BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
May 7, 2026
MINUTES

1. Call to Order/Establish Quorum

Mr. Jamison, Chair, called the Strategic Finance Committee to order at approximately 9:03 am. A quorum was established by a 4-0 roll call.

Committee Members
Mr. Jay Jamison, Chair
Mr. Dwayne Blake
Dr. Michael Thornton
Mr. Conrad Hall

Virtual Committee Members
Mr. Darrell "DJ" Jordan (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, Provost and Vice President for Academic and Faculty Affairs (I)
Ms. Stevalynn Adams, Assistant Vice President, Office of Communications and Marketing
Mr. Brian K. Covington, NSU Chief of Police
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
Ms. Michelle D. Hill, Executive Director, Office of Alumni Relations
Mr. Wayne Ivy, Director, Military Services and Veterans Affairs

Ms. Shana Z. James, Assistant Vice President for Development
Ms. Crystal D. Jenkins, Executive Director, Norfolk State University Foundation
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 Peeples, Executive Assistant, Office of Internal Audit/University Compliance
Ms. Erica Saunders, Executive Administrative Assistant, Provost Office
Controller
Ms. Crystal Square-Williams, Director, University Events, University Advancement
Ms. Sharea Williams, Executive Administrative Coordinator, Institutional Effectiveness
Mr. Terry Woodhouse, Interim Associate Vice President, Facilities Management
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. Jordan joined electronically due to 150-mile distances.

A motion was made by Mr. Hall and second by Mr. Blake with a 4-0 Roll Call vote to approve Mr. Jordan's electronic participation due to distance.

3. Recommended Approval of March 5, 2026, Committee Meeting Minutes/

A motion was made by Mr. Hall and second by Mr. Blake with a 5-0 Roll Call vote to approve the March 5, 2026 meeting minutes.

4. Discussion Items

- **Quarterly Financial Report –**

  Dr. Gerald Ellsworth Hunter presented the Quarterly Financial Report for the period ending March 31, 2026, noting that as of May 7, 2026, the state budget had not yet been approved by the Governor. He reported that the university's authorized budget includes a $60 million carryforward from FY2025 and that approximately 90% of the $298 million expense budget had been spent across areas such as research, public service, academic support, student services, institutional support, operations and maintenance, sponsored programs, auxiliary services, and financial assistance programs. Dr. Hunter also reviewed the university's sources of funds through March 31, 2026, reporting total revenues of $372 million from appropriations, tuition and fees, auxiliary enterprises, sponsored programs, local funds, and state and federal student financial assistance.

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

  Dr. Hunter presented the Debt Management Policy Compliance Certification required by the Virginia Department of Planning and Budget. He reported that Norfolk State University's FY2025 debt ratio was 3.52%, compared to 3.84% in FY2024, remaining well below the state-required maximum of 7% and supporting the university's long-term financial flexibility.

- **Emergency Management Plan/COOP**

  Chief Covington presented updates to the Crisis Emergency Management Plan (CEMP) and Continuity of Operations Plan (COOP). He explained that the CEMP addresses emergency preparedness, response, and recovery, while the COOP ensures continuity of essential operations during disruptions. Updates to the plans included requiring final

approval from the President for all team decisions and revising names and titles since the plans' 2024 approval. Links to the updated documents were provided for Board review.

- **FY2026-27 Tuition and Fees Recommendation/Resolution**
  Dr. Hunter and Dennis Jones presented the proposed tuition and fee schedule for full-time and part-time students for FY 2026–27. The proposal, previously reviewed and endorsed by the Strategic Finance Committee, was recommended to the Full Board along with a resolution for approval. Dr. J noted that Norfolk State University remains among the institutions with the lowest tuition and fees, but increases are necessary. Recommended undergraduate tuition and fees would increase to $6,446, up $218 from $6,228 in 2025–26, while graduate tuition and fees would increase to $9,874, up $334 from $9,540. Additional increases were also proposed for part-time students, non-residents, online and online master's programs, as well as room and board and other related fees.

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

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the assigned staff, the Vice President for Finance and Administration, and the University President, 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.

_____ **Kim W. Brown, Rector**

Signature **Norfolk State University Board of Visitors**

Date _____

Recommended Approval of the FY2026-27 Tuition and Fees
A motion was made by Mr. Hall and second by Mr. Blake with a 5-0 Roll Call vote to approve the FY2026-27Tuition and Fees Recommendation

- **FY2026 Operating Budget**
  Dr. Hunter and Dennis Jones presented the FY 2026-27 University Operating Budget Recommendation. A Board Resolution to approve the proposed operating budget for FY 2026-27 was presented for the Board's consideration. presented the operating budget proposal recommendations of a potential 2% increase in salaries Dr. Hunter also presented a discussion of the budget assumptions, tuition & fees recommendation, tuition & fees resolution, operating budget recommendation, and operating budget resolution. Dr. Hunter stated that $624.6 decrease in the fund balance. A resolution was presented for approval.

  Recommended Approval of the FY2026-27 Operating Budget
  A motion was made by Mr. Hall and second by Mr. Blake with a 5-0 Roll Call vote to approve the FY2026-27 Operating Budget Recommendation

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.

_____ **Kim W. Brown, Rector**

Signature **Norfolk State University Board of Visitors**

Date _____

- **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 65% complete that provides walkway lights, cameras, and key access which allow security to monitor who comes and goes (student, faculty, and staff). In addition, the new science building is coming along well and is 15% completed. Completion date is Fall 2027.

  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, HR 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. Krista Gaye Simmons, HR Compliance, Policy, and Assessment Specialist. In addition, she reported on full-time employee demographics, resources, and updates with student workers, orientation projects, benefits fair, employee recognition ceremony, and wellness initiatives for 2026.

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 following:

Information Security

- ➢ Information Security
- ➢ Academic Technology
- ➢ Acquisitions and Compliance
- ➢ Technical Services

Workday update:

- ➢ Workday Implementation and Project Management is ongoing

Institutional Research & Planning

- Continued development of University's data governance framework
- Summer 2026 will embark upon a campaign to re-envision IR at NSU

University Advancement Update

Mr. Porter provided an update on recent university naming ceremonies recognizing several donors and supporters, including Reverend Jeffrey Belfield and Ms. Kathy Pope Belfield, the Smart Room, the Boyd Gaming Tourism and Hospitality Management Program, the Tony and Kim Brothers Ballroom, the Dr. Kim Brown and Dr. Valerie K. Brown Spartan Lounge, the Devon M. Henry Communications Tower, the Gary and Cookie McCollum Amphitheatre, the TowneBank Softball Field, and the Dr. Harold L. Watkins II and Dr. Arvat McClaine Rotunda. Mr. Porter also reported on the success of the "Now Is Our Time" campaign, which raised $147,540,788.

7. Adjournment

There being no further business, the Committee Meeting adjourned at approximately 11:26 am.

Respectfully submitted,

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Jay Jamison, Chair
Strategic Finance Committee

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

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Martha M. Wilson, Executive Assistant
for Finance and Administration

NSU BOV STRATEGIC FINANCE COMMITTEE

ROLL CALL VOTE

MAY 7, 2026

Item	Mr. Jay Jamison (Chair)	Mr. Dwayne Blake	Mr. Darrell "DJ" Jordan	Mr. Conrad Hall	Dr. Micheal Thornton	Totals
Quorum	✓	✓	V	✓	✓	4.0
Recommend Approval of Electronic Participation	✓	✓	V	✓	✓	4.0
Approval of the Minutes	✓	✓	V	✓	✓	5.0
2026-27 Tuition and Fees Resolution	-	-	-	-	-	0.0
2026-27 Operating Budget Resolution	✓	✓	V	✓	✓	5.0
Approval of Closed Session	✓	✓	V	✓	✓	5.0

(V) Virtual

No Vote currently on motion for the Tuition and Fees Resolution