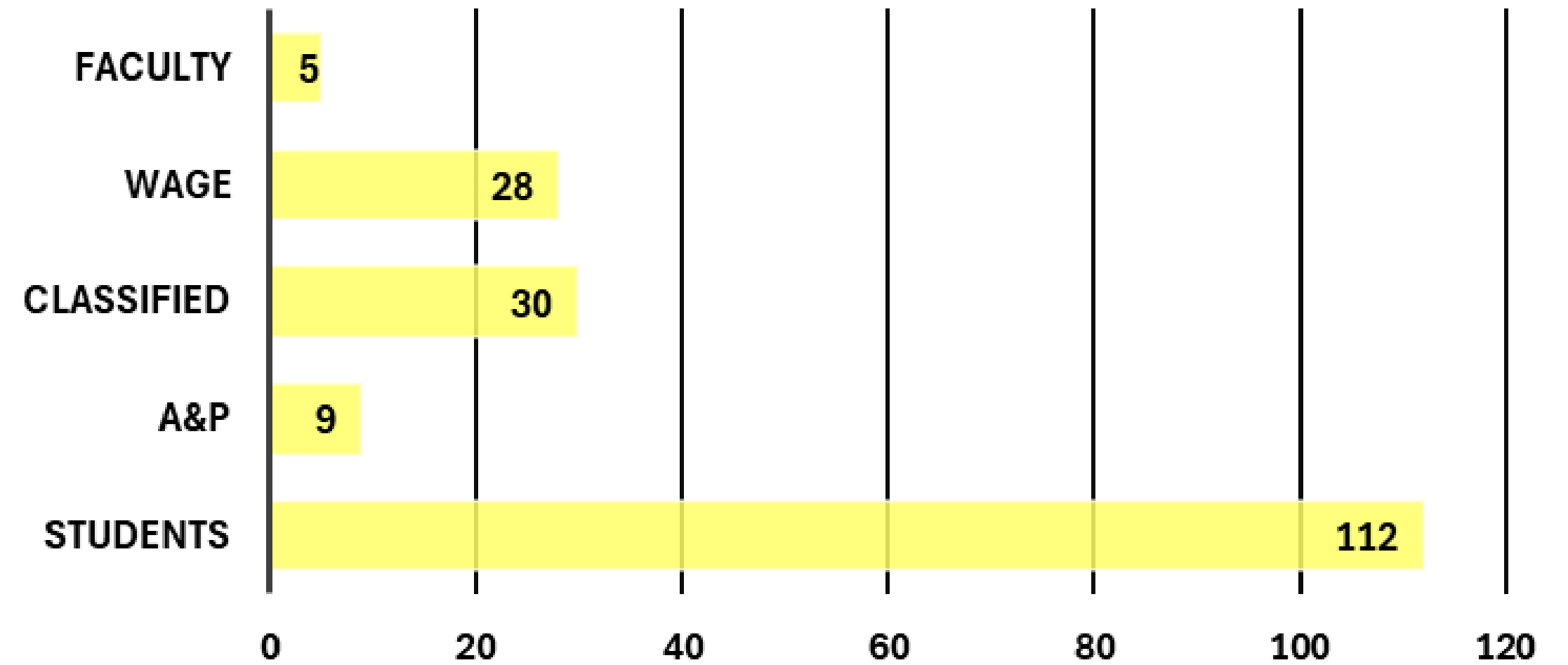
- ✓ **979 fulltime employees**
- ✓ **HR workforce- 18 fulltime employees**
- ✓ **6 current HR full-time vacancies**
- ✓ **2 Temporary employees**
- ✓ **4 student workers**

Human Resources Updates

1,497 Student Workers
January 5 - April 16, 2026



7 Orientations 184 Participants
Jan. 9- April 22, 2026



Ongoing Projects and Training

Federal and Medical Leave Act (FMLA)

Fair Labor Standards Act (FLSA)

VRS Census Data

Recruitment and Onboarding

Off-boarding and Separation

Benefit Updates

- ✓ Campus Partner Engagement
- ✓ Policy Review
- ✓ Employee Relations
- ✓ Benefits
- ✓ Employee Verifications
- ✓ Internal Desk Audits
- ✓ Executive Searches
- ✓ Compliance
- ✓ **Workday Cross Training and Testing**





Human Resources

Lunch and Learn - Investing in Spartans

As part of our commitment to Spartans, the HR Team is excited to invite you to an upcoming interactive workshop. This session will focus on training and updates to provide you with the tools and insights needed to succeed in your role. We will also acknowledge our employees for Public Service Week!!

When: Tuesday, April 28, 2026, at 12noon - 2:00 p.m.

Where: Student Center 138

What: Lunch & Learn and Employee Public Service Week Appreciation



Please email Hrdocs@nsu.edu by April 21 to RSVP.

We look forward to seeing you there!

The Human Resources Team
Spartan Spirit = Excellence



Update on Strategic Initiatives



Monthly training for campus community



Customer Service Committee



Benefits Fair-
OCTOBER 2026



Wellness Initiatives



Public Service Week



Employee Service Recognition Ceremony
NOVEMBER 2026



OFFICE OF HUMAN RESOURCES

757-823-8160

hrdocs@nsu.edu

Spartan Spirit = Excellence

Operations & Institutional Effectiveness

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



Information Technology

Information Security

- COOP and IRP Review Underway with Tabletops
- Third-Party Pen Test Underway
- 6-week engagement with four phases
- Increasing Focus on Metrics Collections for Better Reporting



Academic Technology

- Deploying Voice Over Internet Protocol [VoIP] telephony across all campus classrooms
 - Protocol will enhance safety and support capabilities
 - Enables direct access to police and campus security
 - Project will occur over the summer with completion before the Fall Semester
- Implementation of a wayfinding solution in library to improve navigation and student experience
- Library study rooms are being upgraded with wireless screen sharing & integrated video conferencing
 - Supports a BYOD (Bring-your-own-device) environment
 - Enables students to collaborate and connect with each other and faculty
 - Enables participation in virtual activities (i.e., interviews).



Acquisitions and Compliance

- Over 100 purchase approval requests during the first quarter of the calendar year
- Consideration of an Apple-Buyback program for older SIA assets



Technical Services

- Continued replacement of outdated hardware and software
- Upgrades to physical spaces and digital signage
- Continued expansion of outdoor wireless and security camera coverage through fiber upgrades.





Workday Update

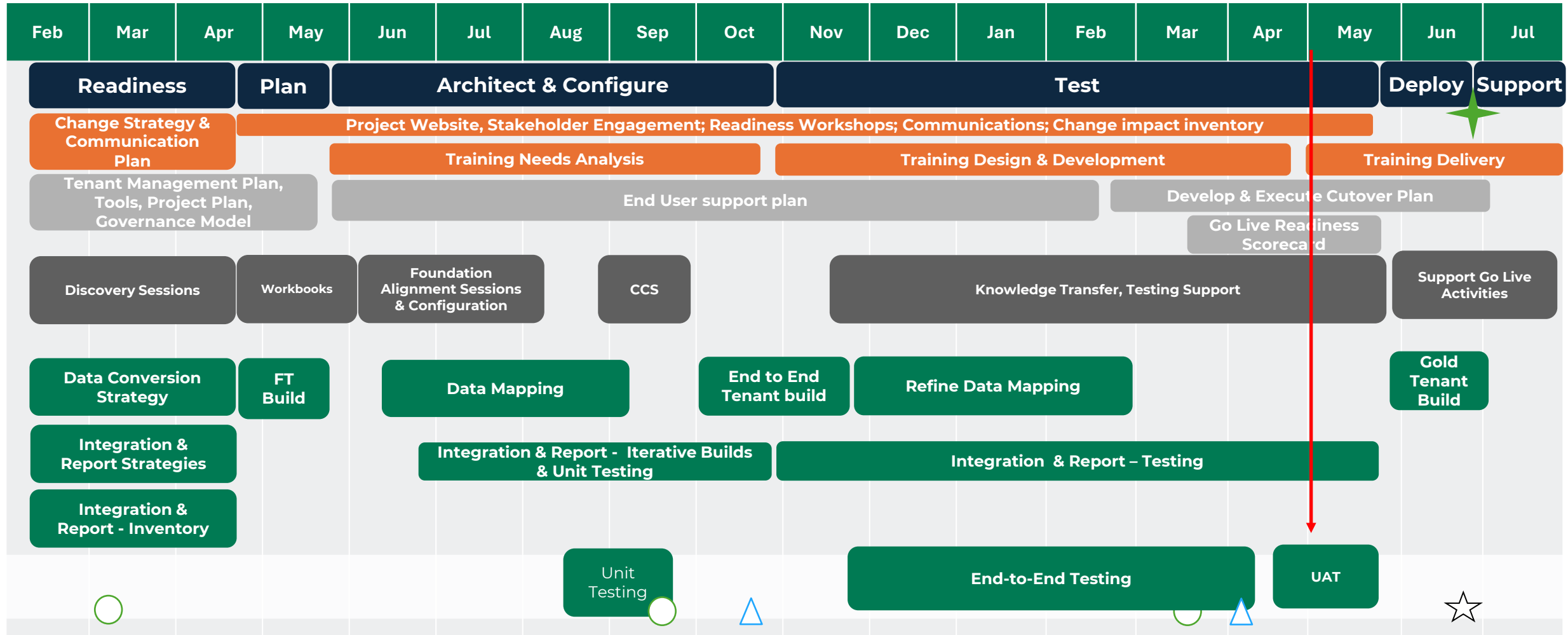
- **END-TO-END TESTING Completed April 3**
- **User Validation Regression and Integration Testing April 6 – April 24**
- **Deployment Phase May 4 – July 1**
- **On schedule to launch the system for July 2026**



Workday Implementation & Project Management

2025

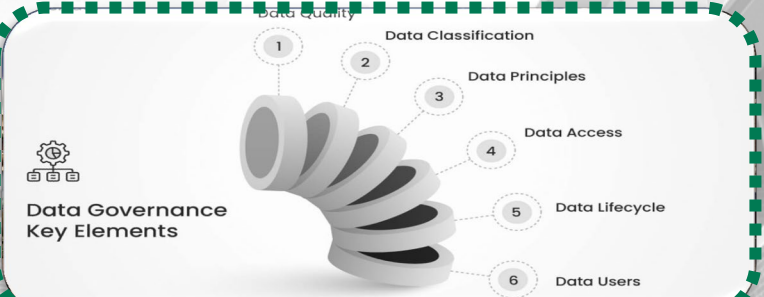
2026



Institutional Research & Planning

Continued development of the university's data governance framework

- Design work is in progress and nearly complete
- Technology acquisition and implementation will proceed this summer



Summer 2026 will embark upon a campaign to re-envision IR at NSU

- Complete review and overhaul of data collection and reporting processes
- Emphasis on development of self-service data products
- Deploy novel technologies to support analytics and decision-making



QUESTIONS & DISCUSSION

DIVISION CAMPUS UPDATES

UNIVERSITY ADVANCEMENT

CLIFFORD PORTER, JR., J.D.

VICE PRESIDENT





NORFOLK STATE
UNIVERSITY

NAMING CEREMONIES



REV. JEFFREY BELFIELD & KATHY POPE BELFIELD SMART ROOM



BOYD GAMING
TOURISM AND HOSPITALITY
MANAGEMENT PROGRAM



TONY & KIM BROTHERS BALLROOM



**DR. KIM W. BROWN &
DR. VALERIE K. BROWN
SPARTAN LOUNGE**

DEVON M. HENRY COMMUNICATION



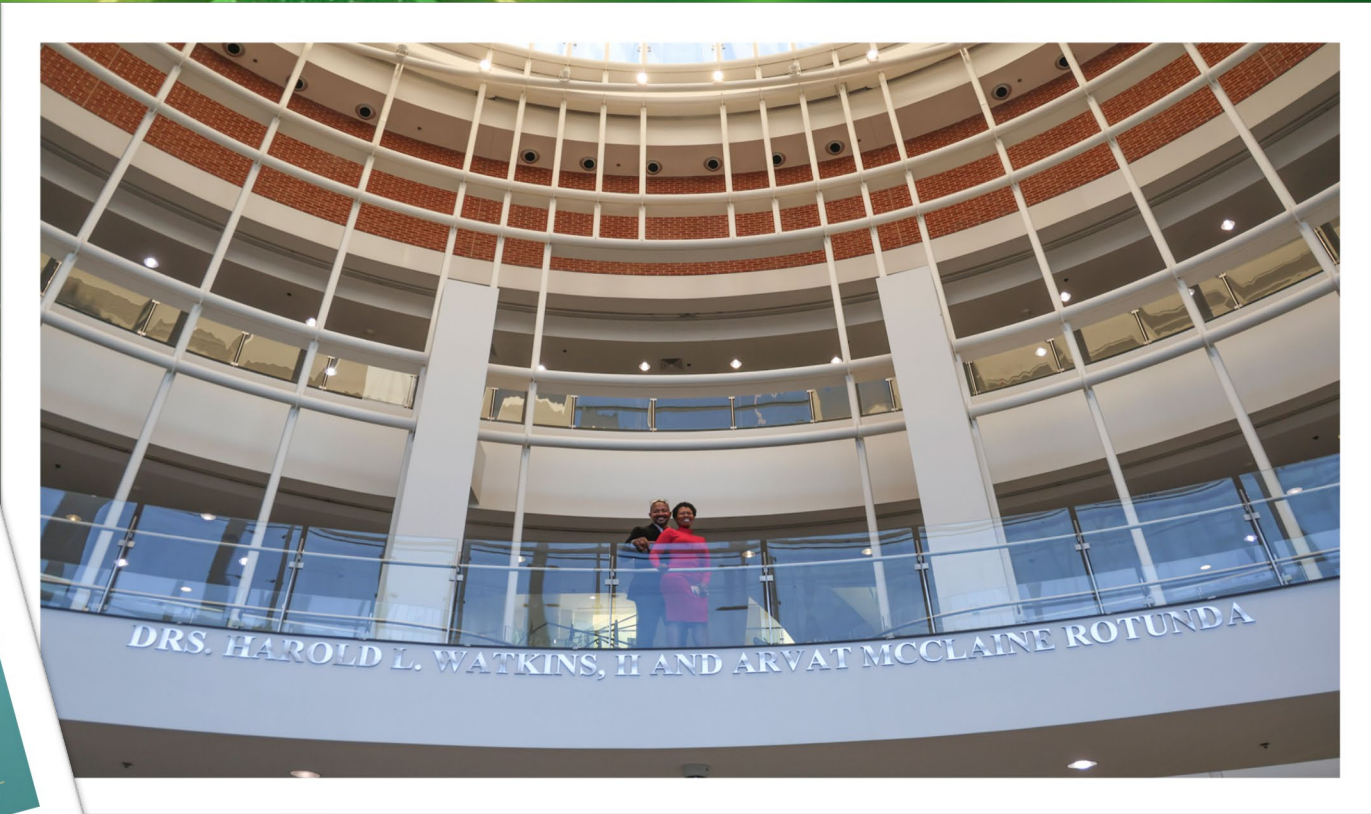
DEVON M. HENRY COMMUNICATIONS TOWER



GARY & COOKIE McCOLLUM AMPHITHEATRE



TOWNEBANK SOFTBALL FIELD



DR. HAROLD L. WATKINS, II & DR. ARVAT MCCLAINE ROTUNDA

**NOW IS OUR
TIME**

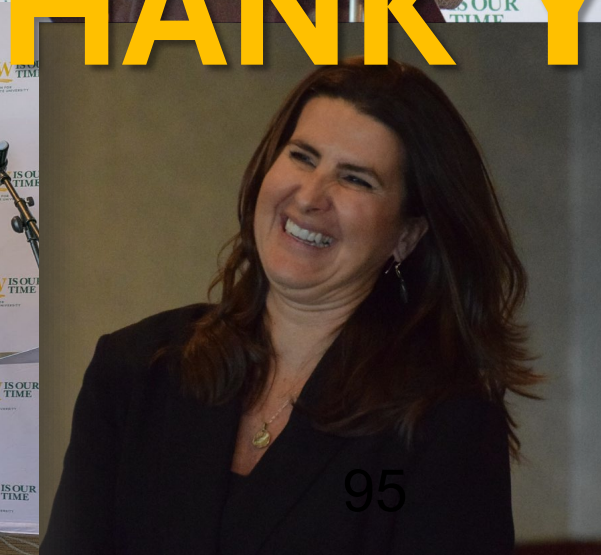
| THE CAMPAIGN FOR
NORFOLK STATE UNIVERSITY

CLOSEOUT

\$147,540,788



THANK YOU!





NORFOLK STATE
UNIVERSITY

NEW INITIATIVE

GIFTMAP



THANK YOU!



NORFOLK STATE
UNIVERSITY

Governance Committee



**AGENDA
BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING**

*Thursday, May 7, 2026
11:00 a.m. – 12:00 p.m.
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_IB7WPLOhS861foS9qr69hA

- I.** Call to Order/Establish Quorum
- II.** Recommend Approval of Electronic Participation
- III.** Recommend Approval of March 5, 2026, 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.** Other Discussion Items
- X.** Adjournment

Governance Committee

Heidi Abbott, Chair

Dr. Katrina Chase

Conrad Hall

Dr. L.D. Britt

Staff: Eric Claville, Executive Advisor

to the President for Governmental Relations

Dr. Tanya White, Vice President and Chief of Staff

The President participates in all Committee meetings.

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

DRAFT
BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING
March 5, 2026
MINUTES

1. Call to Order

The Governance Committee Meeting was called to order at approximately 8:42 a.m. A quorum was established with a 3-0 Roll Call Vote.

Committee Members Present

Dr. Katrina Chase, Secretary

Dr. L.D. Britt

Committee Member Participated Virtually

Mrs. Heidi Abbott, Chair

Mr. Conrad Hall

Board of Visitors Members Present

Mr. Dwayne Blake

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

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

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. Leonard Brown, Vice President for Student Affairs

Mr. Clifford Porter, Vice President, University Advancement

Mrs. Derika Burgess, Chief Audit Executive

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

Mr. Ronald King, Chief Information Security Officer

Mr. Linwood F. Moses, Office of Information Technology, Project Management Office Director

Ms. Monique Robinson, Director for Procurement Services

Ms. Crystal Jenkins, Norfolk State University Foundation

Ms. Stevalynn Adams, Assistant Vice President of Communications and Marketing

Mr. Gregory B. Baptiste, Director of Enterprise Applications

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

Ms. Erica Saunders, Executive Administrative Assistant, Provost Office

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. Dr. L.D. Britt motioned, second by Dr. Katrina Chase, with a 3-0 Roll call vote, the Board approved the electronic participation of Mrs. Heidi Abbott.

3. Recommend Approval of December 4, 2025, Governance Committee Minutes

The Committee voted and unanimously approved with a 3-0 Roll Call Vote, the Minutes for December 4, 2025, Committee Meeting, motioned by Dr. L.D. Britt, and seconded by Dr. Katrina Chase.

4. Old Business

None

5. New Business

Mrs. Abbott informed that there are currently two open seats on the board. Mrs. Abbott also discussed that this is the second to final week of the General Assembly session.

Mr. Claville provided an overview of the General Assembly activities and highlighted several bills that have the potential to impact the board if passed, which are listed below:

- **House Bill 2452:** Highlights the Public Institution of Higher Education, that's governing, live streaming, recording, and archiving Board of Visitors meetings, closed sessions, and guidelines. This Bill will provide the public with real-time access to the meetings of Governing Boards of Higher Education. As well as archiving meetings and minutes taken.

- **Senate Bill 494:** Highlights the terms and Committee representation. This bill aims to restructure boards, as it relates to years of service. Increasing from four to six years. There are currently two consecutive four-year terms for Board members, if passed just one six-year term.
- **Senate Bill 378:** The General Assembly is currently advancing legislation that would expand collective bargaining rights for public sector employees.

6. Recommend Approval of Electronic Participation

Mr. Conrad Hall provided his reason for electronic participation, due to distance, more than 50 miles. Mr. Dwayne Blake motioned, second by Dr. Katrina Chase, with at 4-0 Roll call vote, the Board approved the electronic participation of Mr. Conrad Hall.

7. Board of Visitors Update(s)

None

8. General Assembly Update(s)

None

9. Policy Update(s)

Dr. White provided an update on the policy review process and informed that approximately 75 % of the policies have been completed. There are 136 administrative policies, with the expectation to be completed by mid-summer, prior to the next Board meeting in the fall. Dr. White also discussed the policy review process, which begins with the President, then to the Cabinet, and including the campus community for an opportunity to provide feedback. Dr. White informed of BOV Policy #18, Participation in Board of Visitors Meetings in Event of Emergency, Personal Matter, Certain Disabilities; or Distance from Meeting Location which was reaffirmed to continue virtual participation of Board members.

10. Discussion of Other Items

None

11. Adjournment

There being no further business, Mrs. Heidi Abbott adjourned the meeting at 9:10 a.m.

Mr. Dwayne Blake motion to adjourned, seconded by Dr. Katrina Chase, and with a 5-0 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

March 5, 2026

Item	Mrs. Heidi Abbott (Chair) Virtual	Dr. Katrina Chase	Mr. Conrad Hall	Dr. L.D. Britt	Mr. Dwayne Blake	Totals
Quorum	Virtual	Yes	Absent	Yes	Yes	3-0
Recommend Approval of Electronic Participation for Ms. Heidi Abbott	Virtual	Yes	Absent	Yes	Yes	3-0
Approval of the Minutes	Yes	Yes	Absent	Yes	Yes	4-0
Recommend Approval of Electronic Participation for Mr. Conrad Hall	Yes	Yes	Virtual	Yes	Yes	4-0
Adjourned	Yes	Yes	Yes	Yes	Yes	5-0

NSU B.O.V. GOVERNANCE COMMITTEE

May 7, 2026

AGENDA

- Opening by Chair
- Approval of Electronic Participation
- Recommend Approval of March 5, 2026, 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

Academic and Student Affairs Committee

AGENDA
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING
Thursday, May 7, 2026
Mr. Gilbert Bland, Chair
11:00 a.m. - 12:30 p.m.

I. Call to Order/Establish Quorum

II. Recommend Approval of Electronic Participation

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

IV. Discussion Items

- a. Academic Affairs UpdateDr. Aurelia Williams
 - i. Proposed Policy: *BOV Policy 03: Role of Faculty in University Governance* (Triennial Review)
 - ii. Proposed Policy: *BOV Policy 28: Academic Freedom* (Triennial Review)
 - iii. Proposed Policy: *BOV Policy 31: Open Educational Resource* (Triennial Review)
- b. Student Affairs Update Dr. Leonard Brown
- c. Enrollment Management Update..... Dr. Justin Moses
 - i. Proposed Policy: *BOV Policy 08: Award of Academic Credit for Military Education, Training and Experience* (Triennial Review)
 - ii. Proposed Policy: *BOV Policy 09: Priority Course Registration for Military-Related Students* (Triennial Review)
- d. Athletics UpdateDr. Melody Webb

V. Public Comment

VI. Adjournment

Academic and Student Affairs Committee

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

Staff:

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

*The President participates in all Committee meeting

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

DRAFT
BOARD OF VISITORS
Academic and Student Affairs Committee Meeting Thursday,
March 5, 2026
Minutes

I. Call to Order/ Establish Quorum

Mr. Gilbert Bland, Chair, called the Academic and Student Affairs Committee meeting to order at approximately 10:53am. A quorum was established with a 4-0 roll call vote.

Committee Members Present

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

Committee Members- Virtual

None

Other Board Members Present

Mr. Jay Jamison
Mr. Edward Saunders
Mr. Dwayne Blake
Dr. Katrina Chase

NSU Administrators and Staff Present

Dr. Javaune Adams- Gaston, President
Bishop Kim Brown, Rector
Dr. Aurelia T. Williams, Academic Affairs
Dr. Justin Moses, Operations
Dr. Leonard Brown, Student Affairs
Dr. Tanya White, Office of the President
Dr. Melody Webb, Athletics
Dr. Melissa Barnes, Enrollment Management
Ms. Phillita Peeples, Internal Audit
Dr. Danielle Williams, TRIO
David Simon, Dean of Students
Mary Banks, International Student Services
Ms. Sher’re Dozier, Clerk to the President/BOV
Mrs. Sharea’ Williams, Executive Asst. for VP
Of Operations/ Chief Strategist

Dr. Terrye Venable, Student Affairs
Ms. Kenya Street, NSU Student
Mr. Raysaun Ford, NSU Student
Dr. Gerald Hunter, DFA
Mr. Isaiah Lucas, Student Affairs
Mr. Kentrell Kearney, Athletics
Dr. Khadijah Miller, Academic Affairs
Dr. Andrea Neal, Academic Affairs
Dr. James Walke, Institutional Research
Ms. Cheniqua Goode, Accessibility Services
Mr. Ronald King, OIT
Mrs. Dericka Burgess, Internal Audit
Mr. Stan Donaldson, Media Relations

II. Recommend Approval of Electronic Participation

None.

III. Recommend Approval of December 4, 2025, Committee Meeting Minutes

A motion was made by Dr. L.D. Britt to approve December 4, 2025, minutes and seconded by Mr. Mike Andrews, with a 4-0 roll call vote. The Committee unanimously approved the December 4, 2025, Academic and Student Affairs Committee Meeting minutes.

IV. Discussion Items

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

Dr. Williams discussed the following:

1. Amplifying Academic Affairs- Center Strengthen, Communicate
2. Academic Engagement Services & Resources
3. Student Impact Spotlight- Gaston Bitting, Kya Peaks, Xavier Jones, Lafayette Robinson III, and McKenai Rice.
4. High Impact Practices
5. Faculty Scholarship Summary 2025

The Floor was opened for Questions:

Mr. Bland- Has there been discussion about wage programs and other programs to our top students?

Dr. Adams- Gaston replied that there are multiple ways that we are supporting our students.

b. Student Affairs Update- Dr. Leonard Brown

Dr. Brown discussed the following:

1. Dr. Brown introduced a resolution to approve Retroactive Housing deposit fee reduction. A motion was made by Mr. Andrews to reduce the housing deposit fee from \$300 to \$200 for FY

2025. Seconded by Dr. L.D. Britt. The committee unanimously approved the Resolution to approve the Retroactive Housing Deposit fee reduction with a 4-0 roll call vote.

2. Goal is to ensure 100% of returning students who pay a housing deposit have a room assignment before they leave for summer.
3. Ms. Sheniqua Goode- Director of Accessibility Services
4. Ms. Mary Banks- Director of International Student Services
5. Housing efforts- Additional housing at Proximity.
6. First generation students- TRIO program with Dr. Danielle Williams (students Raysaun Ford- Psychology Major and Kanaya Street- Computer Science Major)

The Floor was opened for Questions:

Dr. L.D. Britt- asked about political challenges

Ms. Banks- currently no challenges.

***** Mr. Bland had to leave at 11:30 due to a prior obligation and Dr. L.D. Britt stepped in to cover as chair.**

c. Enrollment Management- Dr. Justin Moses

Dr. Moses discussed the following:

1. Anne Ford will start as the new University Registrar on Tuesday, March 10, 2026
2. College Advisor's Day was on 2/26/26
3. Admitted Students Day will take place on 3/28/26.
4. Enrollment Data- Headcount, FTE, Full-time/ Part-time/ Transfer

The Floor was opened for Questions:

d. Athletics Update- Dr. Melody Webb

Dr. Webb discussed the following:

1. APR Stability and Competitive Risk
2. Transfer portal and roster mobility
3. Track & field won the Championship
4. Special guest Coach Vick- The Coach Vick Experience on BET

V. A motion was made to move the meeting to a Closed session by Mr. Dwayne Blake (who stepped in, in the absence of Mr. Darrell "DJ" Jordan) and seconded by Mr. Andrews. With a 3-0 roll call vote the committee unanimously voted for the closed session, at 12:13pm.

VI. A motion was made by Mr. Andrews and seconded by Mr. Blake. to reconvened to an open session. With a 4-0 roll call vote. The committee unanimously voted to re-open the session, at 12:54pm

VII. A motion was made for individuals for Honorary Degrees by Mr. Blake and seconded by Mr. Andrews. With a 4-0 roll call vote the committee unanimously voted for the Individuals for Honorary Degrees.

VIII. Public Comment

IX. There being no further business, Dr. L.D. Britt adjourned the meeting at 1:02 p.m.

The motion was made by Mr. Blake and seconded by Mr. Andrews, 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
to the VP for Operations

Date

Academic and Student Affairs Committee

ROLL CALL VOTE (March 5, 2026)

Item	Mr. Gilbert Bland (Chair)	Dr. L.D. Britt	Mr. Darrell “DJ” Jordan	Mr. Mike Andrews	Mr. Dwayne Blake	Totals
Quorum	Yes	Yes	Yes	Yes	-	4-0
Recommend Approval of Electronic Participation	Yes	Yes	Yes	Yes	-	4-0
Approval of the Minutes	Yes	Yes	Yes	Yes	-	4-0
Resolution to approve retroactive housing deposit fee reduction for FY 2025	Yes	Yes	Yes	Yes	-	4-0
Closed Session	-	Yes	-	Yes	Yes	3-0
Open Session	-	Yes	Yes	Yes	Yes	4-0
Individuals for Honorary Degrees	-	Yes	Yes	Yes	Yes	4-0
Adjournment	-	Yes	Yes	Yes	Yes	4-0

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 after due consideration and careful review by the University President, 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.

Rector

Kim W. Brown Signature
Norfolk State University Board of Visitors

Date _____

Academic and Student Affairs

BOV Subcommittee Meeting

May 7, 2026

Mr. Gilbert Bland – Committee Chair

Agenda

01

**Academic
Affairs
Update/Policy
Discussion**

02

**Student
Affairs
Update**

03

**Enrollment
Management
Update/Policy
Discussion**

04

**Athletics
Update**

ACADEMIC AFFAIRS

Dr. Aurelia T. Williams

Provost and Vice President
for Academic Affairs (I)



**NORFOLK STATE
UNIVERSITY**

We see the future in you.



Academic Affairs: Policy Review/Discussion

- **Proposed Policy:** *BOV Policy 03: Role of Faculty in University Governance* (Triennial Review)
- **Proposed Policy:** *BOV Policy 28: Academic Freedom* (Triennial Review)
- **Proposed Policy:** *BOV Policy 31: Open Educational Resources* (Triennial Review)



BOV POLICY # 03 (2014) FACULTY ROLE IN UNIVERSITY GOVERNANCE

Policy Title: Faculty Role in University Governance

Policy Type: Board of Visitors

Policy No.: 03 (2014)

Approval Date: May 9, 2025; xx/xx/xxxx

Responsible Office: Division of Academic Affairs

Responsible Executive: Provost and Vice President for Academic Affairs

Applies to: Academic Affairs

POLICY STATEMENT:

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

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

TABLE OF CONTENTS

PAGE NUMBER

Policy Statement.....	1
Definitions.....	2
Role and Responsibilities Related to Academic Affairs.....	2
Board of Visitors	2
President of The University	3



BOV POLICY # 03 (2014) FACULTY ROLE IN UNIVERSITY GOVERNANCE

University Faculty	3
Education and Compliance	4
Publication	4
Review Schedule.....	5
Related Documents	5

DEFINITIONS:

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

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

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

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

ROLE AND RESPONSIBILITIES RELATED TO ACADEMIC AFFAIRS

Board of Visitors

The role and responsibilities of the Board (or its designee) related to Academic Affairs, as specified in the Code of Virginia, include but are not limited to the selection and appointment

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



BOV POLICY # 03 (2014) FACULTY ROLE IN UNIVERSITY GOVERNANCE

of the University President, the University's chief executive officer; adopting regulations or policies for the employment and dismissal of professors, teachers, instructors, and other employees; appointing and fixing of the salaries of professors; adopting regulations and policies for the acceptance and assistance of students, and for the conduct of students; and fixing the rates charged to students for tuition, mandatory fees, and other necessary charges.

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

President of the University

The President is the chief executive officer of the University and responsible for the principal administrative direction and management of the institution subject to the authority of the Board. The President has certain authority and responsibilities delegated to him/her by the Board as defined by the Board Bylaws, as from time to time amended. Generally, all communication of an official nature directed to the Board shall be channeled through the Office of the President and subsequently forwarded to the Board within a reasonable time.

University Faculty

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

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

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

A member of the University faculty will be selected by the BOV from a list of three faculty members elected by the faculty to serve as an advisory, non-voting member to the Board in all open session meetings. The Faculty Senate will oversee the process and provide the list of



BOV POLICY # 03 (2014) FACULTY ROLE IN UNIVERSITY GOVERNANCE

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

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

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

EDUCATION AND COMPLIANCE

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

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

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

PUBLICATION:

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

1. Communicate the policy in writing, electronically or otherwise, to the University



BOV POLICY # 03 (2014) FACULTY ROLE IN UNIVERSITY GOVERNANCE

community within 14 days of Board approval;

2. Submit the policy for inclusion in the online Policy Library within 14 days of Board approval; and
3. Educate and train all stakeholders and appropriate audiences on the policy contents. Failure to satisfy procedural requirements does not invalidate this policy.

REVIEW SCHEDULE:

Next Scheduled Review: December 2027; xx/xx/xxxx

Approved by: Board of Visitors

Approval Date: May 9, 2025; xx/xx/xxxx

Revision History: April 27, 2016; May 8, 2015; May 6, 2016; August 28, 2017; September 15, 2017; March 2025; xx/xx/xxxx

Supersedes: None

RELATED DOCUMENTS

- BOV Policy # 01 (2014) Creating and Maintaining Policies
- Board Bylaws
- Statement of Governance (adopted by the Board on 12/13/2013)
- Policy Library
- *Code of Virginia* § 23.1-1300(G) and (I) regarding faculty representatives to the boards of visitors



BOV POLICY # 28 (2018) ACADEMIC FREEDOM

Policy Title: Academic Freedom

Policy Type: Board of Visitors

Policy Number: 28 (2018)

Approval Date: May 4, 2018; xx/xx/xxxx

Responsible Office: Faculty Senate

Responsible Executive: Provost and Vice President for Academic Affairs

Applies to: University Community

POLICY STATEMENT

The strength of any institution of higher education is deeply rooted within its academic enterprise. Norfolk State University aspires to the ideals of academic freedom and is committed to fostering a supportive community where collaboration, continuous improvement, and professional growth are deeply engrained in who we are as a community and how we operate as a University.

TABLE OF CONTENTS

PAGE NUMBER

POLICY STATEMENT	1
DEFINITIONS	1
CONTACTS	1
STAKEHOLDERS.....	2
POLICY CONTENTS.....	2
EDUCATION AND COMPLIANCE.....	2
PUBLICATION	3
REVIEW SCHEDULE	3
RELATED DOCUMENTS	3
FORMS	3

DEFINITIONS

There are no definitions associated with this policy.

CONTACTS

The University Board of Visitors officially interprets this policy. The Provost and Vice President for Academic Affairs is responsible for obtaining approval for any revisions as required by BOV Policy # 01 (2014) Creating and Maintaining Policies through the appropriate governance structures. Questions regarding this policy should be directed to the Provost and Vice President for Academic Affairs.



BOV POLICY # 28 (2018) ACADEMIC FREEDOM

STAKEHOLDERS

University community, especially teaching faculty

POLICY CONTENTS

Norfolk State University recognizes, appreciates, and supports the concept of academic freedom, and the First Amendment rights of members of the academy. Academic freedom is essential to proper University operation and applies to teaching, research, and creative activities. Such freedom in research is fundamental to the advancement of knowledge. Academic freedom in the classroom is essential for the protection of the rights of the teacher in teaching and the rights of the student to freedom in learning. Academic freedom embodies both rights and responsibilities for all elements of the academic community.

The University is guided by the “1940 Statement of Principles on Academic Freedom and Tenure” of the American Association of University Professors (AAUP):

- A. Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties, but research for pecuniary return should be based upon an understanding with the authorities of the institution.
- B. Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching personal or controversial matters which have no relation to their subject. Limitations of academic freedom, because of religious or other aims of the institution, should be clearly stated in writing at the time of the appointment.
- C. College or university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence, they should always be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that they are not speaking for the institution.

EDUCATION AND COMPLIANCE

The Provost and Vice President for Academic Affairs, in collaboration with the Faculty Senate, shall be responsible for designating a person who will train faculty members on the requirements of this policy. Records of training will be maintained in the Office of the Provost and Vice President for Academic Affairs.

To ensure conformity to the requirements of this policy, the Office of the Provost and Vice President for Academic Affairs will monitor for compliance with this policy. Violations of this



BOV POLICY # 28 (2018) ACADEMIC FREEDOM

policy will be reported to the Office of the Provost and Vice President for Academic Affairs as needed.

Noncompliance with this policy will undermine the University efforts to foster the advancement of knowledge through excellence in teaching, research, and creative activities.

PUBLICATION

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

- Communicate the policy in writing, electronically or otherwise, to the University Community within 14 days of Board approval;
- Submit the Policy for inclusion in the online Policy Library within 14 days of Board approval;
- Post the Policy on the Board's Website; and
- Direct appropriate offices to educate and train all stakeholders and appropriate audiences on the Policy contents, as necessary.

Failure to satisfy procedural requirements does not invalidate this Policy.

REVIEW SCHEDULE

- Next Scheduled Review: September 2020; xx/xx/xxxx
- Approved by: Board of Visitors
- Approval Date: 05/04/2018; xx/xx/xxxx
- Revision History: xx/xx/xxxx
- Supersedes: None

RELATED DOCUMENTS

There are no related documents associated with this policy.

FORMS

There are no forms associated with this policy and procedures.



BOV Policy # 31 (2025) Open Educational Resources

Policy Title: Open Educational Resources
Policy Type: Board of Visitors
Policy Number: BOV Policy #31 (2025)
Approval Date: XXXXX XX, 2025
Responsible Office: University Library
Responsible Executive: Provost and Vice President for Academic Affairs
Applies to: University Community

POLICY STATEMENT

Norfolk State University is committed to employing high-quality and affordable course materials, including the utilization of Open Educational Resources (OER) as a pedagogical tool to improve student outcomes by increasing access and affordability to educational resources, while maintaining academic freedom.

TABLE OF CONTENTS	PAGE NUMBER
Definitions	1
Contacts	2
Open Education Resources Policy Contents	2
Education and Compliance	3
Publication	3
Review Schedule	4
Related Documents	4
Forms	4

DEFINITIONS

Open Educational Resources (OER): Publicly available teaching, learning, and research resources that reside in the public domain or have been released under an intellectual property license that permits their free use, re-use, modification and sharing by others. Open educational resources include full courses, course materials, modules, textbooks, streaming videos, tests, software, and any other tools, materials, or techniques used to support access to knowledge.



BOV Policy # 31 (2025) Open Educational Resources

Course Materials: Textbooks, course-packs, a group of required readings, lab materials, school supplies and/or electronic devices determined by faculty for class use. Examples of non-book course materials include but are not limited to: rock samples, maps, pedometers, lab notebooks, calculators, and lab glasses.

Inclusive Access: A course materials rental program that provides access to electronic and optional print materials for courses either at a fixed cost per credit hour or on a course-by-course basis.

SAIL: Spartans All Inclusive Learning, an inclusive access program that provides first-day access to course materials rented for the duration of the course at a pre-determined low-cost per credit hour.

Low-Cost Materials: Course materials available at a cost found to be lower than market prices after analysis of available options, provided via the SAIL program or other commercial sources.

No-Cost Course Materials: OER, library content, or other course materials that are provided at no additional cost to students enrolled in the course.

CONTACT(S)

The Provost and Vice President for Academic Affairs officially interprets this policy, and is responsible for obtaining approval for any revisions as required by BOV Policy # 01 (2014) *Creating and Maintaining Policies* through the appropriate governance structures. Questions regarding this policy should be directed to the Dean of the University Library.

OPEN EDUCATIONAL RESOURCES: POLICY CONTENTS

Code of Virginia §23.1-1308(E) requires the governing board of each public institution of higher education to implement guidelines for the adoption and use of low-cost and no-cost open educational resources in courses offered at such institution. These guidelines may also include provisions for low-cost commercially published materials.

In furtherance of Code of Virginia §23.1-1308(E), the Norfolk State University Library shall make information readily available to the University Community on Open Education Resources. Additionally, faculty shall consider the integration of OER and low-cost commercially published materials into courses as appropriate.

The University Registrar shall identify conspicuously in the online course catalogue or registration system, as soon as practicable after the necessary information becomes available, each course for which the instructor exclusively uses no-cost course materials or low-cost course materials.

The Provost and Vice President for Academic Affairs may create a Committee on Open Educational Resources, to facilitate the adoption and use of open educational resources, in coordination with the University Library.



BOV Policy # 31 (2025) Open Educational Resources

EDUCATION AND COMPLIANCE

The University Library will provide, or will coordinate with appropriate University units to provide, annual faculty training on OER.

PUBLICATION

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

- Communicate the policy in writing, electronically or otherwise, to the University community, including current and prospective students, within 14 days of approval;
- Submit this policy for inclusion in the online Policy Library within 14 days of approval; and
- Educate and train all stakeholders and appropriate audiences on the policy's content, as necessary.

REVIEW SCHEDULE

- Next Scheduled Review: March 2028
- Approved by, date: Board of Visitors: XXXXX XX, 2025
- Revision History: May 3, 2019, December 11, 2020, XXXX XX, 2025
- Supersedes: *BOV Policy #31 (2019)*

RELATED DOCUMENTS

[Code of Virginia §23.1-1308\(E\)](#)

FORMS

None

Proposed Program Modification & Departmental Changes

Dr. Aurelia T. Williams

Interim Provost and Vice President for Academic Affairs

Academic Affairs: Program Modification

School of Social Work

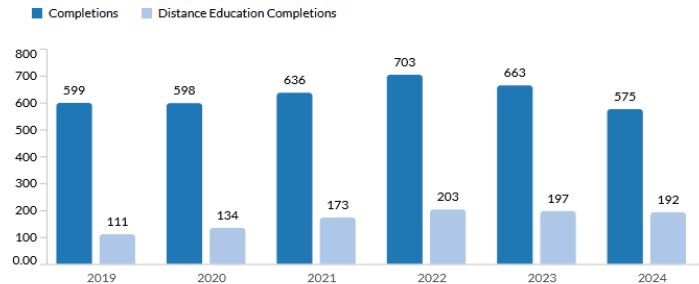
- ❖ **Program:** Bachelor of Social Work (BSW)
- ❖ **College/School:** School of Social Work
- ❖ **Credit Requirements:** 121 semester credit hours for completion.
- ❖ **Request:** Addition of fully online degree program delivery modality option (beginning with the upper division courses)
- ❖ **Year of Initiation:** Fall 2026

- ❖ **Rationale:** Introducing an online or hybrid delivery method for the NSU BSW program will significantly expand access and position the university among the first HBCUs in Virginia to offer a flexible, online pathway in social work education. This strategic enhancement would support increased recruitment, retention, and degree completion, while extending NSU's reach to underserved and non-traditional student populations, including those in rural and workforce-bound populations.

Additionally, this initiative aligns with workforce demands for qualified social workers and supports Norfolk State University's mission to provide innovative, student-centered, and accessible educational opportunities. The proposed delivery model will maintain full compliance with CSWE accreditation standards, including required field education components, while leveraging the university's existing infrastructure and experience in online learning.

- ❖ **Market Demand:** Overall employment of social workers is projected to grow 6 percent from 2024 to 2034, faster than the average for all occupations. About 74,000 openings for social workers are projected each year, on average, over the decade. Many of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire.

Total Completions by In-Market Institutions



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

Academic Affairs: Departmental Name Changes

School of Education

❖ **Department:** Department of Early Childhood, Elementary, and Special Education

❖ **Current Degree Programs Offered:**

- ❖ BS Early Childhood Education
- ❖ BS Middle Education
- ❖ BSED Elementary Education
- ❖ BSED Special Education and Teaching
- ❖ MA Special Education
- ❖ MAT Teaching

❖ **Department Proposed New Name:** Department of Educator Preparation and Leadership

❖ **Proposed Restructured Degree Program Offerings:**

- ❖ BS Early Childhood Education
- ❖ BS Middle Education
- ❖ BSED Elementary Education
- ❖ BSED Special Education and Teaching
- ❖ MA Special Education
- ❖ MAT Teaching
- ❖ MA Urban Education

❖ **Resources/Budget:** An initial one-time expenditure of \$3,000 will be utilized to purchase stationery, business cards, and signage (with the building). All costs will be accommodated by current departmental budgets.

❖ **Effective:** Fall 2026

❖ **Rationale:** The current department name emphasizes specific licensure areas, which, while foundational, does not fully capture the breadth of the department's role in preparing, supporting, and advancing educators across multiple stages of their professional careers. As the field of education continues to evolve, there is an increasing need for comprehensive educator preparation models that extend beyond initial licensure to include ongoing professional development, leadership pathways, and career advancement opportunities.

The proposed name more accurately represents a holistic approach to educator development, encompassing teacher preparation, clinical practice, induction support, continuing education, and advancement into leadership roles. This shift reflects national and state priorities focused on strengthening the educator pipeline, addressing teacher shortages, and improving retention through sustained professional growth and support systems. This broader positioning is critical for increasing enrollment, expanding program reach, and maintaining competitiveness within the Commonwealth of Virginia and among peer institutions, including HBCUs.

Academic Affairs: Departmental Name Changes

School of Education

- ❖ **Department:** Department of Secondary Education and School Leadership
- ❖ **Current Degree Programs Offered:**
 - ❖ MA Urban Education
 - ❖ MA Counseling Education
- ❖ **Department Proposed New Name :** Department of Counselor Education
- ❖ **Proposed Restructured Degree Program and Certificate Offerings:**
 - ❖ **MA Counseling Education (3 concentrations)**
 - Mental Health Counseling
 - Rehabilitation Counseling
 - School Counseling
 - ❖ **Graduate Certificate in Addictions and Trauma**
- ❖ **Resources/Budget:** An initial one-time expenditure of \$3,000 will be utilized to purchase stationery, business cards, and signage (with the building). All costs will be accommodated by current departmental budgets.
- ❖ **Effective:** Fall 2026
- ❖ **Rationale:** The proposed renaming of the Department reflects a strategic realignment of departmental identity, academic offerings, and workforce relevance. Currently, the department name emphasizes traditional teacher preparation and school leadership; however, programmatic trends indicate increasing demand for counseling, student support services, and professional development pathways that extend beyond secondary education.
- ❖ National and state-level data highlight a growing need for school counselors, mental health professionals, and student support specialists, particularly in K-12 and higher education settings. Aligning the department's name with these high-demand fields strengthens its relevance and responsiveness to workforce needs.

Academic Affairs: Paul D. Camp Community College Site Closure

- ❖ **Background:** NSU presently identifies Paul D. Camp Community College (PDC) as an off-campus instructional site (OCIS). NSU has had no courses offered or enrollment at the site for several years.
- ❖ **Rationale:** NSU will only identify its active OCIS, the Virginia Beach Higher Education Center.
- ❖ **Impact:** Negligible impact, due to the absence of course offerings or enrollment at the site. No impact on NSU students' access to PDC courses via the Tidewater Consortium. No impact on the guaranteed admissions agreement between NSU and PDC.



Academic Affairs: Execution and Measurable Impact

Dr. Aurelia T. Williams

Interim Provost and Vice President for Academic Affairs



STRENGTHENING STUDENT SUCCESS



Norfolk State University | Academic Affairs



10% increase in
graduation
applications



100% High-Impact
Practice
implementation



Structured academic
pathways

EXPANDING

ACADEMIC CAPACITY



3 workforce-aligned
certificates



10 strategic faculty
and operational hires



Aligned to workforce
demand

IMPROVING

ACADEMIC OPERATIONS



Structured workflows
implemented



Clear expectations
and accountability



Improved
coordination

DIGITAL & SYSTEMS TRANSFORMATION



Norfolk State University | Academic Affairs



Digital faculty
evaluation system
implemented



Faculty and
evaluator
training completed



Cayuse implemented
for research
management

ENTERPRISE

LEADERSHIP



Cross-cabinet
collaboration



Launched Work-
Based Learning model



Improved resource
alignment



Expanded student-
athlete support

SUSTAINING MOMENTUM



Systems in place



Outcomes
measurable



Alignment
established

Academic Affairs and Student Affairs

Shared report on Work-Based Learning Initiatives

Lumina – From Campus to Career

- Led by Dr. Andrea Neal-Smith
- NSU is one of 16 institutions awarded
- NSU will receive \$100,000 over two years

SCHEV Top Internship Employer

- Presidential Internship Program
- Senator Yvonne Miller Internship
- Production House Internship

The Collective

- AAC&U Curriculum-to-Career Innovations Institute
- Zero-credit courses
- WBLE coordination across campus



The Hampton Roads Playbook

- Faculty, Staff, Employer workshop
- Hampton Roads Workforce Council
- Hampton Roads Alliance

Virtual Career Center

- Career Planning
- Interviewing Skills
- Resume Development

Spartan Pathways

- SPPEA
- SPICA

Division for Student Affairs

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



MILITARY SERVICES & VETERANS AFFAIRS

2026-2027 Military Friendly School



Military Friendly School Designation
Status:
Category: Small public
Status: Top Ten
Rank: 2



Military Spouse Friendly School:
Category: Small public
Status: Top Ten
Rank: 1

HOUSING UPDATE

Key Performance Metrics (Year-over-Year Growth) as of April 2, 2026

1626

1626 completed housing applications with deposits.

- (2025 comparison: 785 applications)

60%+

of 3,500+ residential students registered for classes

- (2025 comparison: ~42%)



46%

housing application completion rate

- (2025 comparison: ~38%)

FOCUS ON RETENTION

Targeted Student Engagement Groups

Greek Life

International Students

Residential Leaders



Spartans Promise to Persist with Purpose (SP3)

Spartan Legion

Student Organization Presidents & Vice Presidents

149

NASPA Stellar 50

William Bynum

Associate Director, Student Activities & Leadership

The NASPA Black Diaspora Knowledge Community is thrilled to reveal the members of the fifth Stellar 50 class!

The Stellar 50 honors those who have worked within student affairs professionally for at least five (5) years; uphold the strategic initiatives of the BDKC: Professional Development and engagement, equity, inclusion and social Justice, and Research and scholarship; and have made an impact in their professional and philanthropic endeavors.



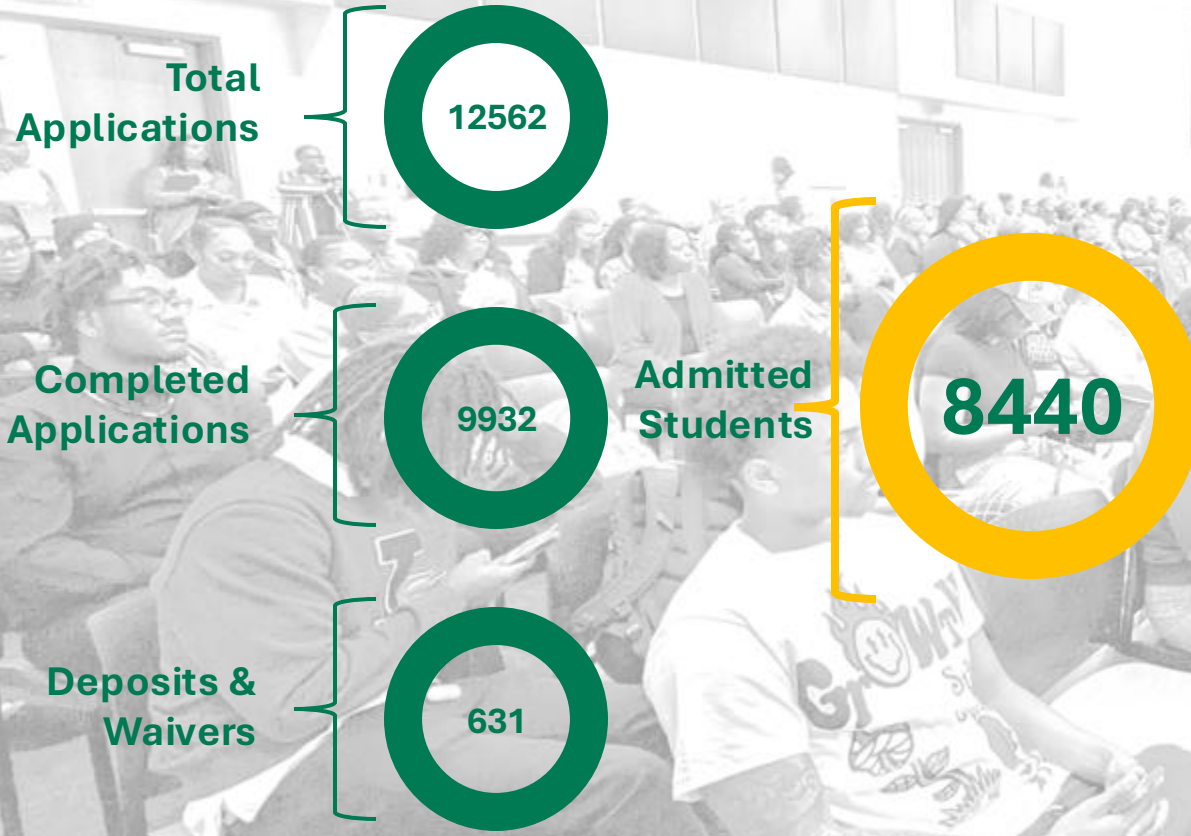
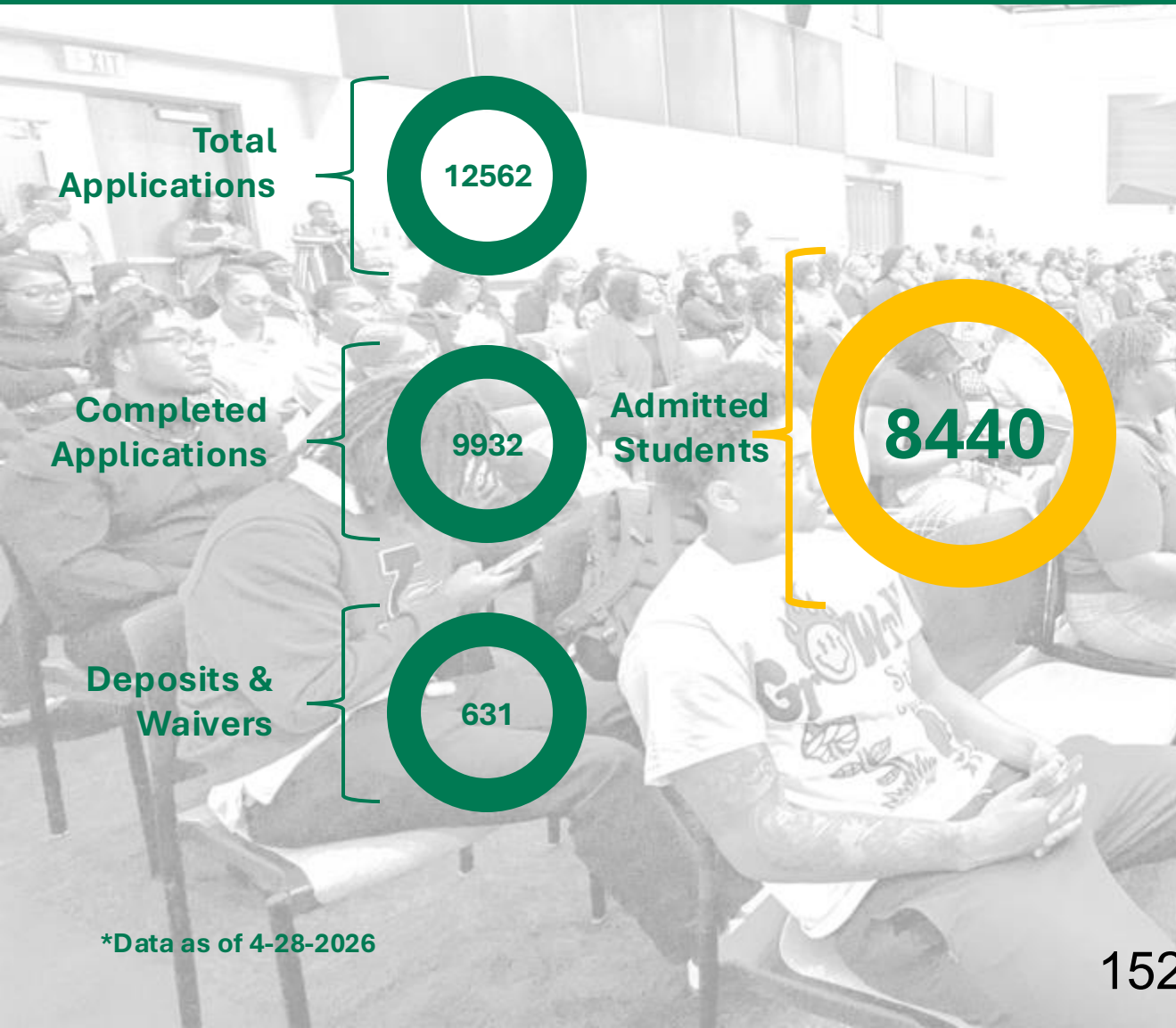
Enrollment Management Updates

Justin Moses, J.D. Ed.D.
Vice President for Operations



Admissions Information

Office of Admissions
Office for New Student Orientation

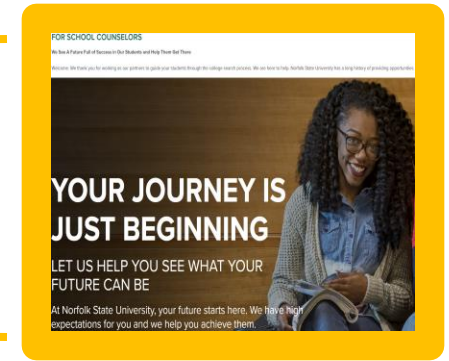


High School Counselors Day
88 counselors in attendance

Admitted Student Day

- 417 students
- 601 guests (family/friends)
- 1018 Total attendance

- 75 Staff Volunteers
- 76 Student Volunteers
- 3 Alumni Volunteers



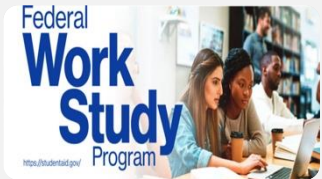
*Data as of 4-28-2026

Pending Federal Actions and Impact on Financial Aid

Office of Financial Aid

FY 2027 OB3	
Proposed Change	Impact
Decrease in discretionary funding for the Department of Education	<ul style="list-style-type: none"> • Elimination of the Federal Supplemental Opportunity Grant (FESOG) – this action would affect students needing the most financial support. • In the past, 10% of unspent Federal work study program funds could be transferred to FSEOG. • If the bill passes, the transfer of these funds will not be authorized.
10.5 Billion increase for the Federal Pell Grant Program	<ul style="list-style-type: none"> • Funding sets the maximum Pell Grant award at 7395 for 2026-2027 and 2027-2028. • Increase is in conjunction with the creation of Workforce Pell Grant funding, which NSU does not qualify for.
Changes to the Federal Work Study Program – requiring employers to pay 90% of a student’s hourly wage.	<ul style="list-style-type: none"> • NSU has and currently receives a waiver for our share. • This change would reduce the federal share from 75% to 10%.

The One, Big, Beautiful Bill Act [OB3]



Registration and Enrollment

University Registrar



Welcome to our University Registrar – Mrs. Anne Ford

- **20 + years** of experience in registration, student services, financial aid, strategic enrollment, and student information systems
- **Long-time service as Associate Registrar** at Middle Tennessee State University and additional professional experiences at Liberty University (MTSU) including her tenure as the Manager of the Student Services Center
- Anne holds a Bachelor's degree in Family and Consumer Science and a Master of Arts in Theological Studies from Liberty University, and a Specialist in Education Degree (Ed. S) in Higher Education Administration from MTSU. She is pursuing her Doctorate in Higher Education Administration from MTSU.

Enrollment Management: Policy Review/Discussion

- **Proposed Policy:** *BOV Policy 08: Award of Academic Credit for Military Education, Training and Experience (Triennial Review)*
- **Proposed Policy:** *BOV Policy 09: Priority Course Registration for Military-Related Students (Triennial Review)*

BOV Policy #08 Award of Academic Credit for Military Education, Training and Experience

Policy Title: Award of Academic Credit for Military Education, Training and Experience

Policy Type: Board of Visitors

Policy No.: BOV Policy # 08 (2014)

Approval Date: TBD

Responsible Office: Enrollment Management

Responsible Executive: Vice President for Operations and Chief Strategist for Institutional Effectiveness

Applies to: Military Students

POLICY STATEMENT

Norfolk State University is committed to serving and fostering an educated, skilled and diverse workforce, which includes the military and veteran population. This policy adheres to the requirements of [§ 23.1-904\(B\) of the Code of Virginia and the Guidelines on Award of Academic Credit for Military Education, Training and Experience by Virginia Public Higher Education Institutions](#) to implement policies for the purpose of awarding academic credit to students for educational experience gained from service in the armed forces of the United States. The Enrollment Management Office is identified as the Responsible Office for matters regarding transfer credit for military education and training, and for coordinating the processes and procedures for awarding credit to students for military education and training through prior learning assessment in compliance with the guidelines and procedures in [Administrative Policy # 31-15 \(2014\) Award of Credit for Military Education and Experiential Learning](#). This policy furthers the practice of having a military-friendly institution.

TABLE OF CONTENTS PAGE NUMBER

Definitions.....	2
Contacts.....	2
Awarding Credit for Military Education and Training.....	2
Education and Compliance.....	3
Publication.....	3
Review Schedule	4
Related Documents.....	4
Forms.....	4

BOV Policy #08 Award of Academic Credit for Military Education, Training and Experience

DEFINITIONS:

Military Duty: includes active duty, National Guard and Reservists in the armed forces of the United States military.

Military Student: includes all active duty, National Guard and Reservists, and veteran students at the University.

CONTACTS:

The Associate Vice President for Enrollment Management official interprets this policy. The Vice President for Operations and Chief Strategist for Institutional Effectiveness is responsible for obtaining approval for any revisions as required by BOV Policy # 01 (2014) *Creating and Maintaining Policies* through the appropriate governance structures. Questions regarding this policy should be directed to the Enrollment Management Office.

AWARDING CREDIT FOR MILITARY EDUCATION AND TRAINING

The Administration, through its Enrollment Management Office, shall develop and implement processes for awarding credit to students for military education and training through prior learning assessment, i.e., the award of credit for learning that occurs outside of the academic setting. Upon adoption of this policy, the Responsible Office and Executive shall submit this policy and any required documentation to SCHEV in the prescribed format and required timeframe. The Responsible Executive shall notify SCHEV of any amendments to policies enacted under SCHEV's Guidelines.

Awarding Credit

Credit may be awarded under the following methods, but due care shall be exercised in evaluating and determining the acceptance or rejection of each of the following as elements of these processes:

- a. Awarding credit for appropriate learning acquired in military service at levels consistent with the American Council on Education Guide to the Evaluation of Educational Experiences in the Armed Services and/or those transcribed by the Community College of the Air Force.
- b. Awarding credit for successful performance on national for-credit examination programs such as the College Board College Level Examination Program, DSST exams, or the Excelsior College examination.
- c. Awarding credit based upon individualized portfolio evaluation, which may be conducted by faculty at the individual colleges or by using the Council for Adult and Experiential Learning ("CAEL") guidelines or CAEL's LearningCounts.org, a national online prior learning assessment service.

BOV Policy #08 Award of Academic Credit for Military Education, Training and Experience

Norfolk State University will award credit only for coursework offered by the University or reasonably comparable to University course offerings. The University reserves the right to offer credit based upon other experiences but nothing in this policy shall be construed to require the University to award credit for coursework that is not offered, or is not reasonably comparable to coursework offered by the University. Nothing in this policy shall be construed to limit awarding of credit solely to the three methods referenced above.

Disclosure

Administrative policies and procedures shall provide for disclosure to students of any academic residency requirements pertaining to a student's program of study, including total and any final year or final semester residency requirement, at or before the time the student enrolls in the program.

Administrative policies shall:

- (i) respect credit awarded by other accredited institutions to the greatest extent possible;
- (ii) describe the process by which the institution evaluates such credit; and
- (iii) provide that any denials of credit will include documentation of an educationally grounded rationale.

EDUCATION AND COMPLIANCE :

Bi-annual enrollment information sessions will be conducted with faculty to address the process for prospective students to receive college credit from standardized testing. Enrollment Management will work in conjunction with the academic departments to ensure compliance.

Failure to comply will result in the faculty being reported to the appropriate academic administrator within the department.

PUBLICATION:

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

- Communicate the policy in writing, electronically or otherwise, to the University community, including current and prospective students, within 14 days of Board approval;
- Submit this policy for inclusion in the online Policy Library within 14 days of Board approval;
- Post the policy on the Board of Visitors, Division of Academic Affairs, Enrollment Management Office, Military Programs, Veterans Affairs, and University Registrar webpages; any other related webpages, student handbooks, University catalogs; and
- Educate and train all stakeholders and appropriate audiences on the policy's content, as necessary.

BOV Policy #08 Award of Academic Credit for Military Education, Training and Experience

Failure to satisfy procedural requirements does not invalidate this policy.

REVIEW SCHEDULE:

- Next Scheduled Review: March 2024
- Approved by, Date: March 19, 2021
- Revision History, May 9, 2014; May 8, 2015, March 17, 2016; September 15, 2017; December 11, 2020
- Supersedes: None

RELATED DOCUMENTS:

- Higher Education Opportunity Act, 20. U.S.C. § 1088 et seq.
- [*Code of Virginia § 23.1-904\(B\)*](#)
- [Administrative Policy # 31-15 \(2014\) Award of Credit for Military Education and Experiential Learning](#)



BOV Policy #09 Priority Course Registration for Military-Related Students

Policy Title: Priority Course Registration for Military-Related Students
Policy Type: Board of Visitors
Policy No.: BOV Policy # 09 (2020)
Approval Date: TBD
Responsible Office: University Registrar and Enrollment Management
Responsible Executive: Vice President for Operations and Chief Strategist for Institutional Effectiveness
Applies to: Military Students

POLICY STATEMENT

Norfolk State University (“NSU”) recognizes the important contributions of active-duty military members and reservists and is committed to their academic success. NSU recognizes the potential for delayed degree attainment due to scheduling difficulties and obligations encountered by active-duty members of the United States armed forces. NSU expands its current commitment to serving the military community by providing enhanced services and reasonable accommodations that reduce the administrative burden of registration and course scheduling for active-duty military members and reservists who are completing undergraduate and graduate degrees.

TABLE OF CONTENTS

PAGE NUMBER

Contacts.....	1
Awarding Credit for Military Education and Training.....	1
Education and Compliance.....	4
Publication.....	4
Review Schedule	5
Related Documents.....	5
Forms.....	5

CONTACTS:

The University Registrar and Enrollment Management Office officially interprets this policy. The Vice President for Operations and Chief Strategist for Institutional Effectiveness is responsible for obtaining approval for any revisions as required by BOV Policy # 01 (2014) *Creating and Maintaining Policies* through the appropriate governance structures. Questions regarding this policy should be directed to the Enrollment Management Office.

BOV Policy #09 Priority Course Registration for Military-Related Students

PRIORITY COURSE REGISTRATION

Norfolk State University enacts this policy consistent with the Code of Virginia 23.1-940(C) and State Council of Higher Education for Virginia's ("SCHEV") guidelines by offering priority course registration for degree-seeking active-duty military and reservists (hereinafter "military members"). Priority registration permits these students to register after receiving the appropriate academic advising and/or academic clearance from their respective academic department or advisor in accordance with their degree completion requirements outlined on the Education Plan or Academic Evaluation ("EVAL").

To benefit from this policy, a student must do the following:

1. Inform the student's advisor, departmental representative or University Registrar official that the student is an active-duty military member.
2. Upon request for visual review of documentation, the student shall provide evidence to the advisor, departmental representative or Registrar official of the student's qualification by producing the appropriate current military-issued identification.
3. At least one week prior to the registration period, the student shall schedule a meeting or communicate via email with the academic advisor or departmental representative to review the EVAL, current course progress and discuss plans for the upcoming semester toward degree completion.
4. Determine the established dates for registration. Dates vary annually according to the University's specific fall, spring or summer term. Dates for registration may be found in the Registration booklet or online in the academic calendar (Registration booklets may be obtained within the academic department, at the Office of the Registrar located in the Student Services Center or obtained online at www.nsu.edu/registrar)
5. If the student registers in person, a copy of the Registration Statement confirming enrollment will be provided. If the student registers online, a confirmation email will be sent to the student's email address. Also, a secure statement can be obtained through MyNSU.
 - Students must select courses in Self-Service in accordance with their academic plan and degree requirements.
 - After selecting courses, students must submit their proposed schedule through Self-Service for advisor review and approval.
 - Academic advisors or departmental advisors will review the proposed schedule within the same platform and either approve or deny the course selections.
 - Registration is not considered complete or finalized until the advisor has approved the schedule in Self-Service.

BOV Policy #09 Priority Course Registration for Military-Related Students

- Once approved, the student is responsible for completing any remaining registration steps within the system before published deadlines.
 - At the conclusion of the priority registration period, students who have not completed registration must register during the regular registration period with the general student population.
 - All registration activities must comply with the University's published academic calendar and registration deadlines. The Office of the Registrar processes registrations in accordance with institutional policies and established procedures
6. If the student registers in person, a copy of the Registration Statement confirming enrollment will be provided. If the student registers online, a confirmation email will be sent to the student's email address. Also, a secure statement can be obtained through MyNSU.
 7. **IMPORTANT NOTE:** The student must resolve any holds related to registration, graduation, academic probation, suspension, disciplinary, or financial with the appropriate NSU office prior to participation in priority registration.
 8. Changes to the student's class schedule may be made by the student at any time up to the last date of registration. If changes in courses (not course meeting times) are required, the military member must secure approval to make those adjustments necessary to meet requirements for degree completion. If changes are needed in meeting times, the military member may make those requests within the academic department, via email to www.nsu.edu/registrar or visit the University Registrar in-person.
 9. Military member enrollment in classes that reach capacity one week before registration will be handled on a case-by-case basis with an official from the Office of the Registrar and a departmental advisor via email. Prior to the beginning of classes, it is the military member's responsibility to communicate class schedule conflicts, including closed or cancelled classes, to the advisor or department offering the class and the Registrar. An email request to registrar@nsu.edu from the course instructor, academic department, or Enrollment Management Office is sufficient to override the course cap if there are available seats in the classroom. No student currently enrolled in a class will be removed to provide space for a military member. However, during the drop/add and class cancellation period, military members will receive priority placement in course openings that become available. Requests for priority placements must be provided to the Registrar in writing prior to the first day of classes.
 10. On a case-by-case basis, if scheduling conflicts cannot be resolved, there are extenuating circumstances and the military member has exercised all measures according to this policy, the Enrollment Management Office may make the necessary accommodations and overrides. Concerns or requests to schedule an appointment should be directed to

BOV Policy #09 Priority Course Registration for Military-Related Students

em@nsu.edu, via phone (757) 823-8679 or visit the Enrollment Management Office on the main campus.

EDUCATION AND COMPLIANCE:

The University Registrar and Enrollment Management Office will partner with the University's Military Services and Veterans Affairs Office to develop appropriate materials to educate students on active duty and/or reserve status, and academic advisors on the benefits and requirements outlined in this policy. These materials shall be updated annually, and be readily accessible on the University Registrar's website, within the Military Services and

Veterans Affairs Office, and by academic advisors who counsel military students. Annually, the University Registrar shall survey students on active duty and reserve status to assess the degree to which priority course registration was afforded to these students. The results of this survey shall be communicated to the Vice President for Operations and Chief Strategist for Institutional Effectiveness and be accompanied by recommendations on how to mitigate any deficiencies related to the administration of this policy.

PUBLICATION:

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

- Communicate the policy in writing, electronically or otherwise, to the University community, including current and prospective students, within 14 days of Board approval;
- Submit this policy for inclusion in the online Policy Library within 14 days of Board approval;
- Post the policy on the Board of Visitors, Division of Academic Affairs, Enrollment Management Office, Military Programs, Veterans Affairs, and University Registrar webpages; any other related webpages, student handbooks, University catalogs; and
- Educate and train all stakeholders and appropriate audiences on the policy's content, as necessary.

Failure to satisfy procedural requirements does not invalidate this policy.

REVIEW SCHEDULE:

- Next Scheduled Review: March 2024
- Approved by, Date: March 19, 2021
- Revision History: February 21, 2014; March 17, 2016; September 15, 2017; December 11, 2020
- Supersedes: None

BOV Policy #09 Priority Course Registration for Military-Related Students
RELATED DOCUMENTS:

NONE

FORMS

There are no forms associated with this policy.



Department of Athletics

Dr. Melody Webb

Director of Athletics



Hot Topics

College Athletics New Era

- 01 Executive Order on Transfers & Eligibility
- 02 NIL & Revenue Sharing: The New Reality
- 03 Student-Athlete Mental Health Imperative

Melody Webb, Ed.D. | Vice President & Director of Athletics



Executive Order on Transfers & Eligibility

President Trump's "Save College Sports" Order — April 2026

WHAT THE ORDER MANDATES

5-for-5 Eligibility Model

Athletes may participate for no more than five years total — effective August 1, 2026.

One-Transfer Rule

One penalty-free transfer as an undergrad; a second transfer triggers an automatic redshirt season.

Grad Transfer Preserved

A second transfer with immediate eligibility is allowed upon earning a four-year degree.

Federal Funding Leverage

Schools violating rules risk losing federal grants and contracts — a powerful compliance mechanism.

Anti-'Fraudulent NIL'

Directs action against inflated, non-market NIL deals used as recruiting inducements.

IMPLICATIONS FOR NSU & HBCUS

Roster Stability Opportunity

Transfer restrictions may slow "portal raiding" by Power 4 programs — a long-standing HBCU concern.

Legal Uncertainty Remains

Courts may strike provisions down. NCAA must weigh complying with the EO vs. existing court orders.

Compliance Obligations

As federal funding recipients, NSU must monitor rule changes and confirm compliance by August 1.

Congress Still Must Act

NCAA President Baker: a "permanent, bipartisan federal legislative solution" is still required for lasting reform.

Strategic Advantage

Programs that recruit for development — like HBCUs — benefit when eligibility and loyalty are rewarded.

NIL & Revenue Sharing: The New Reality

From Amateurism to a \$20M+ Annual Revenue-Share Model

\$20.5M

Annual revenue-share cap per D-I school under House settlement

\$32M

Projected cap in 10 years as the model scales upward

29.5%

Group of 5 all-conference players who stayed with their team in 2026

THE NATIONAL LANDSCAPE

- ▶ House v. NCAA (\$2.8B settlement, 2025) opened direct school-to-athlete revenue sharing — ending the amateur era permanently.
- ▶ Power 4 programs fund NIL via massive TV deals; SEC/Big Ten retained 97.4% of eligible returning players in 2026.
- ▶ The College Sports Commission (CSC) oversees NIL compliance via NIL Go — a centralized reporting platform that is actively rejecting non-compliant deals.
- ▶ NIL is now a core compliance and governance concern touching legal, finance, and institutional leadership.

HBCU & NSU STRATEGIC POSITION

- ▶ "Plucking" by larger programs remains NSU's top NIL/portal risk — confirmed by MEAC & HBCU coaches nationally.
- ▶ Grambling State AD testified to Congress: "Competitive balance is no longer a shared expectation" in the NIL era.
- ▶ NSU must build an NIL infrastructure: collectives, compliance protocols, and donor engagement to retain elite talent.
- ▶ Coach Vick's platform creates a rare NIL marketing opportunity — athletes in his program have elevated brand value.

Student-Athlete Mental Health Imperative

A Compliance Obligation, a Competitive Advantage, and a Duty of Care

1 in 5

Student-athletes experience a mental health concern

< 50%

Of those with concerns actually seek mental health treatment

90%

Of ADs report insufficient psychiatric support at their institutions

WHY IT MATTERS NOW

- ▶ NCAA Division I now requires schools to attest to providing mental health services consistent with best practices — first attestation deadline was November 2025.
- ▶ The NIL/transfer era has intensified pressure: portal anxiety, identity uncertainty, and financial stress are new stressors unique to this generation of athletes.
- ▶ 1 in 12 college athletes reported depression severe enough to impair daily functioning (NCAA Well-Being Survey).
- ▶ Coaches are cited as the #1 factor in whether athletes seek help — making coach education a compliance and culture priority.
- ▶ Mental health failures carry reputational, legal, and Title IX risk exposure for the institution.

NSU ACTION FRAMEWORK

- ASSESS** Conduct departmental mental health resource audit — services, staffing, and utilization rates.
- INTEGRATE** Embed licensed mental health professionals within the athletic training environment for reduced stigma access.
- EDUCATE** Deliver Mental Health First Aid training for all coaching staff — a key NCAA best practice.
- INVEST** Explore partnerships (e.g., virtual platforms) to expand after-hours and offseason access.
- CULTURE** Build a program-wide culture where seeking help is normalized and modeled from leadership down.

The Road Ahead for NSU Athletics

Three Imperatives Requiring Awareness and Strategic Support

01

Navigate the Executive Order

Monitor legal developments, confirm federal compliance by August 1, 2026, and leverage transfer restrictions as a recruiting stability opportunity.

02

Build NIL Infrastructure

Invest in NIL compliance, donor collectives, and player branding resources — particularly around Coach Vick's high-profile platform.

03

Prioritize Mental Health

Meet NCAA attestation requirements, invest in embedded mental health services, and build a culture of care that protects athletes and the institution.

Thank You

Audit, Risk, and Compliance Committee



AGENDA
BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING

Thursday, May 7, 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_IB7WPL0hS861foS9qr69hA

- I. Call to Order/Establish Quorum
- II. Recommend Approval of the March 5, 2026, Committee Minutes
- III. Discussion Items
 - a. Internal Audit
 - i. State of Internal Audit
 - ii. State Regulatory Risks and Opportunities
 - b. University Compliance
 - i. Compliance Partners
 - ii. % On Time Reporting (Quarterly)
 - c. Closed Session
- IV. Public Comment
- V. Adjournment

Audit, Risk and Compliance Committee

Mr. Edward Sanders, Chair
Mrs. Heidi Abbott
Dr. Michael Thornton
Dr. Harold Watkins

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 May 7, 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).

DRAFT

**BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING
March 5, 2026**

MINUTES

1. Call to Order/Establish Quorum

Mr. Edward Sanders, Chair, called the Audit, Risk and Compliance Committee meeting to order at approximately 1:09 p.m. A quorum was established with a 3-0 roll call.

Mrs. Heidi Abbot indicated her location was more than 60 miles away resulting in virtual participation.

Committee Members - Present

Mr. Edward Sanders, Chair

Committee Members - Virtual

Mrs. Heidi Abbott

Additional Board Members (appointed by Rector to complete quorum)

Mr. Dwayne B. Blake

Dr. Katrina L. Chase

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, Vice President/CFO, Finance and Administration

Dr. Justin L. Moses, Vice President for Operations & Chief Strategist

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, Interim Provost and Vice President for Academic 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

Mr. Ronald King, Chief Information Security Officer/Director of IT Security

Ms. Erica Saunders, Executive Assistant, Provost Office and Academic Affairs

Dr. James Walke, Associate Vice President for Institutional Effectiveness and Planning

Board of Visitors

Audit, Risk and Compliance Committee Meeting

March 5, 2026

Mrs. Sharea' Williams, Executive Assistant/Operations and Institutional Effectiveness
Mr. Terry G. Woodhouse, Interim Associate Vice President for Facilities Management
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
Ms. Phillita Peoples, Executive Assistant to Internal Audit and Compliance

2. Recommend Approval of Electronic Participation

The Committee unanimously approved the electronic participation for Mrs. Heidi Abbott with a 3-0 roll call vote. The motion was made by Dr. Katrina Chase and second by Mr. Dwayne Blake.

3. Approval of the Minutes

Dr. Katrina L. Chase motioned, Mr. Dwayne B. Blake seconded, and the Committee unanimously approved the Audit, Risk and Compliance Committee meeting minutes for December 4, 2025.

4. Discussion Items

Internal Audit

CAE Burgess provided updates on FY2026 audit plan and IT sensitive system audit. She also led a comprehensive overview of the new AI policy, NSLDS reporting, and required Continuous Monitoring.

FY2026 Audit Plan | Update

- The audit fieldwork for Maxient, a centralized database for reporting and tracking student conduct, is complete and the final report has been released.
- Softdocs, an electronic document management platform, is classified as a sensitive system and projected to be audited in Summer 2026.

Board of Visitors

Audit, Risk and Compliance Committee Meeting

March 5, 2026

I.T. Sensitive System Audit | Maxient

- Findings across key domains and vulnerabilities in access controls, logging, incident response, configuration management, and vendor oversight were discussed.
- Although no known breaches are present, Internal Audit is working closely with the Office of Information Technology to create targeted corrective actions in effort to reduce exposure through configuration updates, training, and enhanced vendor due diligence.

Local Policy | Ethical Uses of AI

- OIA has developed and implemented the university's first policy for the Ethical Use of Artificial Intelligence.
- The policy provides strong internal controls and governance ensuring transparency and explainability, sustained data privacy and security, organization and regulatory compliance, data quality, over reliance and, skill erosion prevention when engaging generative AI.
- The local policy is departmental but will be assessable in the policy library.

NSLDS Reporting Update

- A data analysis of 20 Fall 2025 students that were withdrawn by 9/19/25 was conducted to evaluate the university's alignment with federal regulations, timely reporting, and accuracy of student enrollment data delivered to the National Student Loan Data System (NSLDS).
- The reviews are scheduled to continue for Fall 2025 and Spring 2026 withdrawals. A follow-up report will be presented when results are disseminated.
- Currently, the institution is adhering to federal 60-day certification standards along with validated and timely submissions.
- The university remains in compliance and has received recommendations of reinforcement:
 - Document – Establish a documentation log for all roster submissions and corrections.
 - Train – Conduct periodic staff training on enrollment reporting regulations, especially when ED releases updates.
 - Review – Schedule periodic reviews to validate reporting accuracy and ensure continued compliance
 - Automate - Automate alerts or workflows, (if Student Information System capable) when a student's enrollment status changes.

Board of Visitors

Audit, Risk and Compliance Committee Meeting

March 5, 2026

Continuous Monitoring | NSUPD Property and Evidence Inspection

- OIA performed a semi-annual inspection of the NSUPD Property and Evidence room, which is part of Internal Audit's ongoing monitoring activities. The assessment focused on cash inventory lists, digital inventory management, routine dispositions, restrictive property and evidence entry, compliant bagged and vouchered evidence, and active case controls.
- NSUPD scored an overall Satisfactory+ rating solidifying that key controls are operating effectively. In addition to the positive audit, several enhancement opportunities were extended:
 - Request Commonwealth Attorney's consent to permit civil asset forfeiture on all currency without evidentiary value.
 - Procure a currency counter to confirm denomination accuracy and heat sealer bags/equipment to detect tampering and protect seized property.
 - Acquire an additional scanner to improve intake and outtake active case evidence and reinforce chain-of-custody control.

Continuous Monitoring | Self-Assessment

- A mature Internal Audit function is required to be reviewed internally and externally.
- The 2025 external assessment has concluded and the recommendations for Communication, Monitoring, and Resources are implemented:
 - Communication - OIA developed and submitted quarterly aging reports with corrective actions and completion dates. This provides the Audit, Risk and Compliance Committee and President an opportunity to weigh issues and address appropriately and promptly.
 - Monitoring - OIA and UC have sourced separate modules within K10 Vision software. The platform has the capability to automate requests for data submissions and create dashboards and reports.
 - Resources – OIA has staffed a certified IT Auditor.
- The results from the 2025 internal assessment are highlighted:
 - IIA Global Audit Charter BoV reviewed and approved
 - Planned risk-based annual audits
 - Staff maintain prerequisite skills and education
 - Audit partners rated the department good to excellent across 18 criteria
 - Audit projects are appropriately planned, and the work performed is adequately documented, following the guidelines in the IIA Standards.

Board of Visitors

Audit, Risk and Compliance Committee Meeting

March 5, 2026

- Budget is balanced between internal audits, external audits and professional development.
- Internal control, risk management and consultations support a reduction in hotline calls. To date, they have remained lower than previous years.

University Compliance

Chief Audit Executive Burgess presented updates on Compliance Partners along with Required Employee Training and Compliance Submissions results for 2025.

Compliance Partners

- University Compliance collaborative mission to support compliance partners campus wide continues with the division of Student Affairs, Environmental, Health & Safety, Campus Police, as well as Research and Innovation. Key compliance activities updates include:
 - International Students Via-TRM platform acquisition & support staff
 - Confined Spaces SOP, signage, and training
 - Campus Security Authority (CSA) identification for 2026
 - Support Chemical Hygiene Plan development and review

Compliance | Required Employee Training

- Through collaboration with 10 distinct campus areas, Compliance discovered 55 mandatory compliance related employee training.
- The required employee training reached a completion rate of 94.4%

Compliance Activities | Submissions

- On behalf of the University, 31 units collectively manage, monitor, and remit over 430 compliance reporting obligations required by governing laws and regulations.
- In 2025 compliance activities resulted in 100% submissions without penalty.

Board of Visitors

Audit, Risk and Compliance Committee Meeting

March 5, 2026

4. Public Comment

No public comments were made at this meeting.

5. Adjournment

There being no further business, Mr. Edward Sanders, adjourned the meeting at 1:31 p.m.

Respectfully submitted,

Mr. Edward Sanders, Chair
Audit, Risk and Compliance Committee

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

Board of Visitors

Audit, Risk and Compliance Committee Meeting

March 5, 2026

NSU BOV AUDIT, RISK AND COMPLIANCE COMMITTEE

ROLL CALL VOTE

MARCH 5, 2026

Item	Mr. Edward Sanders (Chair)	Mrs. Heidi Abbott (Virtual)	Mr. Dwayne Blake (Quorum)	Dr. Katrina Chase (Quorum)	Totals
Quorum	Yes	V	Yes	Yes	3-0
Approval of Virtual Participation	Yes	V	Yes	Yes	3-0
Approval of the December 4, 2025 Minutes	Yes	Yes	Yes	Yes	4-0
Adjournment	Yes	Yes	Yes	Yes	4-0

Board of Visitors Audit, Risk and Compliance Committee

May 7, 2026

Agenda

I. Internal Audit

- ▶ State of Internal Audit
- ▶ State Regulatory Risk and Opportunities

II. University Compliance

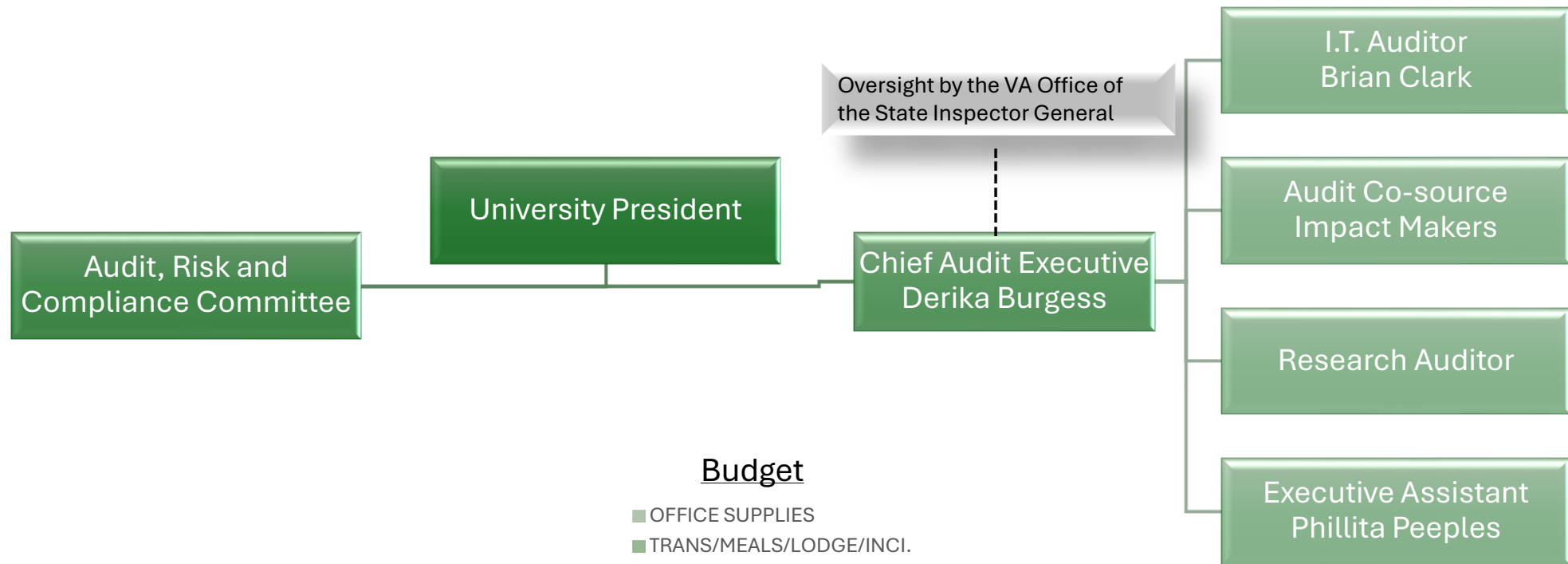
- ▶ Compliance Partners
- ▶ % On time reporting (Quarterly)

III. Closed Session

FY2026 Audit Plan

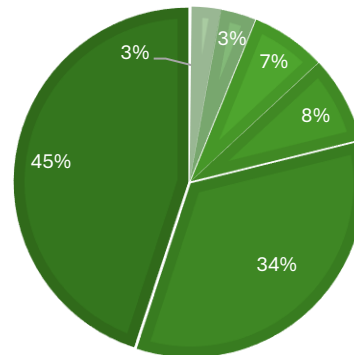
Complete	Office of Access and Equal Opportunity	Maxient is an application used by the Office of Access and Equal opportunity, HR, NSUPD and the Dean of Students for submitting and tracking incident reports related to student conduct, sexual harassment, or any general misconduct incidents involving an NSU student, faculty or staff.	Intitial Sensive System review in compliance with NSU IT security standard
Complete	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
In Progress	Athletics	Medicat 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
In Progress	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 Progress	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.	

State of Internal Audit



Budget

- OFFICE SUPPLIES
- TRANS/MEALS/LODGE/INCI.
- CONF/WKSHP REG. FEE
- AUDITING SERVICES
- COMPUTER SOFTWARE



184

Audit Activity

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

FY26 Goals

Objectives	Status
Certifications for Staff	✓
Knowledge Inventory	✓
Consults	✓
Training	✓
Tools	✓

State Regulatory Risk Mgmt.- Higher Education 2025

Reporting & Oversight

- HB1694 / HB1613** – Requires annual statewide reporting on Virginia Military Survivors and Dependents Education Program eligibility and usage.
- HB1731 / SB1005** – Updates terminology and requirements for information provided to sexual assault patients; removes outdated statutory structures.

- HB2452** – Requires livestreaming, recording, and archiving of BOV and committee meetings by July 1, 2026. ([Subj. to 2026 Reenactment](#))

Mental Health

- HB2420** – Requires intercollegiate athletic coaches to complete Mental Health First Aid or similar training prior to assuming duties.

Student Health & Safety

- HB2240 / SB1016** – Creates the Hunger-Free Campus Food Pantry Grant Program and designation.
- SB1018** – Requires SNAP eligibility information to be distributed to students annually and included in orientation materials.
- SB1257** – Requires resident assistants to complete opioid antagonist administration training.

Student Affairs / Disabilities

- HB1805** – Requires consideration and documentation of postsecondary transition needs for students with disabilities; directs SCHEV to study and report on IEP transition planning consistency

Student Exchange / Tuition

- HB2156 / SB1229** – Clarifies conditions under which tuition and fees may be waived for inbound foreign exchange students, tied to outbound student participation.

Student Financial Assistance

- HB1595 / SB1106** – Modifies eligibility and administrative requirements for the Virginia National Guard State Tuition Assistance Program.
- SB961** – Expands annual reporting on eligibility and enrollment in the Military Survivors and Dependents Education Program.

Agriculture / Environment

- HB2517** – Exempts university-owned land research projects from sewage sludge permitting, with notice and recordkeeping requirements.

Technology / Digital Accessibility

- HB2541** – Updates the Information Technology Access Act, requiring designation of a digital accessibility coordinator and phased implementation based on institution size.
- SB846** – Clarifies parental access to minors’ academic and health records via secure websites.

Procurement

- HB2751** – Prohibits discrimination against military family-owned businesses in public procurement and requires participation-support programs.
- HB2024 / SB1165** – Prevents procurement exclusions of qualifying solar-related materials meeting EPA standards.

Benefits & Personnel

- HB1815 / SB1142** – Extends Line of Duty Act benefits to eligible campus and private police officers at contributing nonprofit institutions.
- SB1014** – Prohibits requiring a bachelor’s degree for most state

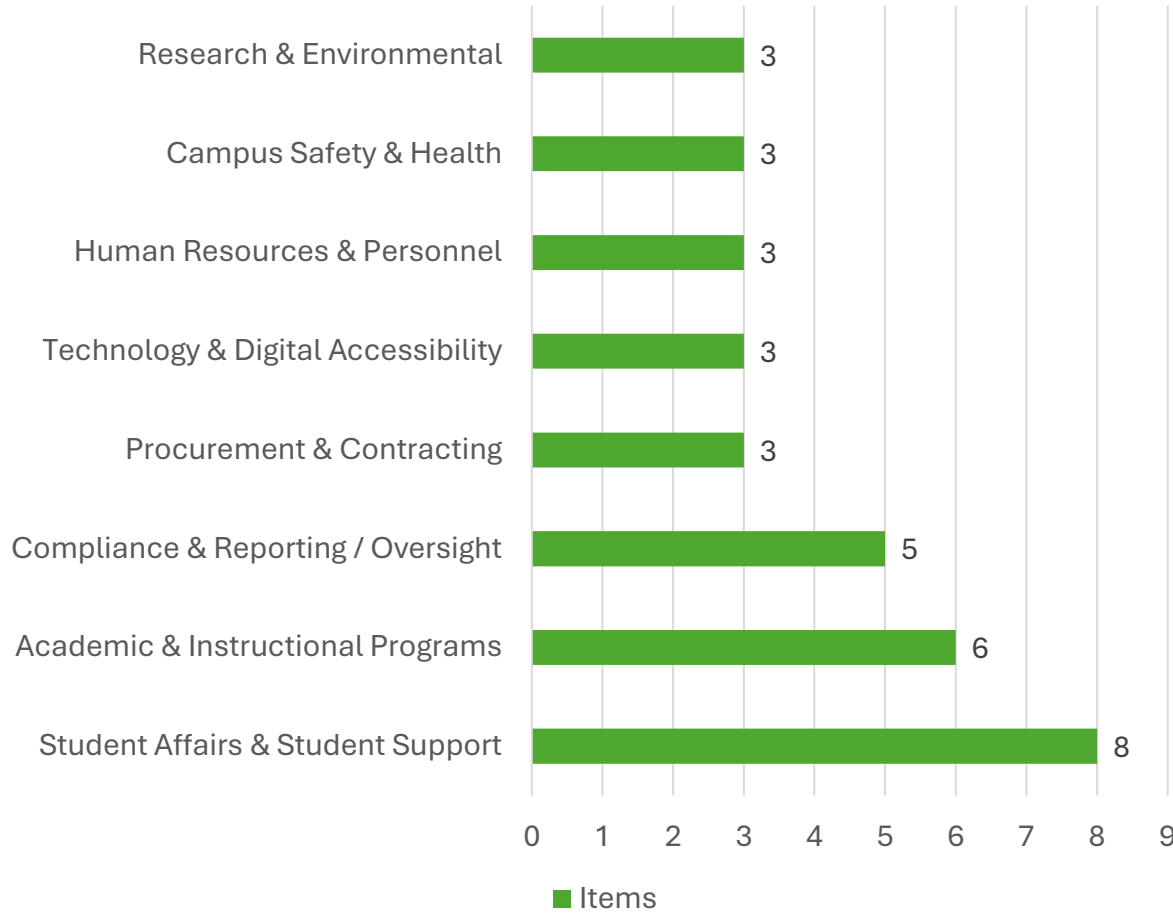
positions, with limited exceptions.

Education / Miscellaneous

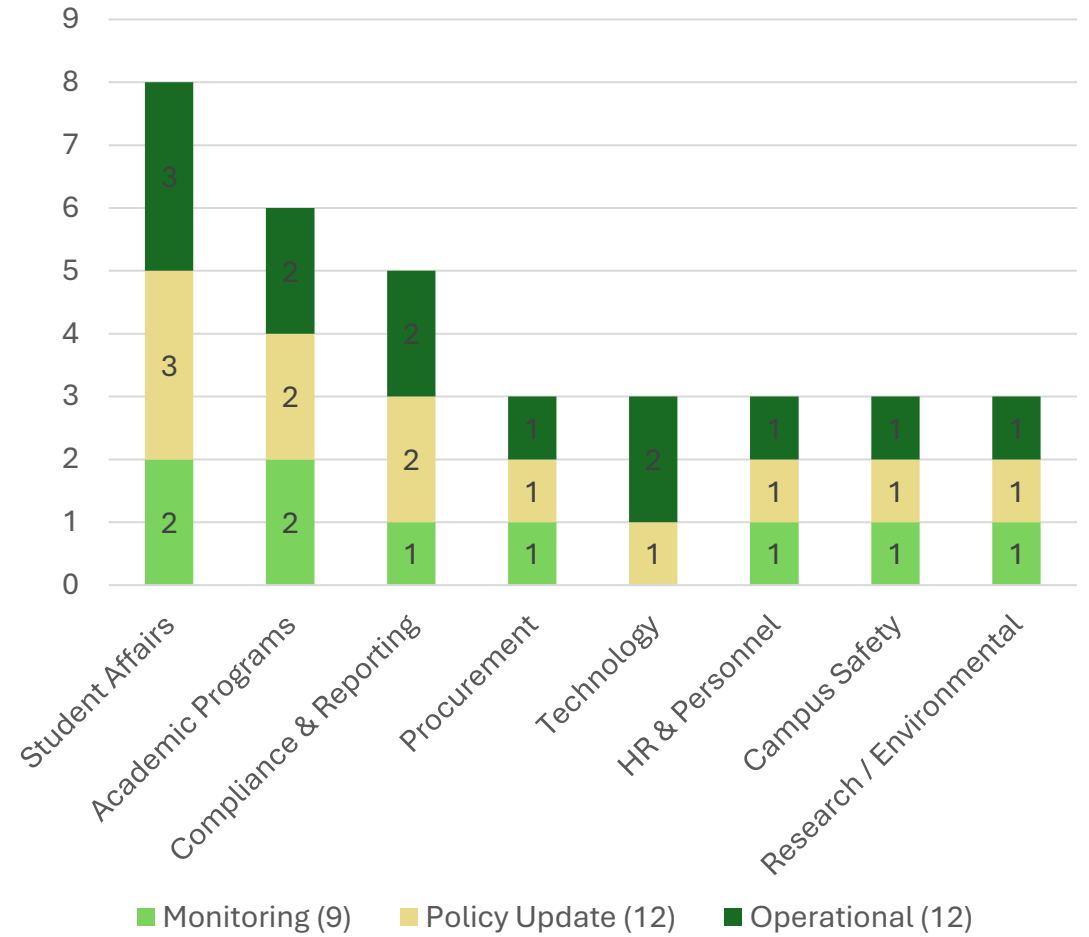
- HB1783** – Limits establishment of certain career and technical student organizations that conflict with federally chartered entities.
- HB1878** – Renames the Director of SCHEV as Executive Director (administrative change).
- HB2018 / SB879** – Expands alternative licensure pathways for career and technical education teachers.
- HB2103** – Requires Board of Education to credit certain occupational work experience toward teacher salary placement.
- HB2154 / SB1310** – Creates alternative education-and-experience pathways for professional licensure in architecture and related fields

State Regulatory Risk Mgmt.- Scope

Impact By Area



Implementation View










State Regulatory Risks Mgmt. - 2025

	High Impact	Moderate Impact	Lower Impact
High Risk	Board Reporting & Transparency BOV livestreaming & archiving Statutory reporting deadlines	Student Health & Safety SNAP notices Opioid & mental health training	Digital Accessibility Compliance Accessibility coordinator Phased IT/web implementation

	High Impact	Moderate Impact	Lower Impact
Medium Risk	Student Records & Privacy Parental access to minors' records FERPA/system controls	Student Financial Assistance Military Survivors & Guard programs Expanded reporting	Procurement & Contracting Military family-owned vendors Solar procurement standards

	High Impact	Moderate Impact	Lower Impact
Low Risk	Human Resources & Personnel Degree requirements Line of Duty Act benefits	Academic & Instructional Programs Licensure pathways Exchange programs	Research & Environmental Animal care disclosures Land-use exemptions

Compliance Partners

						
Student Affairs: <ul style="list-style-type: none"> Hazing policy (Code of Virginia §18.2-56) Animals in Housing Program (ADA & VA Code § 36-96.3:1) International Students Support Staff 	EHS: <ul style="list-style-type: none"> Hazardous Commodity Disclosure policy (Federal & State Laws) Energy and Water Conservation plan (Virginia Code §2.2-604.2) Confined Space 	Campus Police: <ul style="list-style-type: none"> Identification and training of CSAs for 2026 	Operations and Institutional Effectiveness: <ul style="list-style-type: none"> Policy management platform and developing a new policy template Multi Discipline Cross-functional Training 	Human Resources: <ul style="list-style-type: none"> Civility in the Workplace policy (DHRM Policy 2.35) 	Research and Innovation: <ul style="list-style-type: none"> Research Operations Coordinator who will serve as our Laser and Radiation Safety Officer (ANSI Z136.1 and NRC) Chemical Hygiene Plan 	Sponsored Programs: <ul style="list-style-type: none"> Animal Care and Use policy (Animal Welfare Act) Research Misconduct policy (Federal and Sponsor requirements) Modified the Timely Awards process flow



Continuous Support: <ul style="list-style-type: none"> Support Chemical Hygiene Plan development and review Admin Coordinator for International Students Energy and Water Conservation Plan Risk, Compliance, and Ethics Summit Fall 2026
--

1st Quarter

January thru March
2026 : 434 Obligations

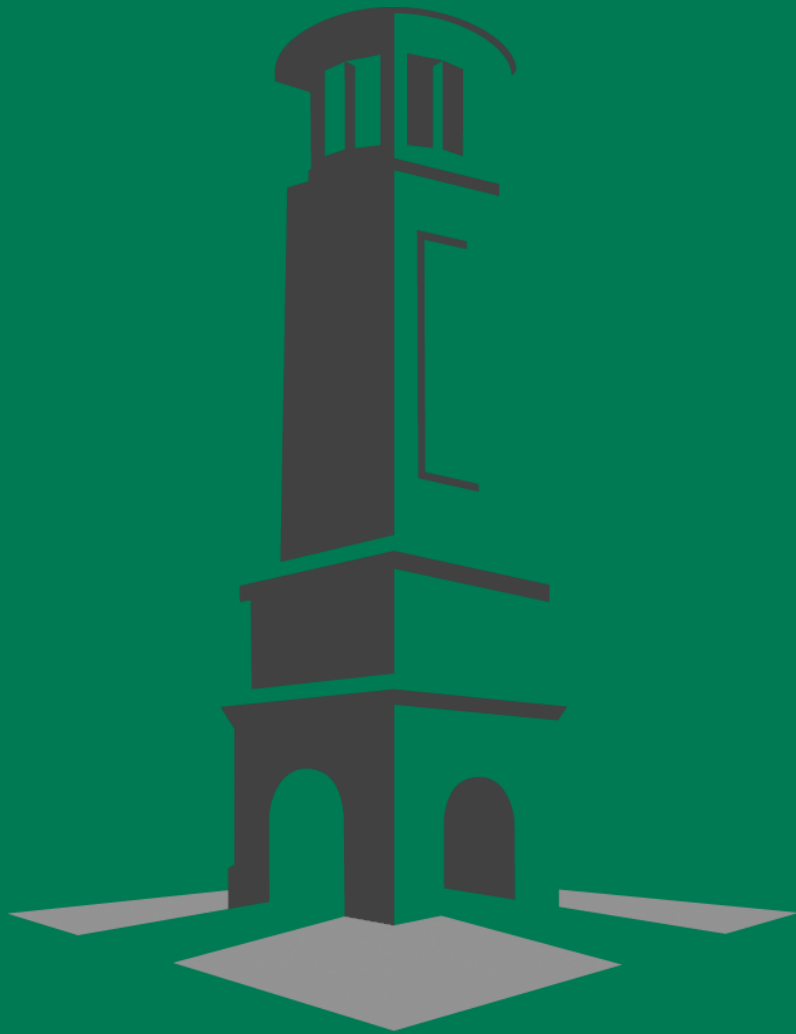
96% On-Time

2nd Quarter

Risk, Compliance and Ethics Summit



Thank you!



March 8, 2026

Full Board

DRAFT

**BOARD OF VISITORS
FULL BOARD MEETING**

March 6, 2026

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 8:43 a.m.

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

Present – Board Members

Dr. Kim W. Brown, Rector

Mr. Dwayne B. Blake, Vice Rector

Dr. Katrina Chase, Secretary

Mr. T. Michael Andrews

Mr. Gilbert Bland

Dr. L.D. Britt

Mr. James Jamison

Mr. Darrell “DJ” Jordan

Mr. Edward Sanders

Board Members Absent

Mr. Conrad Hall

Faculty Representative to the Board

Dr. Shaun Anderson, Faculty Representative

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President

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

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

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

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

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

Dr. Melody Webb, Vice President and Athletics Director

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

Mr. Clifford Porter, Vice President, University Advancement
Dr. Tanya S. White, Vice President and Chief of Staff
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
Dr. Davida Harrell-Williams, Auxiliary Enterprises & Services
Mrs. Crystal Square-Williams, Executive Director for University Events and the Wilder Center
Mr. Stan Donaldson, Director of Media Relations
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 Peebles, Executive Assistant to Internal Audit and Compliance
Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist
Mr. Xavier Jones, Norfolk State University, Student
Mr. Ronald A. King, Chief Information Security Officer
Mr. Gregory B. Baptiste, Director of Enterprise Applications/OIT
Mr. Linwood F. Moses, OIT Project Management Office Director
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 for the guest speakers who participated in the Board of Visitors Retreat on March 4, 2026. Dr. Brown also extended his gratitude to the leadership of Norfolk State University for their continued support and dedication.

Dr. Adams-Gaston expressed her appreciation to the Board of Visitors Members for their support of Norfolk State University and their commitment. Dr. Adams-Gaston highlighted yesterday's Retreat and described it as exceptional. Dr. Adams-Gaston extended her gratitude to the guest speakers for their insights on the University's direction, as it advances towards the 2035 vision and next level mindset.

3. Consent Agenda - Recommend Approval of December 5, 2025, Board Meeting Minutes

The Board unanimously approved with a 10-0 Roll Call Vote, the minutes for December 5, 2025, Board Meeting, motioned by Mr. Blake and Seconded by Dr. Chase.

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

Ms. Grant discussed housing deposit advocacy, emphasizing the importance of student affordability, regarding reducing housing deposit costs. Ms. Grant also highlighted the initiative of establishing a feminine hygiene closet. This effort would include active collaboration with campus partners to identify and explore funding opportunities.

5. Faculty Representative Update-Dr. Shaun Anderson

Dr. Anderson highlighted several discussion items:

- There are currently no open Faculty Senate grievances.
- The 2026-2027 University Committee nominations process will begin next month. Interest sheets will be distributed in April.
- The Provost Office will meet with the Faculty Senate on March 19, 2026, to discuss the Senate’s role.
- Committees will submit recommendations to the Provost regarding emeritus status.
- Sabbatical program applications must receive approval from the Department Chair, the Dean, the Provost, and the Board of Visitors.
- Artificial Intelligence initiatives.

6. Audit, Risk and Compliance Committee Update- Mr. Sanders, Chair

Mr. Sanders provided an overview of the committee’s updates, by highlighting the following key points:

- Softdocs have been added to the audit agreement due to documents containing sensitive information.
- There has been progress made towards the completion of the Audit Plan.
- There has been development of a local policy on the responsible and ethical use of artificial intelligence.
- Progress has been made towards remediation of the FY24 APA internal controls.
- The external assessment was performed in 2025.
- The internal assessment was performed in 2026. There were key conclusions from the assessment:
 - Global Charter updates reviewed and approved
 - Risk-based audit planning

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

Mr. Bland provided the committee update and invited each Vice President to provide their reports.

Dr. Williams discussed the importance of building and aligning the universities’ support services for students.

Dr. Brown presented the Resolution to approve the Retroactive Housing Deposit Fee Reduction for Fiscal Year 2025-2026.

Mr. Bland motion to approve the Resolution of the Retroactive Housing Deposit Fee Reduction for Fiscal Year 2025-2026, seconded by Mr. Jamison, and with an 9-0 Roll Call Vote the Board unanimously approved.

Dr. Brown informed that the Proximity Facility has secured additional beds for the upcoming year. Dr. Brown also discussed that students who submit their housing deposits on time will receive their housing assignments before they leave for the summer. The student presenters for the committee meeting, Mr. Raysaun Ford and Ms. Kanaya Street, both members of TRiO, were recognized for their presentations.

Dr. Moses announced the appointment of Mrs. Anne Ford as the University Registrar. Dr. Moses expressed his appreciation to the search committee for their work and dedication throughout the selection process.

Dr. Webb highlighted the national exposure and expanding partnerships, which has contributed to a renewed sense of pride. Dr. Webb outlined two key priorities that reflect the current credibility of the Department of Athletics:

- Academic performance rate
- Sustainability

Coach Michael Vick shared his experience and expressed his appreciation for the opportunity to serve as a coach. The importance of strategic branding was also emphasized during the discussion.

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

Mr. Jamison provided an update from the committee meeting, including a review of the Spring Revenue Report and discussed student financial assistance. Mr. Jamison also presented the Facility Management update which included the following projects:

- The New Science Building is currently under construction, with an anticipated completion date of Fall 2027.
- The Fine Arts Building is projected for completion in Fall 2028.
- Renovations to the Men's Basketball Locker Room have been completed.
- Refresher updates to the Women's Locker Room are currently underway.
- The perimeter fence project is approximately 85% complete.
- The practice football field is scheduled for completion this summer.

Dr. Harrell-Williams provided an overview of the robot food delivery program, informing that students can place orders directly through the mobile application.

Mr. Claville offered an update on the General Assembly and highlighted internship opportunities available for students. Mr. Claville also highlighted Budget Sunday, during this time budget request will be going to Congress.

Dr. White provided an update on the search for the new Chief Compliance Officer. Dr. White informed that the University is in the process of identifying and onboarding for the senior leadership team. Dr. White also discussed Workday implementation and the ongoing efforts to fill vacant positions. Dr. White discussed the training opportunities which include:

- Campus partner training
- Internal HR training

- Open house in April: Lunch and learn with the campus community

Dr. Moses provided an update on the Workday implementation and highlighted that the end-to-end testing is currently underway. Dr. Moses also shared that campus-wide training is scheduled to begin soon, and the system remains on track for July launch.

Mr. Porter expressed his enthusiasm regarding the positive outcomes of the campaign.

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

Mrs. Abbott informed that there are currently two open seats on the Board. Mrs. Abbott also reported that three Board Members are up for reappointment this year. The potential bill that would modify Board terms from the current four-year structure to a single six-year term was discussed.

10. State of the University

Dr. Adams-Gaston expressed her excitement and pride in the many achievements occurring across the University, and she extended her gratitude to all who contributed to this progress. Dr. Adams-Gaston highlighted that the University's foundation is strong, grounded in excellence, and success. Dr. Adams-Gaston discussed that sustained success begins with thoughtful planning, and teamwork.

Dr. Adams-Gaston presented the "Points of Pride," highlighting the following accomplishments and priorities:

- **Success of the Campaign:** The University among the top 10 HBCUs with endowments.
- Commitment to Closing Student Achievement Gaps.
- **Academic Workforce Alignment:** Strengthening industry partnerships that support and enhance academic infrastructure.
- **Living, Learning, and Dining Facility:** Planning funds have been awarded to advance this project.
- **Community Impact:** Continued support for job creation both locally and regionally.
- **Campus Engagement:** A preference for students, especially during their first two years; to live and work on campus, to strengthen their overall experience.
- **Athletics:** Recognition of the upcoming 2025 championships.

Dr. Adams-Gaston expressed her gratitude to Vice President Porter for leading a highly successful campaign and extended her appreciation to the Board of Visitors for their ongoing support.

11. Old Business

There was none.

12. New Business

There was none.

13. Motion-Closed Meeting Pursuant to 2.2-3711(A) 1, 4, 7, and 8 of the Code of Virginia

Mr. Blake read the following motion, seconded by Dr. Chase, and with an 9-0 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, 3, 6, 9, 11, 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

(3): to discuss or consider the acquisition of real property for a public purpose or of the disposition of public held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body; and

(6): to discuss or consider the investment of public funds where competition or bargaining is involved, where if made public initially, the financial interest of the governmental unit would be adversely affected; and

(9): For discussion or consideration by governing boards of public institutions of higher education of matters relating to gifts, bequests and fund-raising activities, and of grants and contracts for services or work to be performed by such institution; and

(11): For discussion or consideration of honorary degrees or special awards; 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 for Finance and Administration
- Vice President for Operations & Chief Strategist for Institutional Effectiveness
- Vice President and Chief of Staff
- Chief Audit Executive, Internal Audit
- VP for University Advancement

14. 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.

Mr. Blake motion to approve that the Board authorize the President and the Ad-Hoc Committee continue discussions with the appropriate parties regarding the NSU Campus Edge, seconded by Dr. Britt, and with an 9-0 Roll Call Vote the Board unanimously approved.

Mr. Blake motion to approve granting Honorary Doctorate Degrees to the individuals discussed in the Closed Session, seconded by Dr. Chase, and with an 9-0 Roll Call Vote the Board unanimously approved.

16. Public Comment

There was none.

17. Information Items

There was none.

18. Adjournment At 1:07 p.m.

Mr. Jamison motioned to adjourned, seconded by Mr. Jordan with a 9-0 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

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 after due consideration and careful review by the University President, 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.

**Norfolk State University Board of Visitors
Roll Call Vote March 6, 2026**

Item	Rector Brown	Dr. Chase	Mr. Blake	Mr. Bland	Mr. Andrews	Mrs. Abbott	Dr. Britt	Mr. Sanders	Mr. Hall (Absent)	Mr. Jamison	Mr. Jordan	Totals
Quorum	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	A	Yes	Absent	10-0
Approval of December 5, 2025, Minutes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	A	Yes	Yes	10-0
Approval of the Retroactive Housing Deposit Fee Reduction for Fiscal Year 2025-2026	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	A	Yes	Stepped out	9-0
Motion- Closed Meeting	Yes	Yes	Yes	Yes	Stepped out	Yes	Yes	Yes	A	Yes	Yes	9-0
Motion- Open Session	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Left -	A	Yes	Yes	9-0
Approve that the Board authorize the President and the Ad-Hoc Committee continue discussions with the appropriate parties regarding the NSU Campus Edge.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-	A	Yes	Yes	9-0
Approval granting Honorary Doctorate Degrees to the individuals discussed in the Closed Session	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-	A	Yes	Yes	9-0
Adjournment	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-	A	Yes	Yes	9-0

Student Representative

Faculty Representative Report

President's Presentation

N O R F O L K S T A T E U N I V E R S I T Y

LOOKING BEYOND THE GREEN AND GOLD ROADMAP TO SUCCESS

Javaune Adams-Gaston, Ph.D.
President's Presentation
NSU Board of Visitors
May 8, 2026



THE FOUNDATION THE UNIVERSITY POSITIONED FOR SUCCESS



THE CULTURE **CONTINUING THE STANDARD**



DEVELOPING METHODS FOR SUCCESS



FOCUS ON STUDENT ACHIEVEMENT



FOCUS ON SMART GROWTH



BEHOLD!




NORFOLK STATE

STRATEGIC PLANNING PROCESS

1 MISSION, VISION, & VALUE REFINEMENT

The Cabinet and Strategic Plan Steering committee convened with the Strategic Plan Consultants (Nehemiah) to review, discuss, and refresh the existing mission, develop a new vision, and refine the existing NSU values.

2 COMMITTEE FORMATION

Five subcommittees were created to focus on topical matters related to the following areas:

1. Academic and Student Success
2. Enrollment Management Resources
3. Fiscal Resources & Sustainability
4. Human Resources, Institutional Systems, and Processes
5. Government Affairs, Alumni, Business Engagement

3 DATA COLLECTION

Data was collected from various institutional, the Commonwealth and national sources including the following areas:

- Institutional Research
- Center for Teaching & Learning
- Academic Affairs
- Career Services
- Academic Engagement
- National Survey of Student Engagement (NSSE)
- State Council of Higher Education for Virginia (SCHEV)

4 SWOT ANALYSIS

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, a review of current internal and external state, was conducted by considering a variety of metrics and data points regarding the five focus areas.

Each analysis was entered into a master document and further analysis conducted to identify common themes, potential synergies across functional areas, and the development of strategies, goals, and opportunities.

5 GOAL DEVELOPMENT

12 thematic areas were identified for consideration of the development of both goals and strategies. After discussion by the steering committee and feedback from subcommittees, five thematic areas were identified for additional development in a manner that encapsulated the 12 thematic areas

6 STRATEGY DEVELOPMENT

The development of strategies occurred after the SWOT analysis was conducted and the review of pertinent data and metrics. Six strategic thematic areas were identified, including:

1. Student Success, Retention, and Persistence
2. Academic Programs, Curriculum, and Research
3. Philanthropic Growth, Investment, and Stewardship
4. Operational and Institutional Effectiveness
5. Community Engagement and Partnerships
6. Student Engagement, Development, and Career Readiness

7 FEEDBACK & ENGAGEMENT

Multiple university constituent advisory groups were engaged by facilitators to provide feedback on the mission, vision, goals and strategies. These groups including the following:

- Cross section of Student Leaders and Representatives
- Faculty and Staff
- Alumni and external stakeholders



OUR MISSION

Forged by resilient and visionary leaders in 1935, Norfolk State University's mission is to ignite passion for academic and intellectual success, research, scholarship, and innovation that will prepare our students for purpose-driven pathways in *shaping and advancing the needs of a global society*.

(Subject to SCHEV Approval)

VISION

Norfolk State University is a preeminent institution recognized for igniting intrinsic brilliance of future leaders and global change makers through personal growth, academic and intellectual achievement, and career success.

OUR VALUES

CULTURE OF CARE

We are committed to supporting our students, faculty, staff, and all members of our university community with the highest level of care, encouragement, and assistance. Through this commitment, we continue to deliver high-quality education, instruction, services, and support that positively transform students' lives.

STUDENT-CENTERED

Students and their success are our top priority. We dedicate ourselves to guiding them along pathways that promote academic achievement, professional growth, and personal development.

COMMUNITY

We continually enhance the university's role and influence in affairs of local and global communities by promoting educational attainment, cultural enrichment, and economic development.

SPARTAN PRIDE

We display great admiration for the University and its rich history. We uphold the traditions that have compelled us to greatness and embrace new traditions that demonstrate our excellence and commitment to the university community.

ACCOUNTABILITY

We hold ourselves and each other responsible for fulfilling our mission, meeting organizational goals, and upholding the highest standards. We expect everyone to act honestly and ethically, value each person's contributions, treat all with respect and civility, and embrace shared responsibility for the institution's success.

FISCAL SUSTAINABILITY

We aggressively pursue expanded and more diversified revenue streams.

STRATEGIC DIRECTION

STUDENT SUCCESS,
RETENTION & PERSISTENCE

1

ACADEMIC PROGRAMS,
RESEARCH, & CURRICULUM

2

PHILANTHROPIC GROWTH,
INVESTMENT, & STEWARDSHIP

3

OPERATIONAL & INSTITUTIONAL
EFFECTIVENESS

4

COMMUNITY ENGAGEMENT &
PARTNERSHIPS

5

STUDENT ENGAGEMENT, DEVELOPMENT, &
CAREER READINESS

6



STRATEGIC THEMES

1 STUDENT SUCCESS, RETENTION, & PERSISTENCE

We will advance an accessible student success ecosystem that integrates academic excellence with holistic experiences, resulting in timely degree completion and meaningful post-graduation outcomes



1.1

Create balanced learning environments that promote student success and provide the infrastructure for student engagement with quality, holistic, and purpose-driven learning experiences

1.2

Promote degree completion, student learning, and career readiness through progressive teaching methods and holistic educational work-based learning experiences for students

1.3

Prioritize critical areas of investment in human capital and student success support services to enhance progress towards degree and career outcomes

2 ACADEMIC PROGRAMS, CURRICULUM, & RESEARCH

We will strengthen the University's national profile through innovative and transformational academic programs, a dynamic curriculum, impactful research, and hands-on experiences for students that develops critical thinkers and lifelong learners



2.1

Recruit, develop, and grow faculty and staff to be an aligned workforce leading to NSU's achievement of an R2 Status

2.2

Produce highly competitive research, scholarship, and creative activities that align with the university's areas of distinction

2.3

Improve curriculum and learning outcomes to prepare students for the dynamic workforce

2.4

Cultivate effective pedagogical innovation and inquiry to **enhance the learning experience**

3 PHILANTHROPIC GROWTH, INVESTMENT, & PARTNERSHIPS

We will cultivate a sustainable culture of philanthropy that inspires lifelong investment in the University, removes financial barriers for students, and advances institutional excellence



3.1

Cultivate and leverage high-capacity donors, corporate partners, and vendors to **expand philanthropic investment** and long-term partnerships

3.2

Expand academic and credentialing programs and partnerships that promote diversification of sustainable revenue streams

3.3

Build a robust infrastructure that enhances advancement operations, fundraising effectiveness, donor cultivation, and alumni engagement

STRATEGIES

SUCCESS INDICATORS

INCREASED STUDENT PIPELINE

INCREASED STUDENT RETENTION

NUMBER OF STUDENT FINANCIAL LITERACY AND AFFORDABILITY INITIATIVES

IMPROVED STUDENT SUPPORT EFFECTIVENESS

INCREASED FACULTY IN CRITICAL RESEARCH AREAS

INCREASED CAPACITY IN STUDENT AFFAIRS & ACADEMIC SUPPORT FUNCTIONS

INCREASED INSTRUCTIONAL CAPACITY

IMPLEMENTED FACULTY RETENTION MODEL THAT PROVIDES EQUITABLE COMPENSATION

PERCENTAGE (%) OF ACTIVE RESEARCH FACULTY

RESEARCH EXPENDITURES PER FACULTY MEMBER

INCREASED NUMBER (#) OF GRADUATES IN ALL ACADEMIC DISCIPLINES

INCREASED NUMBER (#) OF DOCTORAL PROGRAMS AND DOCTORAL GRADUATES

NUMBER (#) OF INDUSTRY AND GOVERNMENT PARTNERSHIPS

EXPANDED EXTERNAL PARTNERSHIPS TO ENGAGE IN CUTTING-EDGE RESEARCH

GROW THE UNIVERSITY ENDOWMENT TO \$250 MILLION THROUGH TARGETED FUNDRAISING, STRATEGIES, PLANNED GIVING, AND MAJOR GIFTS

ALIGN DONOR, FOUNDATION, AND CORPORATE SUPPORT WITH FACILITY ENHANCEMENTS

NUMBER OF DEANS/ADMINISTRATORS PARTICIPATING IN DONOR ENGAGEMENT ACTIVITY

INCREASE FUNDS RAISED FOR STUDENT ATHLETE SCHOLARSHIPS AND SUPPORT SERVICE

YEAR-OVER-YEAR INCREASE IN ALUMNI GIVING PARTICIPATION BY ACADEMIC COLLEGE

NUMBER OF NEW ACADEMIC PROGRAM FUNDS ESTABLISHED

4

OPERATIONAL & INSTITUTIONAL EFFECTIVENESS

We will build a culture of operational excellence and shared governance by strategically stewarding human, fiscal, and capital resources through continuous improvement and innovation



- 4.1 Leverage campus collaboration and efforts to **advance institutional effectiveness** and efficiencies of core processes
- 4.2 **Maximize and invest in information technology** resources to enhance service to faculty, staff, and students
- 4.3 **Cultivate a “culture of care”** and climate of excellence in operational execution and academic performance
- 4.4 **Integrate the campus master plan** to optimize space utilization, address facilities improvement, and critical capital investments

5

COMMUNITY ENGAGEMENT & PARTNERSHIPS

We will develop and leverage strategic partnerships and community engagement activities to attract students, staff, faculty, and members of the community to support mission-driven actions that promote institutional distinction



- 5.1 **Pursue strategic public-private partnership opportunities** to support campus growth, economic development, and long-term sustainability
- 5.2 **Leverage the University’s distinction**, impact, visibility, and reputation to develop strategic partners, engage with alumni, and attract potential students, staff, and faculty
- 5.3 **Expand partnerships** with businesses, nonprofit organizations, and alumni networks to advance economic development, experiential learning, and community impact
- 5.4 **Maximize meaningful engagement** opportunities with alumni to strengthen lifelong relationships and support of mission-driven initiatives

6

STUDENT ENGAGEMENT, DEVELOPMENT, & CAREER READINESS

We will cultivate a transformative, affirming student engagement ecosystem that advances holistic development, student well-being, leadership excellence, and career readiness



- 6.1 **Promote holistic learning opportunities** on and off campus to support student development, student wellness, and professional skills
- 6.2 **Promote student development** and career readiness through progressive data-driven developmental methods and experiential learning
- 6.3 **Strengthen campus programming** and capital projects to support student wellness, student engagement, student activities, and student success outcomes
- 6.4 **Provide a comprehensive university-wide Work-based learning ecosystem**

- INCREASED COMMUNICATION AND FEEDBACK MECHANISMS TO PROMOTE EFFECTIVENESS
- SUCCESSFUL IMPLEMENTATION OF THE WORKDAY ERP
- SUCCESSFUL IMPLEMENTATION OF A COMPREHENSIVE BUDGET PROCESS
- IMPLEMENTATION OF STAFF AND FACULTY PROFESSIONAL DEVELOPMENT FRAMEWORK
- IMPLEMENTATION OF A COMPREHENSIVE MASTER FACILITIES PLAN
- EXPANDED CAPITAL PROJECTS AND AUXILIARY TEAMS TO PROMOTE SUSTAINABLE SERVICES
- IMPLEMENTED INITIATIVES THAT ATTRACT EXTERNAL ENTITIES TO UTILIZE THE CAMPUS
- EXPANDED COLLABORATIONS WITH LOCAL/STATE AGENCIES TO ENHANCE SAFETY
- IMPLEMENTED INTEGRATED COMMUNICATION, DIGITAL, AND DATA INFRASTRUCTURE TO HIGHLIGHT THE UNIVERSITY’S DISTINCTION
- ENHANCED VISIBILITY THROUGH A NEW ACCESSIBLE, USER-CENTERED WEBSITE
- IMPLEMENTED BUSINESS PARTNERSHIP/Framework TO ESTABLISH CONTINUOUS EXPERIENTIAL LEARNING OPPORTUNITIES
- ESTABLISHED COMPREHENSIVE NSY/SPARTAN ALUMNI NETWORK TO PROMOTE MULTI_FACETED COMMUNITY ENGAGEMENT
- DEMONSTRATED GAINS IN LEARNING OUTCOMES FOR STUDENT ENGAGEMENT AND LEADERSHIP DEVELOPMENT ACTIVITIES
- MEASURABLE HEALTH OUTCOMES FOR STUDENTS ENGAGED IN WELLNESS INITIATIVES
- EXPANDED CAMPUS EMPLOYMENT PROGRAM THAT DEMONSTRATES GAINS IN PROFESSIONAL DEVELOPMENT
- PROGRESS TOWARDS THE PROGRAMMATIC DEVELOPMENT AND CONSTRUCTION OF A WELLNESS AND DINING FACILITY
- ESTABLISHED A WORK-BASED LEARNING EXPERIENCES (WBLE) ECOSYSTEM THAT CAPTURES DATA AND SUPPORTS ALL NSU STUDENTS HAVING AT LEAST ONE PAID WBLE EXPERIENCE PRIOR TO GRADUATION