Board of Visitors Meeting

Student Center Board Room, Suite 301

700 Park Avenue

Norfolk, VA, 23504

October 22-23, 2026

NORFOLK STATE UNIVERSITY
We see the future in you.

BOARD OF VISITORS
700 Park Ave., Student Center Board Room, Suite 301,
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AGENDA *Times are approximate*

BOARD OF VISITORS COMMITTEE MEETINGS
Thursday, October 22, 2026
Dr. Kim W. Brown, Rector
Dr. Javaune Adams-Gaston, President
Staff: Sher're Dozier, Clerk to the University President for the Board of Visitors

Campus Location: *NSU Student Center, Suite 301, 3rd Floor* ***BREAKFAST Served 8:00 a.m.***

Electronic Meeting Participation: https://nsu-edu.zoom.us/webinar/register/WN_htxuW2J3RLWIcIrMbs-Vdg

8:30 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** ..... Dr. Harold Watkins, 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 October 22, 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_htxuW2J3RLWIcIrMbs-Vdg

October 22, 2026, at 8:30 a.m.

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

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

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

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Times are approximate

AGENDA
BOARD OF VISITORS MEETING
Friday, October 23, 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:

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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:
– May 8, 2026, Board Meeting Minutes

9:00 a.m. **Representatives to the Board**
Student Representative Update .....Mr. Demetrius Purnell
Faculty Representative Update.....Dr. Audrey Douglas-Cooke

9:30 a.m. **Audit, Risk and Compliance Committee Update**.....Mr. Edward Sanders, Chair

9:50 a.m. **Academic and Student Affairs Committee Update**.....Dr. Harold Watkins, 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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11:35 a.m. **Action Items**

Strategic Finance Committee Action Item-

A. Board Policy Review

-BOV Policy #13

-BOV Policy #17

-BOV Policy #24

B. Resolution to Name: The Nursing and General Education Auditorium Room 101 to The Bethany White Auditorium

C. Resolution to Name: The Business School Dean's Suite the David S. Harris Dean's Suite

Audit, Risk & Compliance Committee Action Item-

A. Resolution to Approve: The Internal Audit Charter

B. Resolution to Approve: The Internal Audit Plan

Full Board Action Item-

A. Resolution to Approve: Norfolk State University Strategic Plan

B. 2027-2028 Board of Visitors Meeting Dates

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**

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NORFOLK STATE UNIVERSITY

BOARD OF VISITORS
700 Park Ave., Student Center Board Room, Suite 301,
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3:00 p.m. **ADJOURNMENT**

The Norfolk State University Board of Visitors will meet October 23, 2026, in person.

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October 23, 2026, at 8:30 a.m.

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Meeting Book - Board of Visitors Meeting Book
October 22-23, 2026

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Strategic Finance Committee

NORFOLK STATE UNIVERSITY

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

AGENDA
BOARD OF VISITORS
STRATEGIC FINANCE COMMITTEE MEETING
October 23, 2026
Mr. Jay Jamison, Chair

Campus Location
Norfolk State University
700 Park Avenue, Norfolk, VA 23504
Student Center, 3rd Fl., Suite 301
Zoom Webinar Participation: https://nsu-edu.zoom.us/webinar/register/WN_htxuW2J3RLWIcIrMbs-Vdg

I. **Call to Order/Establish Quorum**
II. **Recommend Approval of Electronic Participation**
III. **Recommend Approval of May 7, 2026, Committee Minutes**
IV. **Discussion Items**
- A. Quarterly Financial Report
- B. Fall 2026 Revenue Report
- C. SWaM Vendor Summary
- D. NSUPD Update
- E. Facilities Update
- F. Board Policy Review
  - -BOV Policy #13
  - -BOV Policy #17
  - -BOV Policy #24
- G. Legislative Affairs Update
- H. Human Resources Update
- I. Operations Update
- J. University Advancement Update
  - i. Naming Resolution: Bethany White Auditorium
  - ii. Naming Resolution: David S. Harris

V. **Closed Meeting – Pursuant to §2.2-3711A.1, 4, 7 and 8, Code of Virginia**
VI. **Open Meeting**
VII. **Closed Meeting**
VIII. **Adjournment**

Strategic Finance Committee

Mr. Jay Jamison, *Chair*	Dr. Michael Thornton	Mike Andrews
Mr. Darrell DJ Jordan	Mr. Conrad Hall	Dr. Tamara Jones

Staff: Dr. *Gerald Ellsworth Hunter, VP for Finance and Administration and Chief Financial Officer*
Dr. Justin L. Moses, VP for Operations & Chief Strategist for Institutional Effectiveness
Clifford Porter, VP for University Advancement, Dr. Tanya White, Vice President & Chief of Staff, Eric Claville, Special Advisor to the President for Governmental Relations

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The President participates in all Committee Meetings.

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

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,

_____
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

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



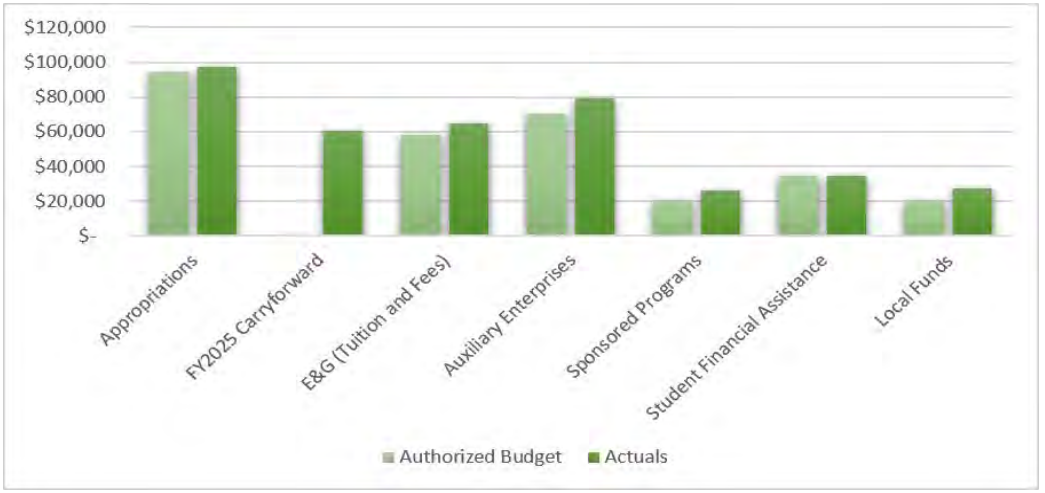
NORFOLK STATE UNIVERSITY

We see the future in you.

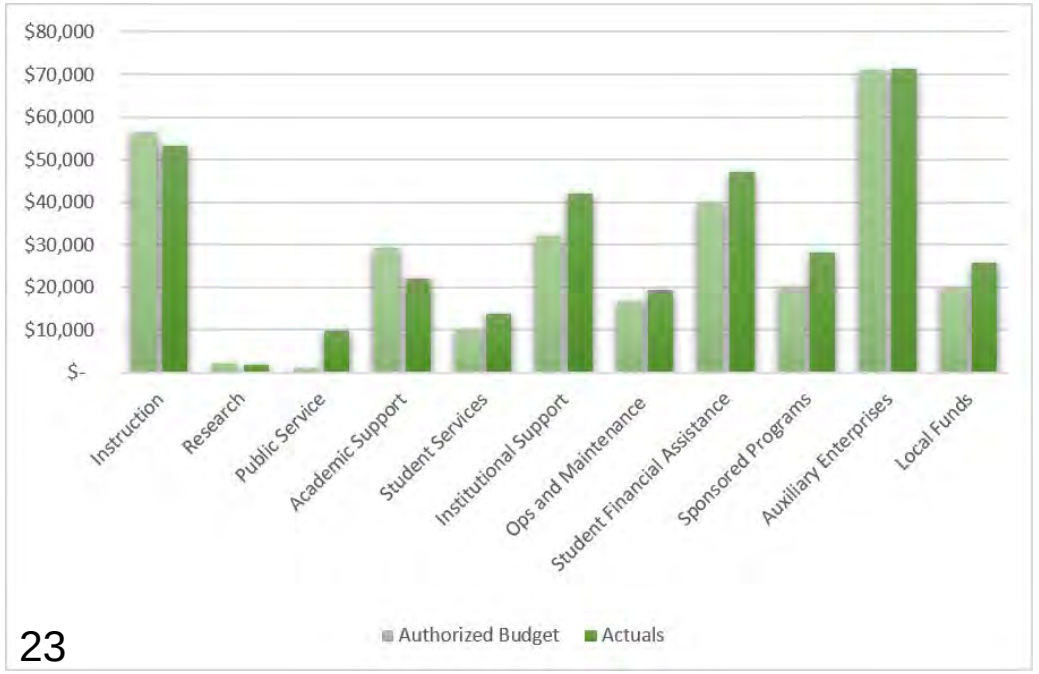
Dr. Gerald E. Hunter, Vice President/Chief Financial Officer

Board of Visitors Meeting ~ Finance and Administration Committee

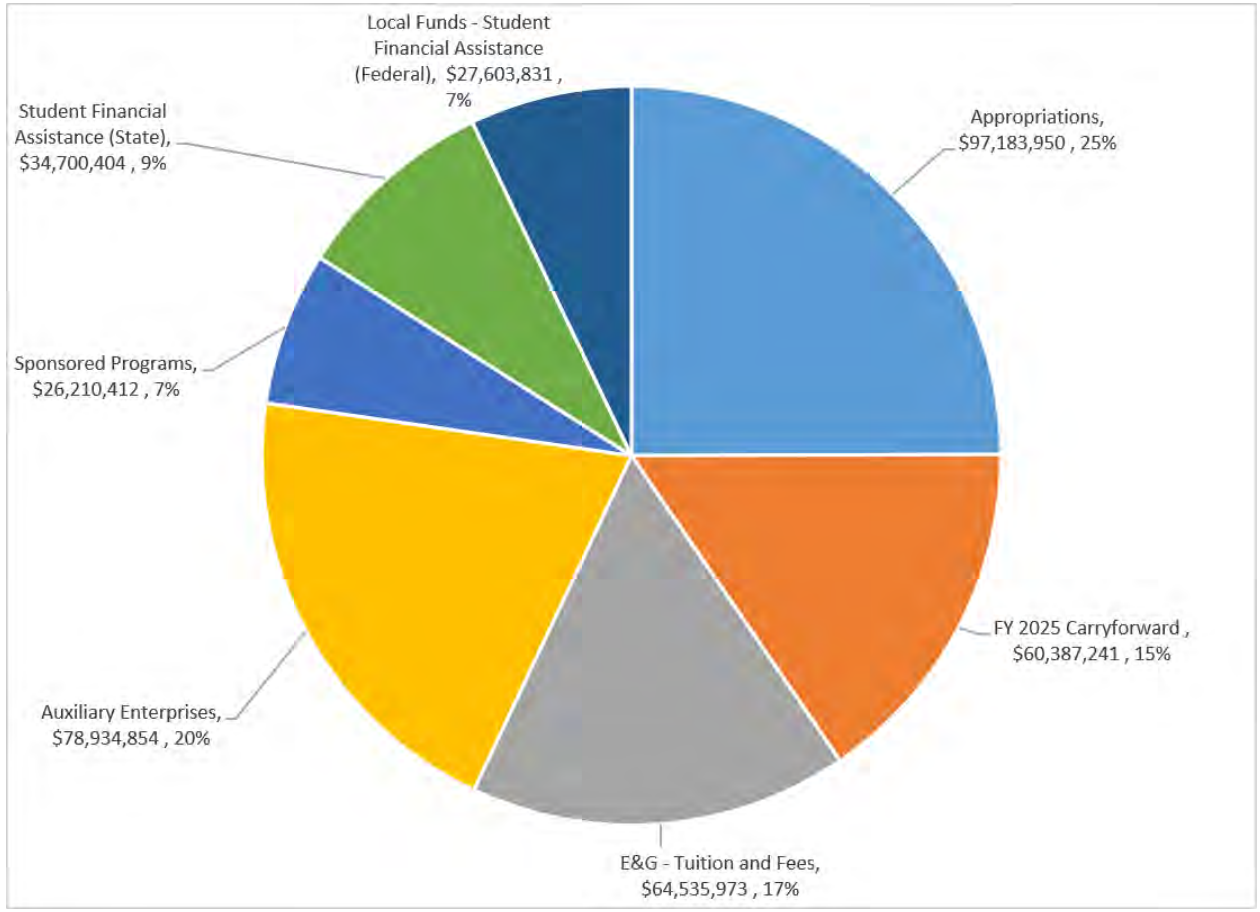
Revenues	Authorized Budget	Actuals	% of Budget Collected
Appropriations	$ 94,150	$ 97,184	103%
FY2025 Carryforward	-	60,387	0%
E&G (Tuition and Fees)	58,148	64,536	111%
Auxiliary Enterprises	70,420	78,935	112%
Sponsored Programs	20,232	26,210	130%
Student Financial Assistance	34,700	34,700	100%
Local Funds	20,000	27,604	138%
Total Revenues	**$ 297,650**	**$ 389,557**	**131%**



Expenses	Authorized Budget	Actuals	% of Budget Spent
Instruction	$ 56,366	$ 53,187	94%
Research	2,141	1,667	78%
Public Service	962	9,726	
Academic Support	29,108	22,156	76%
Student Services	9,962	13,883	139%
Institutional Support	32,028	42,070	131%
Ops and Maintenance	16,598	19,459	117%
Student Financial Assistance	39,833	47,133	118%
Sponsored Programs	20,232	28,064	139%
Auxiliary Enterprises	71,045	71,327	100%
Local Funds	20,000	25,739	129%
Total Expenses	**$ 298,275**	**$ 334,412**	**112%**
Revenue Over Expenses	**$ (625)**	**$ 55,145**	

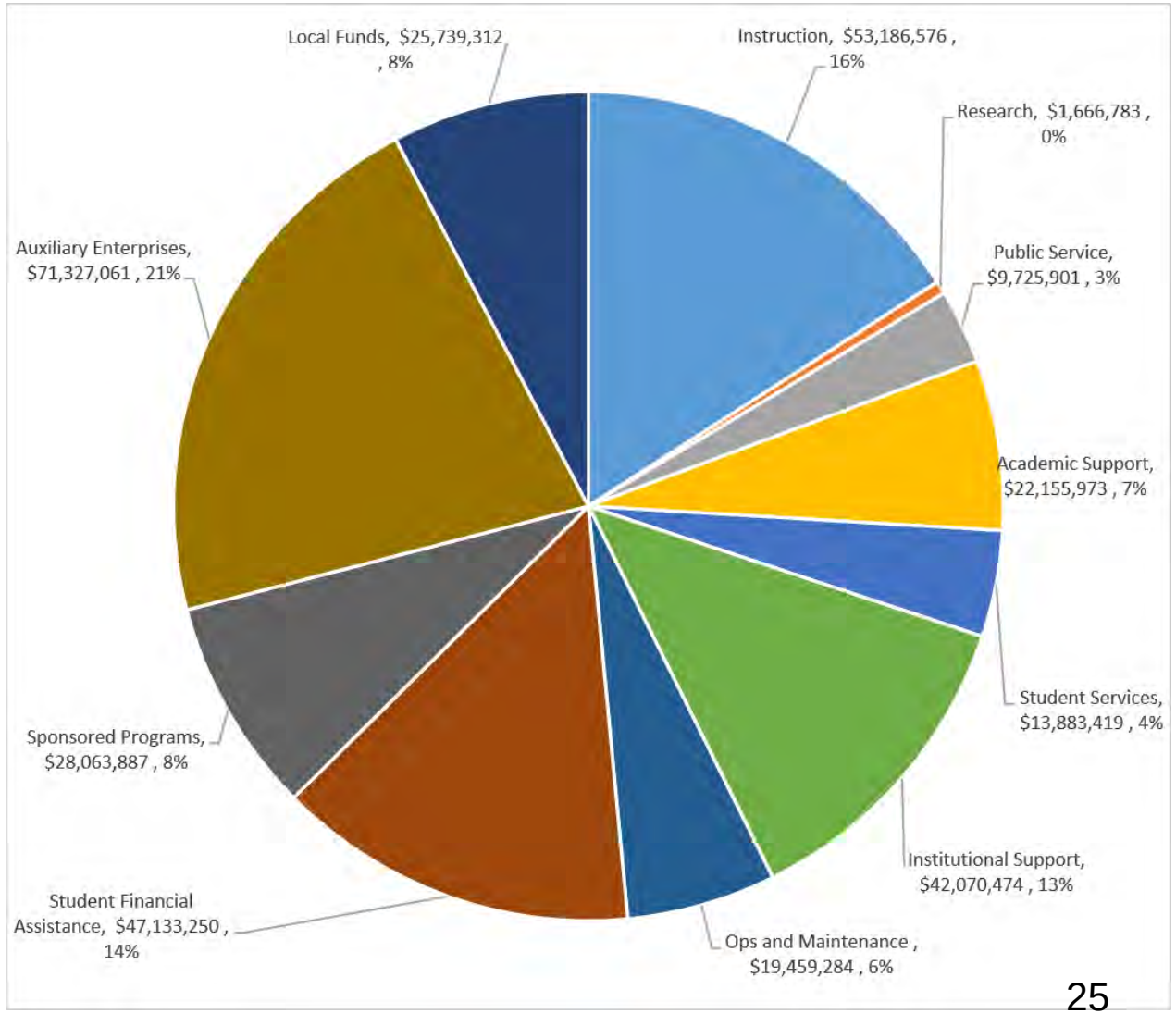


SOURCE OF FUNDS
Unaudited Actuals through June 30, 2026



Revenues		Actuals
Appropriations	$	97,183,950
FY 2025 Carryforward	$	60,387,241
E&G - Tuition and Fees	$	64,535,973
Auxiliary Enterprises	$	78,934,854
Sponsored Programs	$	26,210,412
Student Financial Assistance (State)	$	34,700,404
Local Funds - Student Financial Assistance (Federal)	$	27,603,831
Total Revenues	**$**	**389,556,665**

USES OF FUNDS
Unaudited Actuals as of June 30, 2026



Expenses		Actuals
Instruction	$	53,186,576
Research	$	1,666,783
Public Service	$	9,725,901
Academic Support	$	22,155,973
Student Services	$	13,883,419
Institutional Support	$	42,070,474
Ops and Maintenance	$	19,459,284
Student Financial Assistance	$	47,133,250
Sponsored Programs	$	28,063,887
Auxiliary Enterprises	$	71,327,061
Local Funds	$	25,739,312
Total Expenses	**$**	**334,411,920**

Norfolk State University

Fall 2026 Enrollment Tracking [1]

Number of Enrolled Students as of: August 31, 2026

	ENROLLMENT							
	Final Fall 2025	Budgeted Fall 2026	Enrolled as of 08/28/2026	Day 10 of Class Fall 25	Actual # Enrolled Aug 31 Fall 2026	Daily Change	Enrolled vs. Budgeted	Enrolled vs. Fall 2025
IN-STATE								
Undergraduates								
Full-time	3,872	3,872	3,955	3,872	3,960	5	88	88
Part-time	338	338	292	338	295	3	(43)	(43)
Graduate Students								
Full-time	373	373	385	373	385	0	12	12
Part-time	87	87	88	87	88	0	1	1
Online Masters1	82	82	96	82	96	0	14	14
Total In-State	4,752	4,752	4,816	4,752	4,824	8	72	72
OUT-OF-STATE								
Undergraduates								
Full-time	1,520	1,520	1,497	1,520	1,498	1	(22)	(22)
Part-time	97	97	63	97	64	1	(33)	(33)
Graduate Students								
Full-time	100	100	99	100	99	0	(1)	(1)
Part-time	50	50	46	50	46	0	(4)	(4)
Online Masters1	38	38	44	38	44	0	6	6
Total Out-of-State	1,805	1,805	1,749	1,805	1,751	2	(54)	(54)
ENROLLMENT GRAND TOTAL	**6,557**	**6,557**	**6,565**	**6,557**	**6,575**	**10**	**18**	**18**

PART-TIME HOURS	Final Fall 2025	Budgeted Fall 2026	Enrolled as of 08/28/2026	Day 10 of Class Fall 25	Actual # Enrolled Aug 31 Fall 2026	Daily Change	Enrolled vs. Budgeted	Enrolled vs. Fall 2025
IN-STATE								
Undergraduate (hours)	3,459	3,459	1,972	2,303	2,001	29	(1,458)	(1,458)
Graduate Students (hours)	990	990	458	416	458	0	(532)	(532)
Online Masters1	411	411	713	587	713	0	302	302
Total Part - time In - State (hours)	4,860	4,860	3,143	3,306	3,172	29	(1,688)	(1,688)
OUT-OF-STATE								
Undergraduate (hours)	335	335	403	600	406	3	71	71
Graduate Students (hours)	133	133	199	188	199	0	66	66
Online Masters1	279	279	376	275	376	0	97	97
Total Part - time Out of State (hours)	747	747	978	1,063	981	3	234	234
Total Part - time Hours	5,607	5,607	4,121	4,369	4,153	32	(1,454)	(1,454)

Note:

1. 140 financially cleared students are enrolled in accelerated online masters degree programs. Students enrolled in on-line programs may be full-time or part-time. The tuition charged to all students in the online masters degree programs is the same regardless of domicile.

Norfolk State University
Fall 2026 E&G Tuition Revenue Projection
As of August 31, 2026-Census Date

	Actual # Enrolled TODAY Fall 2026	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	3,960	3,223	12,763,080	12,479,456	283,624
Part-time	295				
Graduate Students					
Full-time	385	4,937	1,900,745	1,841,501	59,244
Part-time	88				
Online Masters	96				
Total In-State	4,824		14,663,825	14,320,957	342,868
OUT-OF-STATE					
Undergraduates					
Full-time	1,498	9,324	13,967,352	14,172,480	(205,128)
Part-time	64				
Graduate Students					
Full-time	99	11,523	1,140,777	1,152,300	(11,523)
Part-time	46				
Online Masters	44				
Total Out-of-State	1,751		15,108,129	15,324,780	(216,651)
ENROLLMENT GRAND TOTAL	**6,575**		**29,771,954**	**29,645,737**	**126,217**

PART-TIME HOURS	Actual # Enrolled TODAY Fall 2026	Tuition Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduate (hours)	2,001	492	984,492	1,164,072	(179,580)
Graduate Students (hours)	458	837	383,346	275,520	107,826
Online Masters (hours)	713	480	342,240	364,095	(21,855)
Total Part - time In - State (hours)	3,172		1,710,078	1,803,687	(93,609)
OUT-OF-STATE					
Undergraduate (hours)	406	1,046	424,676	608,772	(184,096)
Graduate Students (hours)	199	1,611	320,589	127,680	192,909
Online Masters (hours)	376	480	180,480	32,220	148,260
Total Part - time Out of State (hours)	981		925,745	768,672	157,073
Total Part - time Hours	4,153		2,635,823	2,572,359	63,464
Total Revenue			32,407,777	32,218,096	189,681

Norfolk State University
Fall 2026 AE Mandatory Fee Revenue Projection
As of August 31, 2026-Census Date

	Actual # Enrolled TODAY Fall 2026	Mandatory Fee Rates	Calculated Revenue	Budgeted Revenue	Variance
IN-STATE					
Undergraduates					
Full-time	3,960	2,114	8,371,440	7,539,229	832,211
Graduate Students					
Full-time	385	2,114	813,890	726,274	87,616
Total In-State	4,345				
OUT-OF-STATE					
Undergraduates					
Full-time	1,498	2,114	3,166,772	2,959,614	207,158
Graduate Students					
Full-time	99	2,114	209,286	194,711	14,575
Total Out-of-State	1,597				
ENROLLMENT GRAND TOTAL	**5,942**				
Total Revenue			12,561,388	11,419,828	1,141,560

Norfolk State University
Fall 2026 Out of State Capital Outlay Revenue Projection
As of August 31, 2026-Census Date

	Actual # Enrolled TODAY Fall 2026	Out of State Capital Outlay Fee	Calculated Revenue	Budgeted Revenue	Variance
OUT-OF-STATE					
Undergraduates					
Full-time	1,498	380	569,240	211,213	358,027
Graduate Students					
Full-time	99	380	37,620	11,805	25,815
Total Out-of-State	1,597				
Annual Obligation	420,789		606,860	223,018	383,842

SWaM Vendor Summary with FY Totals

FY2027
July 1 – October 6,2026

Summary Table

Details	Report Period FY2026	Current
SWaM Spend to All Categories	63.59%	80.8%
Small Business Spend	39.37%	72.64%
Micro Business Spend	1.12%	0.71%
Woman-owned Business Spend	3.62%	3.75%
Minority-owned Business Spend	19.47%	3.7%

Norfolk State University continues to exceed the Governor's SWaM spending goal of 42%. The University achieved a SWaM participation rate of 48.72% in FY25 and 63.59% in FY26, significantly surpassing the Commonwealth's established target. As of the current reporting period, NSU is on track to exceed the goal again in FY27, with SWaM participation currently at 80.8%.

A key factor contributing to this sustained growth has been the consistent reporting of subcontractor expenditures associated with capital projects. This improved reporting has enabled the University to more accurately capture and reflect its commitment to utilizing small, women-owned, and minority-owned businesses.

Procurement Services will continue to promote the use of small and micro-business suppliers by encouraging end users to seek competitive sourcing opportunities within these business communities. These efforts are intended to support supplier diversity, strengthen economic opportunities for qualified small businesses, and ensure the University remains well-positioned to meet or exceed the Commonwealth's 42% SWaM participation goal for FY27.

NORFOLK STATE UNIVERSITY

700 Park Avenue | Norfolk, VA 23504

www.nsu.edu



NSUPD update



Brian Covington, Chief of Police

October 22-23, 2026

Annual Safety and Security Report aka Clery Report

SAFETY AND CAMPUS SECURITY REPORT

It is the purpose of the Safety & Security Campus Report to inform the University Community about campus security policies/procedures and provide information on police/security support services and programs. These services have been developed to encourage an environment supportive of education, research, and special activities. The department encourages all members of the community to follow the suggestions in this booklet, as it will greatly reduce the risk of victimization. Safety and security are personal and shared responsibilities. Effective prevention and reduction of crime require the community's help, support and cooperation.

- **Safety & Security Campus Report - 2026**

Homecoming Safety
Five Key Factors that Contribute to Homecoming Success

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

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

2. Visible and Proactive Police Presence

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

3. Effective Communication and Information Sharing

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

4. Partnership with Student and Community Stakeholders

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

5. Incident Management and Rapid Response Capability

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

Questions?



BOV-DIVISION CAMPUS UPDATES

Facilities Management

Terry G. Woodhouse

Associate Vice President

Facilities Management & Capital Projects



NORFOLK STATE UNIVERSITY

Campus Master Plan



NORFOLK STATE UNIVERSITY

Current Capital Projects

AGENCY RANKING	REQUEST TITLE	PROJECTED PROJECT COST
1	Construct Living Learning Center and Dining Facility	$133,497,746*
2	Construct Wellness, Health and Physical Education Center	$130,825,341*
3	Construct New Dining Facility/Replace Scott Dozier	$81,675,161*
4	Construct Residential Housing Phase II/Replace Rosa & West Cafe	$104,795,652*

*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

NORFOLK STATE UNIVERSITY

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 – 52%**
- **Completion: Fall 2027**





NORFOLK STATE UNIVERSITY

New Fine Arts Building

- Design Architect: Hanbury
- Construction Cost: $97 million
- Construction Delivery Method:
- Construction Manager At Risk
- Design Percentage Complete – 15%
- Completion: Fall 2030



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 2030



Campus Perimeter Security Fence

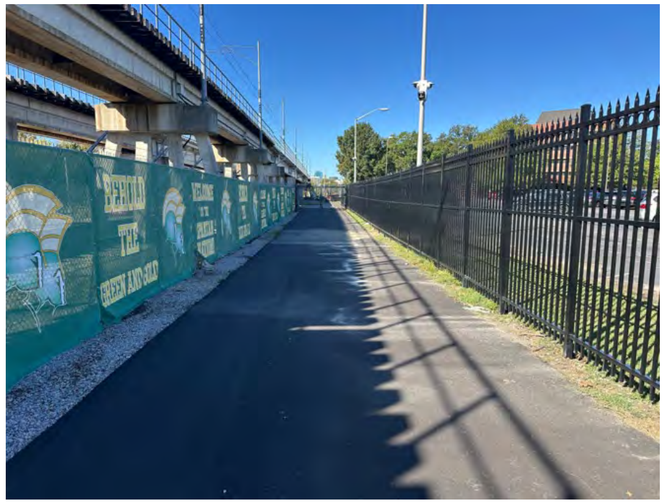
- 8-foot Masonry Piers and aluminum
- Painting
- Card Access controlled at Pedestrian Gate
- Percentage Complete – 99%
- Completion: Fall 2026













NORFOLK STATE UNIVERSITY

Echols Hall Exterior Painting

- This project involves painting the exterior of the building
- Percentage Complete – 40%
- Completion: Fall 2026





NORFOLK STATE UNIVERSITY

Gill Gym Flooring Upgrades

- This project included the replacement of the gym floor at Gill Gym
- Percentage Complete – 55%
- Completion: Summer 2026



NORFOLK STATE UNIVERSITY

Stadium Lighting

- This project included the replacement stadium lighting
- Percentage Complete - 100%
- Completion: Summer 2026





NORFOLK STATE UNIVERSITY

Thank You



NORFOLK STATE UNIVERSITY

POLICIES PENDING BOARD APPROVAL



BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

Policy Title: University-Related Foundations
Policy Type: Board of Visitors
Policy No.: BOV Policy # 13 (2015)
Approval Date: March 19, 2021
Responsible Office: Division of University Advancement
Responsible Executive: Vice President for University Advancement
Applies to: University Community

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Contact 3
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STATEMENT OF POLICY

All University foundations that are established or operated for the University's benefit or that use the University's name or resources shall be operated in accordance with this policy in order to ensure efficiency and accountability among, and maintain independence and integrity, within.[I]

Pursuant to the Baliles Guidelines on Foundations (1983), Foundation disclosure to the University is fundamental to public accountability. Thus, institutions should have in force meaningful mechanisms for disclosure and review of critical Foundation operations. The Board of Visitors must be advised of the purpose of the Foundation and the scope of its activities, including grants and fundraising, even though the Board's policy is not to control the activities and functions of the related Foundation.

BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

This statement articulates the principles regarding university-related Foundations adhered to by the Norfolk State University Board of Visitors and will guide the establishment and operation of such foundations at the University.[ii]

PURPOSE

Affiliated Foundations exist because of, and for, the public institutions they support and whose names they share. Looking beyond their separate corporate identities, the Foundations can be depositories of substantial funds charitably donated for the benefit of public higher education institutions and their related activities. Their assets exist essentially because of public tax policy and publicly spirited donations. As a consequence, fiduciary obligations are impressed by law on the management of such funds. These fiduciary obligations fall primarily on the officers and directors of the Foundation.

It is declared to be the public policy of the Commonwealth of Virginia that state-supported institutions of higher education be encouraged to increase endowment funds and unrestricted gifts from private sources (VA Code Title 23.1-101). The Board of Visitors is committed to providing quality support for fundraising efforts approved by University-related Foundations, and to that end seeks to promote efficiency and coordination among, as well as maintain independence and integrity within, all University-related entities.

DEFINITIONS

Foundation: for the purposes of this Policy, Foundation means a non-stock corporation and/or tax-exempt entity affiliated with the University and organized exclusively for the benefit of the University or one or more of the University's units. A Foundation includes University-related associations, subsidiaries and affiliates of a University-related Foundation, and the Foundation itself. Foundations' use the University's name, consumes its resources, occupies its space, and/or enters into transactions with the University for which the concurrence of the University may be required.

Unit: includes any school, department, division, and other component of the University.

University: Norfolk State University, an institution of higher education and an agency of the Commonwealth of Virginia.

BOV POLICY # 13 (2015) UNIVERSITY-RELATED FOUNDATIONS

CONTACT

The Vice President for Finance and Administration officially interprets this policy. The Vice President for Finance and Administration is responsible for obtaining approval for any revisions as required by BOV Policy # 01 (2014) *Creating and Maintaining Policies* through the appropriate governance structures.

UNIVERSITY-RELATED FOUNDATIONS

The University has a vital interest in, and recognizes the value of, University-related Foundations established and operated to solicit funds in the University's name, to manage and invest gifts and property for the University's benefit, and/or to promote or sponsor programs in support of the University or its activities.

To protect the University's interests, and as a condition of a Foundation's use of the University's name or resources, the Board of Visitors hereby requires that University-related Foundations shall be:

1. Established and organized exclusively for the University's benefit;
2. Operated in accordance with generally accepted business and accounting principles; donative documents, and
3. Managed in a manner consistent with the Foundations' enabling document(s) and the University's purpose, mission, and procedures, as specifically set forth in this Policy.

I. Establishment and Organization of Foundations

A Foundation has as its purpose one or more of the following, to:

1. Facilitate fundraising programs and contributions from private sources for the benefit of the University or one or more of its units;
2. Manage and invest private gifts and/or property for the benefit of the University or one or more of its units; and
3. To promote, sponsor, and complement educational, scientific, literary, research, charitable, health care-related, or cultural activities for the benefit of the University or one or more of its units.

University Foundations may be created only with the approval of the University's Board of Visitors and after a review of the purpose of the Foundation, its proposed organizational format, and the scope of its activities and financial sustainability.

II. New Ventures or Changes in Established Foundations

Any proposed, new business venture or change in nature, purpose, or scope of Foundation activities that is substantial in nature, and outside the normal, stated function of the Foundation shall be submitted to the Board of Visitors for approval. New business ventures are considered to be any significant change from current business activities (e.g., an entity which has been engaged primarily in fundraising purposes to change to purchasing and leasing commercial office space).

III. Organizational Requirements

A Foundation shall be organized and operated as a Virginia non-profit, non-stock corporation or entity that is legally separate from the University.[iii] The Foundation shall obtain and maintain status as a tax-exempt, charitable organization under State and Federal income tax laws so contributions and bequests to it will be deductible charitable contributions as provided by Federal income tax law.

Each Foundation's enabling documents shall include a clause requiring that in the event of its dissolution or final liquidation:

1. None of the property or any proceeds thereof shall be distributed to or divided among any of the officers or directors or inure to the benefit of any individual; and
2. After liabilities and obligations have been paid, satisfied and discharged and adequate provisions made thereof, all remaining property of the Foundation and the proceeds thereof shall be distributed by its Board of Directors to the University or its designee provided it is an organization or organizations that is (are) qualified under Section 501(c)(3) and 170(c)(2)(B) of the Internal Revenue Code of 1986, as amended.

Each Foundation shall enter into a Memorandum of Understanding (MOU) with the University that shall memorialize the terms and conditions of the relationship between the two organizations. The MOU will be periodically reviewed and updated as appropriate. The MOU will require written approval by the University's Board of Visitors.

IV. Representation on Foundations

Board of Visitors and President

Two University representatives, one designated by the Board of Visitors and one designated by the University President, shall serve as voting members of the Foundation's governing board. One or both of the representatives shall serve on any executive or similar committee empowered to act for the governing board of each Foundation. This responsibility may not be delegated. Efforts will be made to preserve the make-up of the Foundation's governing board with respect to the University appointments.

Representatives shall submit to the full Board an annual summary of activities by no later than December 1 of each year covering the previous July 1 - June 30 fiscal year. The report shall include descriptions of all activities of the prior year and identify matters that are appropriate to be brought to the attention of the Board. The representatives will also include a section on the Foundation's compliance with the provisions of this Policy and receive and review all documents received from the Foundation on behalf of the Board.

Each Foundation will establish an audit committee to report to its board of directors. The audit committee shall include one or both of the University's designated representatives.

V. University Resources and Services

A. The University, upon written request or proposal from the Foundation, may make available administrative services to aid the Foundation in its management and operation. Administrative services may include:

1. Access to the University's financial systems to receive, disburse, and account for funds held. With respect to transactions processed through the University's financial system, the Foundation must comply with all University policies, including any Administrative policies and departmental procedures.
2. Accounting services, which may include: monthly cash disbursements and receipts, accounts receivable and payable, bank reconciliation, monthly reporting and analysis, auditing, payroll, and budgeting.
3. Investment, management, insurance, benefits administration, and similar services.
4. Central University services such as dining, catering, printing, parking and transportation, and facilities management.
5. Training programs including instructional information on procurement and purchasing practices.
6. Advancement or development services encompassing research, information systems, communications and special events.

B. Administrative services may be made available if providing such service is not cost-prohibitive to the University. Costs incurred by the University shall be reimbursed by the Foundation. None of the University's personnel may perform services for the Foundation without the University's prior written consent.

C. Alternatively, a Foundation with sufficient capability may choose to provide and support its administrative and financial activities with its own staff or external service providers. Such support services shall be the sole responsibility of the Foundation.

D. The Foundation may be eligible to use the University's facilities, subject to availability, reimbursement, and adherence to all University policies and procedures and Commonwealth of Virginia laws. If University space is requested and assigned, the description of such space and any special conditions applicable to its use shall be communicated to the President and University Space Committee by the appropriate Dean or designee in writing at least sixty (60) days prior to any such assignment.

VI. Foundation Relationship with the University

A. The University and the related Foundation acknowledge that each is an independent entity and agree neither will be liable, nor will be held out by the other as liable, for any of the other's contracts, torts, or other acts or omissions, or those of the other's trustees, directors, officers, members, staff or activity participants. Similarly, the Commonwealth of Virginia will not be liable for any acts or omissions of the Foundation, nor its employees.

B. Transactions between the University and a related Foundation shall meet the normal tests for ordinary business transactions, including proper documentation and approvals. Special attention shall be given to avoiding direct or indirect conflicts of interest between the University and the related Foundation and those with whom the Foundation does business.

C. The Foundation shall not offer a post-secondary course, seminar, workshop or similar instruction, whether or not for credit, using the name of the University or any of its school or departments, unless prior written approval by the University President (or designee) is received. Any publicity concerning such a course or similar program shall make clear that it is not being offered by the University or any of its academic departments.

D. All correspondence, solicitations, activities and advertisements concerning the Foundation shall be clearly discernible as being from the Foundation, and not from the University.

E. The University is entitled to recover its costs incurred for personnel, use of facilities, or other services provided to the Foundation; and likewise, the Foundation is entitled to recover its costs incurred for personnel, use of facilities, or other services provided to the University.

VII. General Management and Operation of Foundations

A. The Foundation shall establish the financial and procedural framework for the general management and operation of University-related Foundations including:
   1. Scholarship and student financial support coordination and distribution;
   2. Management of demand accounts;
   3. Spending procedures and accounts;
   4. Reporting relationship between the University and the Foundation; and
   5. Any other general management or operational matter related to the Foundation.

B. The agreed-upon framework shall require Board of Visitors review and approval, and comply with the requirements of this Policy. The framework shall be incorporated into the Memorandum of Understanding between the Foundation and the University as an addendum.

C. University-related Foundations shall adopt guidelines governing fundraising activities that conform to the following:
   1. Plan and conduct all fundraising activities in conjunction with the Division of University Advancement to ensure proper coordination;
   2. Ensure that funds or gifts payable to the Board of Visitors or to "Norfolk State University" are approved by the Board of Visitors and deposited with or transferred to the University[iv]; and
   3. Advise donors that any restrictive terms and conditions attached to gifts or donations for the benefit of the Board of Visitors or University are subject to Board approval.

D. The Foundation shall adopt all applicable laws, rules or policies of the Commonwealth and University pertaining to non-discrimination and equal opportunity, appointment and retention of Foundation executive, and compensation in general.

E. Each Foundation shall observe the following guidelines governing its purchasing and procurement of goods and services:

   1. Even though not required to comply with the Virginia Public Procurement Act, *Code of Virginia* § 2.2-4300 et seq. (2014 as amended), it is deemed advisable and appropriate to employ competitive practices in procuring goods and services. An effort also should be made to utilize minority vendors whenever possible.
   2. Goods and services shall not be purchased on behalf of any University unit with the expectation of reimbursement from that unit, because such a transaction would conflict with the Virginia Public Procurement Act.

3. Goods and services may be purchased by a Foundation as a gift for the University subject to the normal review and written approval for gift acceptance. See Section VII (C).

VIII. Investment and Disbursement Guidelines

Each related Foundation shall adopt and observe the guidelines governing the investment and disbursement of funds and assets:

A. Any transfer of endowments or other assets by the University to the Foundation, or by the Foundation to the University, for management or investment shall be formalized in a memorandum of agreement so the fiduciary requirements of the respective board are complied with and to assure, among other things, that any restrictions governing the future disposition of funds are observed.

B. To borrow funds from the Foundation or association, the University shall obtain prior, written approval from the General Assembly, University Board of Visitors, University President and the Foundation's board of directors.

C. The Foundation shall notify the President at the earliest possible date, of any proposed purchase of real estate and any material debt to be incurred for permanent or working capital, and coordinate its efforts with those of the University and other Foundations.

IX. FINANCIAL TRANSACTIONS AND ACCOUNTING PRACTICES

University-related Foundations shall have in place an accounting system to ensure that financial activities are executed and reported in accordance with generally accepted business and accounting practices. If the Foundation has limited staff capability to satisfy this requirement, the University or a designated entity may provide accounting services in accordance with this Policy.

Budget and Capital Plan. A detailed annual operating budget and capital expenditure plan shall be adopted with the approval of the board of directors. Financial commitments and expenditures by the Foundation shall be in accordance with the approved budget and capital plan.

Annual Audit. An annual audit shall be conducted by an independent certified public accountant. The audit firm or client partner and managers shall be rotated at least every seven years. The Foundation's board of directors shall also require that the scope of the external audit be expanded to include compliance testing of the requirements of this Policy and other related policies, including but not limited to general accounting, fund raising and

gift accounting, investment, and University and Foundation employee compensation policies and procedures.

Bonding. Officers and staff members of the Foundation shall be bonded as appropriate in amounts to be determined by its board of directors. General liability insurance and directors' and officers' liability indemnification[v] also shall be obtained in amounts determined by the board of directors to be reasonable and appropriate. See *Code of Virginia* § 13.1-870 (2007 as amended).

Inspection of Records. The Rector of the Board of Visitors (or designee) may inspect and audit the Foundation's books and records at reasonable times with the board of director's approval. Such inspection of records shall not be unreasonably withheld.

Political Activities or Influence. In accordance with Internal Revenue Service regulations governing tax exempt organizations, no substantial part of the activities of the Foundation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, or participating or intervening in any political campaign on behalf of any candidate for public office.

Employing University Employee. No salaries, consulting fees, loans, or perquisites shall be paid to a University employee by the Foundation without the prior written approval of the Rector and University President. Compensation plans for University employees which set a defined rate or percentage payment may be submitted for approval annually in lieu of specific dollar amounts.

Conflict of Interest. All conflicts of interest or potential conflicts of interest shall be disclosed at the time of discovery or as soon as feasible to the Foundation's board of directors. Business transactions involving the Foundation and the personal or business affairs of a trustee, director, officer, or staff member shall be approved in advance by the board of directors of the Foundation. In addition, trustees, directors, officers, and staff members of the foundation shall disqualify themselves from making, participating in making, or in any way attempting to use their official positions to influence a decision in which they have or would have a financial interest.

No director, trustee, officer, or staff member of a Foundation shall accept from any source any gift or gratuity that is offered, or reasonably appears to be offered, because of the position held with the Foundation by the individual, nor shall an offer of a gift or gratuity be extended by such an individual on a similar basis.[vi] This provision applies to the individual member of the Foundation and does not apply to gifts offered to or by a Foundation as an organized entity.

X. REPORTING AND DISCLOSURES

A. On an annual basis, each University-related Foundation shall submit to the Rector of the Board of Visitors and the President the following:

a) A copy of its completed Internal Revenue Service (IRS) Form 990 and any other "tax-exempt" materials filed with the IRS.

b) Notification of any audit or review by tax authorities or any action taken, or threatened action that would adversely affect the tax-exempt status of the Foundation.

c) The financial report and tax return of the Foundation, audited by an independent certified public accountant, the management letter, and management's response thereto. Confirmation that a meeting has been held between the Foundation's audit committee (or similarly designated committee) and its external auditor is a required element of the Annual Certification Letter (see page 10).

d) An annual budget and expenditure plan (including capital expenditures) approved by its board of directors at the beginning of the new fiscal year, or on a mutually agreeable date. The budget should be presented in a comparative format with the prior year and include major categories of revenues and expenses planned or committed.

e) Identification of all investments and those under consideration by the Foundation. Include each real estate purchase or material capital lease, investment, or financing arrangement entered into during the preceding fiscal year.

f) Notice of any litigation or threat/notice of litigation involving the Foundation during prior or upcoming fiscal year.

g) A mutually agreed upon schedule regarding its financial position and capital expenditures, with special emphasis on transactions between the Foundation, and the University or its units as well as transactions affecting its employees and/or directors. This report may be made in regularly scheduled review sessions between Foundation administrators and the President's designee.

h) An annual report.

i) Current listing of names, profession of all Foundation directors and officers, and all individuals or private entities responsible for the daily management of the funds and salaries or fees paid, if any.

j) Description of any compensation paid to anyone affiliated with or employed with the Foundation, and the amount (excluding expense reimbursements).

k) Description of all private gifts and contributions received for the institution's benefit, and description of any restrictions or conditions which attach (identity of the donor is desirable, if such gift or contribution is not made anonymously).

B. Any repeal, amendment, or additions to the Foundation's articles of incorporation or bylaws will be presented for opinion or comment to the Rector and President prior to approval by the Foundation's board. Any changes in purpose and potential distribution or use of assets must be disclosed.

C. The President will designate a University officer to:
   a) Accept and review documents received from University-related Foundations on behalf of the President; and
   b) Review compliance with this Policy by the University-related Foundations;
   c) Prepare an annual report on compliance by the University–related Foundations for the Board of Visitors to be submitted not later than December 1 of each year covering the previous July 1 - June 30 fiscal year.

Annual Certification Letter

On an annual basis, the Foundation executive shall submit to the Board of Visitors and to the President a letter which certifies compliance with the following requirements:

1. Copies of this Policy have been circulated among all members of the Foundation staff and its board.
2. Compensation of any kind which the Foundation has provided to any University employees has been approved by the Rector and President (or respective designees) prior to payment. A listing of total payments to specific individuals should be attached to the certification letter.
3. An audit by an independent certified public accountant has been completed, and the audit committee of the Foundation has met and reviewed the management letter and response with that auditor.
4. The annual budget of the Foundation has been approved by the board of directors and provided to the Rector and President).
5. Written approval has been obtained for any funds the University has borrowed from the Foundation.
6. Written approval has been obtained from the Board of Visitors and the Rector for any substantial proposed business ventures or changes in the nature, scope, or purpose of the Foundation.
7. Other specific requirements as mutually agreed upon by the Foundation's board of directors and the President (or designee).

EDUCATION AND COMPLIANCE

Related foundations will be provided the policy with any updates annually. To ensure conformity of the requirement of this policy, the office of the Vice President of Finance and Administration will monitor for compliance with this policy annually.

PUBLICATION

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

1. Communicate the policy in writing, electronically or otherwise, to the University community within 14 days of Board approval;
2. Submit the policy for inclusion in the online Policy Library within 14 days of Board approval;
3. Post the policy on the websites of the Board of Visitors, Division of University Advancement, and each University-related Foundation; and
4. 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 2027
- Approved by, date: March 19, 2021
- Revision History: March 20, 2015; May 10, 2002, August 30, 2002, and May 9, 2008; Eff. May 10, 2002; Revised August 30, 2002; May 9, 2008; March 19, 2010; March 20, 2015; March 17, 2016; September 15, 2017; December 11, 2020,
- Supersedes: NSU Policy No. 51-001 Policy on University-Related Foundations

RELATED DOCUMENTS

- *Code of Virginia* § 2.2-4300 et seq. (2001 as amended), Virginia Public Procurement Act
- *Code of Virginia* § 13.1-870 (2007 as amended) General standards of conduct for directors

FORMS

There are no forms associated with this Policy.

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[i] The prologue of the *Baliles Guidelines on Foundations (May 20, 1983)*, a memorandum from the Attorney General of the Commonwealth of Virginia to the presidents of Virginia's Public Institutions of Higher Education, state in pertinent part:

Foundations exist because of, and for, the public institutions they support and after which they are named. Looking beyond their independent corporate existence, the Foundations are depositories of enormous funds charitably donated for the benefit of public higher education. Their assets exist essentially because of public tax policy and publicly spirited donations (p. 1).

As a fundamental step, the institutions should be encouraged to shoulder the primary responsibility for closely reviewing (as opposed to regulating) these Foundations. The Foundations should not be allowed to act under their name, nor for their benefit, without at least some form of minimum scrutiny and institutional review of Foundation activity on a periodic basis, frequent enough to be effective (p. 5).

It is clear that when such a Foundation receives or solicits funds under the institution's name, a trust is implied by law requiring prudent use and management of such funds (p. 10).

[ii] This policy was adapted from the University of Virginia's Policy on University-Related Foundations, Policy ID # BOV-008 (January 1, 1993). [iii] Note: It is foreseeable that a Foundation may find it desirable to form for-profit subsidiaries in order to assist it in carrying out its mission.

[iv] The Foundation's solicitation literature shall make it clear when gifts are to be made payable to the foundation. Each Foundation shall develop a procedure to document when gifts intended for the Foundation are erroneously made payable to a University entity other than a foundation, and when such documentation is possible, an exchange check may be issued by the University to the Foundation.

[v] See *Code of Virginia* §13.1-870.1 which limits liability of directors and officers of Virginia non-profit, non-stock corporations.

[vi] A gift or gratuity means any payment to the extent that consideration of equal or greater value is not received. It does not include informational materials, such as books, reports, calendars, or other unsolicited promotional materials. A gift does not include modest entertainment, such as a meal or refreshments in connection with meetings, conferences, or public ceremonies, or home hospitality

BOV POLICY # 17 (2016) WEAPONS

Policy Title:	Weapons
Policy Type:	Board of Visitors
Policy No.:	BOV Policy # 17 (2016)
Approved Date:	XXXX XX, 2021
Responsible Office:	University Police
Responsible Executive:	Vice President of Finance and Administration
Applies to:	University Community

POLICY STATEMENT

The Norfolk State University Board of Visitors is authorized under the *Code of Virginia* 23.1-1301 to, among other things, make regulations and policies concerning the institution. As such, the Board intends to promote a safe learning and working environment for the University community at all times and make every reasonable effort to prevent violence on campus.

PURPOSE

The purpose of this policy is to help further this safe environment for the University community and its invitees at all Norfolk State University locations by minimizing the risk of violence by use of a weapon. This policy provides rules and procedures for the possession of weapons on campus grounds, in campus buildings, off-campus University owned or leased property, at campus events and on University property. It is consistent with the laws and regulations of the Commonwealth of Virginia.

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BOV POLICY # 17 (2016) WEAPONS

DEFINITIONS

Employees: any person employed by the University in any capacity whether permanent, temporary, full-time, part-time, adjunct, or contract, and as faculty or staff.

Explosives: as any chemical compound or mechanical mixture that contains any oxidizing and combustible units, or other ingredients, in such proportion, quantities or packing that an ignition by fire, friction, concussion, percussion, or detonator, or any part of the compound or mixture, may cause a sudden generation of highly heated gases that result in gaseous pressures capable of producing destructive efforts on contiguous objects or of destroying life or limb. This includes, but is not limited to, firecrackers, black powder, dynamite, pipe bombs, Molotov cocktails, grenades, etc. as well as detonating devices such as detonators, blasting caps, timers, incendiary wire and the like.

Firearms: as any device that can be used as a weapon, and that are designed to fire either single or multiple projectiles propelled at high velocity regardless of the type of propellant used. Firearms include, but not limited to any gun, rifle, air-gun, pistol, cannon, or handgun designed to fire bullets, BBs, pellets, balls, air, spears, flares, tranquilizers, darts, shots (including paintballs), or any other projectile, whether loaded or unloaded, and the ammunition for any such device.

Invitees: those who enter pursuant to the express or implied invitation of the owner or occupier.

In the **Code of Virginia**, the term "police officer" refers to law-enforcement officials and sworn federal officers appointed under specific chapters and sections. These include:

- **Local and Constitutional Officers:** Officials appointed pursuant to **Article 3 (§ 15.2-1609 et seq.) of Chapter 16**, which covers Sheriffs and their deputies.
- **Local Police Forces:** Officers organized under **Chapter 17 (§ 15.2-1700 et seq.) of Title 15.2**, including municipal and county police departments.
- **Campus Police:** Officers appointed under **Article 3 (§ 23.1-809 et seq.) of Chapter 8, Title 23.1**, for public institutions of higher education.
- **Conservation Police:** Officers appointed under **Chapter 2 (§ 29.1-200 et seq.) of Title 29.1** to enforce wildlife, inland fish, and boating laws.
- **State Police:** Officers appointed under **Chapter 1 (§ 52-1 et seq.) of Title 52**, which establishes the Department of State Police.
- **Federal Law Enforcement:** Sworn federal law-enforcement officers or agents.

Student: any person who is enrolled for classes through Norfolk State University, including full-time, part-time, for credit or non-credit, degree- seeking or non-degree seeking, who has the intent to pursue an education at Norfolk State University.

Transient Personnel: individuals who are not faculty, staff, or employees of Norfolk State

University, but who temporarily transact business on or at University property, University-controlled sites, or at University sponsored activities, services and programs.

Third Parties: those individuals who are not state employees or students, such as relatives, acquaintances, contractual workers, vendors, visitors, volunteers, customers, clients, or strangers.

Weapon: is defined as but not limited to any instrument of combat or any object that is used, designed to be used or intended to be used by the possessor to inflict death or bodily injury to any person, or for the purpose of threatening or intimidating any person with death or bodily injury. Examples of weapons include, but are not limited to, knives with fixed blades, pocket knives, dirks, switch-blades, butterfly knives, firearms, ammunition, explosives or other incendiary devices, box cutters, razors, broken bottles, metal knuckles, blackjacks, bows and arrows, billy clubs, night sticks, bludgeons, sling shots, machetes, hatchets, nun chukkas, foils, chains, swords, ice picks, stun weapons, acid and other corrosive chemicals.

University property and University-controlled sites: any location, either permanent or temporary, owned or leased by Norfolk State University or affiliated entities. This includes, but is not limited to, the buildings, grounds, and the surrounding perimeter, including parking lots, field locations, classrooms, residence halls, alternate work or class locations.

University-sponsored activities, services and programs: any events sponsored by the University either on or off campus. Such programs also include distance education sites and study abroad locations.

CONTACTS:
Norfolk State University Police Department officially interprets this policy. The Vice President for Finance and Administration 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 Norfolk State University Police Department.

Norfolk State University Police Department telephone contacts:
Emergency Number: (757) 823-9000
Non-Emergency Number: (757) 823-8102
Anonymous Call Number: (757) 823-2148

STAKEHOLDERS:
University Community

BOV POLICY # 17 (2016) WEAPONS

WEAPONS POLICY:
Norfolk State University will make every reasonable effort to prevent violence on its campus and provide a safe and secure environment for its employees, students and visitors. In furtherance of this effort, Norfolk State University prohibits the unauthorized possession, carrying, maintaining, storage, control, brandishing, or use of firearms and weapons, or any reasonable facsimiles thereof by students, faculty, staff, transient personnel, invitees or any other third parties while on University property, on University-controlled sites, and at University-sponsored activities, services or programs, even if the owner has a valid permit for the weapon.

The prohibition includes the unauthorized storage of firearms and weapons in vehicles on campus and in residential halls, as well as all concealed weapons and unauthorized possession of realistic replicas of weapons. The possession, carrying, use and brandishing of a potentially-harmful object(s) in a situation where there is no reasonable use for it and/or when such object(s) is used to intimidate, cause death or serious bodily injury, or to threaten another with death or serious bodily injury are violations of this policy.

Examples include, but are not limited to, use of steak knives, butcher knives, tools, hammers, shovels and any other potentially harmful object or implement within this context.

EDUCATION AND COMPLIANCE:
All employees will be required to review and acknowledge receipt of this policy during orientation.

POLICY VIOLATION/COMPLIANCE:
Violators of this policy or regulations, rules or laws of the Commonwealth of Virginia applicable to weapons on campus are subject to immediate administrative action by the University, independent of and in addition to, any charges that the NSU Police Department or civil authorities may appropriately pursue, including criminal prosecution. Appropriate sanctions or disciplinary action may include but are not limited to suspension or termination of an employee, suspension or expulsion of a student.

If the violator is a licensee, invitee or visitor, authorization to remain on campus may be withdrawn, and he/she may be directed to leave the premises. Failure to leave or unauthorized return may subject the individual to applicable penalties under city, county, or state laws.

Faculty, staff, employees or students of Norfolk State University who are aware of any violation of this policy has an affirmative duty to report the violation immediately to the Norfolk State University Police Department. Any faculty, staff, employee or student found to be in violation of this policy may be subject to the appropriate disciplinary actions and procedures applicable to their status with the University. Unauthorized weapons on campus will be confiscated immediately.

Authorized Exceptions

Possession or carrying of any weapon by any person, except a police officer who is working in their official capacity or granted permission by the Chief of Police or designee, is prohibited on University property in academic buildings, administrative office buildings, clinics, laboratories, research facilities, student residence buildings, and dining facilities, or while attending sporting, entertainment, or educational events. Other exceptions may be requested with explicit authorization of the University, whether or not a federal or state license to possess that weapon has been issued to the possessor.

A request for an exception must be detailed and made in writing annually to the President, University's Chief of Police, and in the case of an employee or student, to the appropriate divisional vice president. Failure to receive authorization to possess or carry weapons on campus within the exceptions provided shall be a violation of this policy. The Chief of Police is directed to maintain a directory of individuals with explicit authorization to possess or carry weapons on campus and shall review the directory annually for compliance.

Authorized exceptions to the prohibition of weapons on campus include:

(1) Law enforcement officers of the Norfolk State University Police Department or from other law enforcement agencies: are permitted to possess and use issued firearms or other weapons on campus. Sworn officers of other law enforcement agencies, to the extent they are legally permitted to possess weapons in the jurisdiction in which they are located, and has been mandated through federal or state reciprocity may do so on the premises of the University in such jurisdiction or may possess issued firearms on campus in coordination with granted acknowledgement by the Chief of Police of the Norfolk State University Police Department.

(2) Employees may possess a firearm or weapon on campus if it is required as part of the employee's job duties and responsibilities with Norfolk State University, the Commonwealth of Virginia and/or are connected with the employee's training for those job duties with the Commonwealth of Virginia in coordination with granted acknowledgement by the Chief of Police of the Norfolk State University Police Department.

(3) Faculty or staff legally permitted to possess weapons in the jurisdiction in which they are located, may do so on the premises of the University in such jurisdiction if they are part of an academic or research activity. Such use must have received prior written approval by the Chief of Police of the Norfolk State University Police Department.

(4) Employees and students may possess and use appropriate tools, such as saws, knives, and other such implements for the performance of their job duties or schoolwork or for student recreational purposes as permitted and approved under the applicable Employee or Student Handbooks, and with granted acknowledgement by the Chief of Police of the Norfolk State University Police Department.

(5) ROTC Students may utilize unloaded or blocked muzzle firearms if they are participating in ROTC and Honor Guards in which firearms are part of the training or a ceremony with granted acknowledgement by the Chief of Police of the Norfolk State University Police Department.
(6) University-sanctioned groups, exhibits, events or classes in which a particular weapon(s) is a required part of the curriculum, activity or display, such as in a theatrical performance; martial arts class or clubs; historical activity or art exhibit, etc. Such use must have received prior written authorization by the Chief of Police of the Norfolk State University Police Department.
(7) Persons authorized by their employer, and duly licensed and legally permitted under the laws of the jurisdiction in which they are located to possess weapons, such as employees of armored car services that collect or transport cash, checks, valuables, etc. may do so on the premises of the University in such jurisdiction.
(8) Military persons in the performance of their official duties (to the extent they are legally permitted to possess weapons in the jurisdiction in which they are located) may do so on the premises of the University with granted acknowledgement by the Chief of Police of the Norfolk State University Police Department.
(9) Any other use or request for an exception require a detailed, written request and explicit approval from the President, Chief of Police, or respective divisional vice president. Such request shall not be unreasonably delayed or denied.

Persons Lawfully in Charge

In addition to university personnel responsible for the management or supervision of university property and activities, university law-enforcement officers are lawfully in charge of university property for purposes of forbidding entry upon or within or prohibiting remaining upon or within university property while possessing weapons or other devices, instruments, fireworks, explosives, or combustible chemicals in violation of this policy. University personnel or students who violate this policy also may be subject to disciplinary action. The provisions of this policy apply regardless of whether a person has a concealed weapon permit.

PUBLICATION

The policy will be published and distributed to the University community. To ensure timely publication and distribution thereof, the Responsible Office will 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 on the policy on the appropriate SharePoint and/or Website; and
- Educate and train all stakeholders and appropriate audiences on the policy's content, a necessary, failure to meet the publication requirements does not invalidate this policy.

BOV POLICY # 17 (2016) WEAPONS

REVIEW SCHEDULE

- Next Scheduled Review: March 2027
- Approved by, date: March 19, 2021
- Revision History: March 17, 2016; December 18, 2008; August 28, 2017; September 15, 2017; December 11, 2020, XXXX XX, 2026
- Supersedes: Policy #27:005 Weapons

RELATED DOCUMENTS

- Weapons Regulation – Weapons on Campus - 8VAC110-10-10
- Norfolk State University Administrative and Professional Handbook
- Policy # 27-02 (2021) Code of Student Conduct

FORMS

There are no forms associated with this policy.

BOV Policy #24 (2016) STATEMENT ON IDENTITY THEFT PREVENTION

Policy Title:	Statement on Identity Theft Prevention
Policy Type:	Board of Visitors
Policy No.:	BOV Policy # 24 (2016)
Approval Date:	TBD
Responsible Office:	University Controller
Responsible Executive:	Vice President for Finance and Administration
Applies to:	University Community

POLICY STATEMENT

The Norfolk State University Board of Visitors has directed the Division of Finance and Administration to implement Federal regulations, commonly referred to as the "Red Flags Rule," to combat identity theft. The Red Flags Rule was issued in 2007 by the Federal Trade Commission and federal banking regulatory agencies under sections 114 and 315 of the Fair and Accurate Credit Transactions Act of 2003, Public Law 108-159. Certain entities (as defined in these regulations) are required to develop a written program that includes reasonable policies and procedures to identify, detect, and respond to relevant red flags for covered accounts to prevent and mitigate identity theft.

The Identity Theft Prevention Program is implemented in Administrative Policy # 41-07 (2014) with the goal of helping to protect the institution, faculty, staff, students, and other applicable constituents from damages related to the loss or misuse of identifying information due to identity theft

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BOV Policy #24 (2016) STATEMENT ON IDENTITY THEFT PREVENTION

PURPOSE:
The purpose of the Identity Theft Prevention Program policy is to help detect, prevent and mitigate identity theft in connection with any covered account at Norfolk State University.

CONTACTS:
The University Controller officially interprets this policy and is responsible for matters pertaining to this policy as it relates to students. The Vice President for Finance and Administration is the Executive 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 University Controller.

POLICY CONTENTS:
The University shall establish an Identity Theft Prevention Program to help detect, prevent, and mitigate identity theft in connection with any covered account. (see Administrative Policy # 41-07 (2014) Identity Theft Prevention Program). An Identity Theft Committee (ITC) shall be established to develop a program comprised of existing University policies and procedures relating to identity theft and incident reporting, along with a plan for the development of new policies and procedures in specific areas. The ITC shall be chaired by the University Controller and include the following individuals (or designees): Controller, Assistant Controller, Bursar, ARMICS Coordinator, Chief Information Officer, Associate Vice President for Human Resources, Associate Vice President for Enrollment Management and University Compliance Officer. The ITC shall report annually, and as requested, to the Finance and Administration Committee of the Board of Visitors and the President.

The Identity Theft Prevention Program shall include reasonable policies and procedures that control reasonably foreseeable risks by:

1. Identifying relevant red flags for covered accounts it offers or maintains and incorporating those red flags into the program;

2. Detecting red flags that have been incorporated into the Program;

3. Responding appropriately to any red flags that are detected to prevent and mitigate identity theft; and

4. Ensuring the Program is updated periodically to reflect changes in risks to students and employees, and to the safety and soundness of the creditor from identity theft

BOV Policy #24 (2016) STATEMENT ON IDENTITY THEFT PREVENTION

EDUCATION AND COMPLIANCE:
Education on red flags rules will be provided through the financial and administration forums. To ensure conformity of the requirement of this policy, the office of the Vice President of Finance will monitor for compliance with this policy annually.

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 affected by this policy as soon as feasible;
- Submit this policy for inclusion in the online Policy Library within 14 days of Board approval;
- Post the policy on the Board of Visitors Website
- 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: September 23, 2009; May 5, 2010; September 23, 2016; September 15, 2017; December 11, 2020
- Supersedes: None

RELATED DOCUMENTS:

- Federal Trade Commission- Part 681- Identify Theft Rules
- Administrative Policy # 41-07 Identity Theft Program

FORMS:

There are no forms associated with this policy.

LEGISLATIVE UPDATES

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

October 22-23, 2026

NORFOLK STATE UNIVERSITY

2026 NSU Legislative Appropriations

Total: $38,374,300.00 - Gross // $25,874,300.00 - Net

- **Modernize / Replace Enterprise Resource Planning (ERP) System – FY27: $2,000,000.00 FY28: $0.00**
  - Requests funding to continue the process of replacing existing finance, human resources, and student information systems over the next three years.

- **HBCU Partnership – FY27: $12,500,000.00 FY28: $12,500,000.00**
  - Requests funding to continue and expand the ongoing HBCU collaboration, including Norfolk State University, Virginia State University, Hampton University, and Virginia Union University.

- **New Science Building Replacement – FY27: $9,400,000.00**
  - This amendment provides $10.3 million the first year from the general fund to add a project to the equipment pool to provide furniture, fixtures, and equipment for NSU's Science Building Replacement project.

- **NSU - Increase operating support to maintain affordable access for in-state undergraduate students – FY27: $658,100.00 FY28: 1,316,200.00**
  - This amendment provides funding to restore funding provided in Chapter 725 of the 2025 Session for affordable access and tuition moderation not included in the introduced budget.

NORFOLK STATE UNIVERSITY

NSU ON THE HILL



NORFOLK STATE UNIVERSITY

QUESTIONS & DISCUSSION

NORFOLK STATE UNIVERSITY

BOARD OF VISITORS

OFFICE OF HUMAN RESOURCES UPDATES

Tanya S. White, Ed.D.
Vice President and Chief of Staff
October 22-23, 2026

NORFOLK STATE UNIVERSITY



NORFOLK STATE UNIVERSITY

Human Resources Senior Team



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



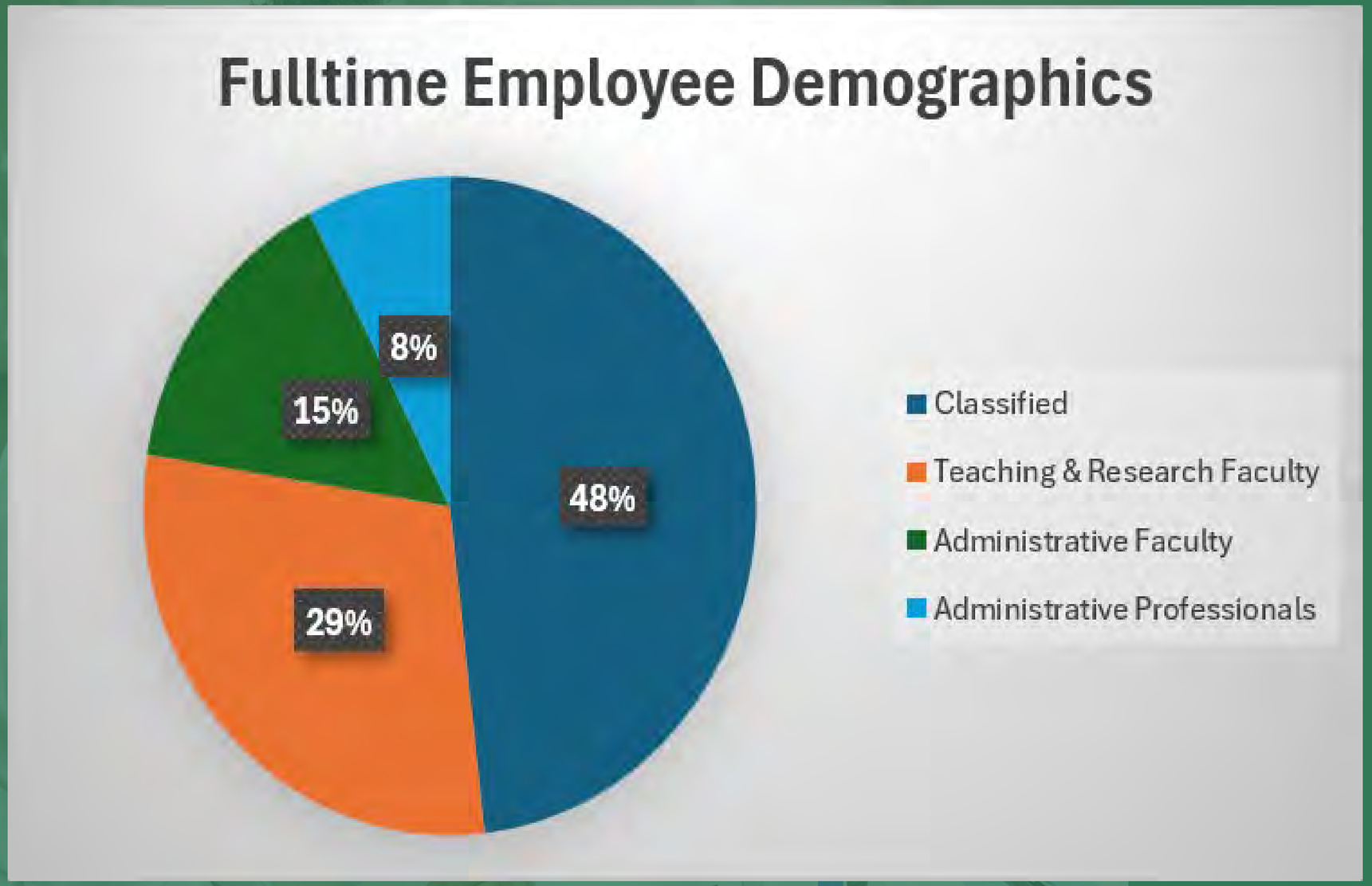
Kathleen Bowling

Employee Experience and Orientation Manager



Latishia Penney

Human Resources Client Services Manager



- ✓ 992 Fulltime Employees
- ✓ Classified- 478
- ✓ Teaching & Research- 291
- ✓ Administrative Faculty - 148
- ✓ Administrative Professionals- 75

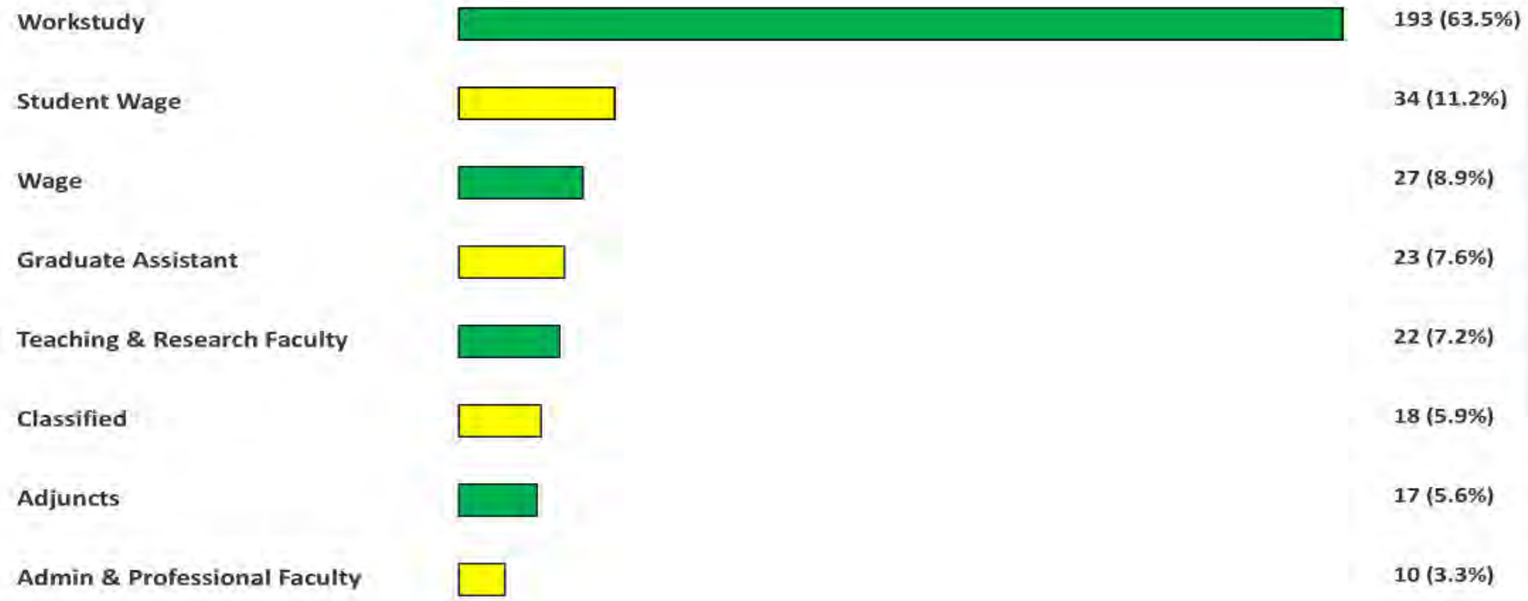
NORFOLK STATE UNIVERSITY

Human Resources Updates

Q1 Hiring Activity

July 1 - September 30, 2026

344
TOTAL HIRES



Key Highlights

- 344 new hires onboarded
- 63.5% Workstudy hires
- 82% student employment hires
- 39 faculty hires
- 28 staff hires

NORFOLK STATE UNIVERSITY

Human Resources Focus Areas for 2026-27

Recruitment & Retention

Attract and retain top talent

Positive Culture

Foster collaboration & engagement

Training & Professional Growth

Support development

Health & Wellness

Comprehensive support

NORFOLK STATE UNIVERSITY

Compliance

Key Compliance Areas

- Policy Adherence
- Workforce Training
- Documentation
- Regulatory Monitoring

Shared Accountability for Outcomes

- Reduced Legal Risks
- Stronger Workforce Culture
- Consistent Employee Practices
- Improves Audit and SACSCOC Readiness

Contact: AskHR@nsu.edu

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**

NORFOLK STATE UNIVERSITY

Update on Strategic Initiatives

- Monthly training for campus community
- Customer Service Committee
- Benefits Fair- **OCTOBER 28, 2026**
- Wellness Initiatives
- Public Service Week
- Employee Service Recognition Ceremony **NOVEMBER 12, 2026**

NORFOLK STATE UNIVERSITY

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

757-823-8160

SPARTAN SPIRIT =EXCELLENCE

Thank You

DIVISION OF OPERATIONS

JUSTIN MOSES, J.D., Ed.D.
VICE PRESIDENT FOR OPERATIONS

UPDATES ON TECHNOLOGY

NORFOLK STATE UNIVERSITY
We see the future in you.

INFORMATION TECHNOLOGY

ACADEMIC TECHNOLOGY SERVICES:

- **Added 22 Hybrid Classrooms** expanding support for flexible and technology-enhanced teaching and learning.
- **Upgraded classroom touchscreen control panels**, improving usability and the overall classroom technology experience for faculty.
- **Implemented wayfinding technology in the Library**, enhancing navigation/accessibility for students and faculty.
- **Deployed 50 new digital signage displays** throughout campus to strengthen communication, increase visibility of important information/data, and improve engagement across campus.

TECHNICAL SERVICES:

- **Installation of underground pathways** for a new campus fiber ring, expanding our outdoor wireless and security infrastructure
- **Completion of the Residential Hall Network** Upgrade
- **Replacement of out-of-warranty and end of life computers** across campus
- **Establishment of security operations** program to monitor cyber threats
- **Migration to ring central from the Mitel system**

INFORMATION SECURITY:

- **Successful penetration testing**
- **Assessment of various AI models** for appropriate and approved use by NSU Employees
- **Use of AI for confidential and sensitive data and information is prohibited**
- **Continued collaboration with Internal Audit** to ensure information and data security

ENTERPRISE APPLICATIONS:

- **Successful launch of the Workday HCM platform** - Continued trainings and development throughout the year
- **Launce of Workday Finance implementation** underway way
- **Development of new university website** in collaboration with University Advancement

ACQUISITIONS:

- **206 acquisitions across the institution including equipment renewals**, installations, software platforms
- **Spartan Innovation Academy** fall distribution continuation

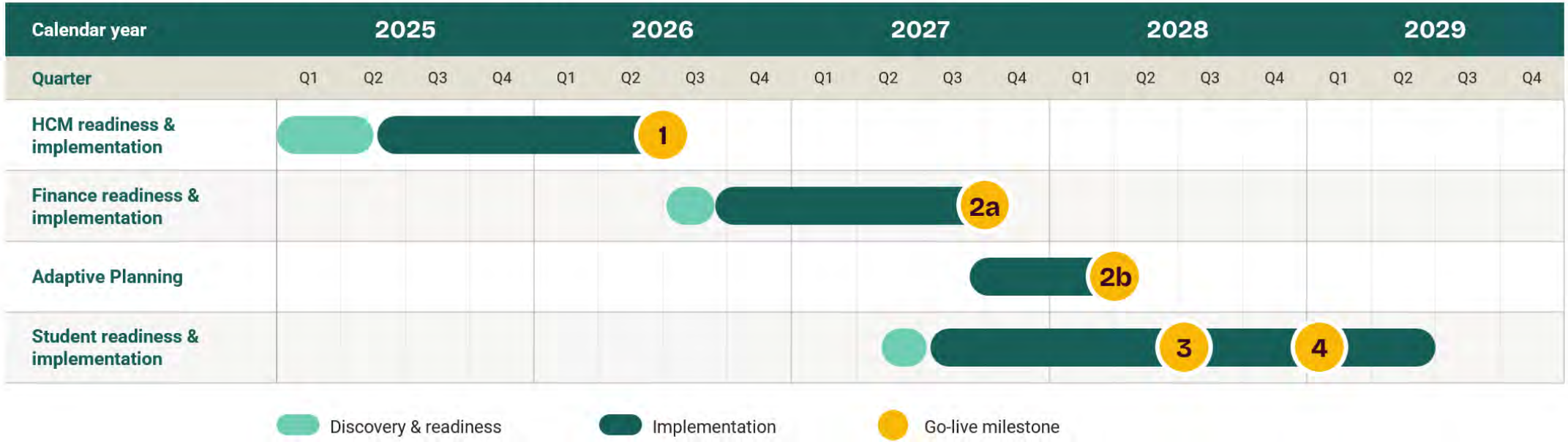
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WORKDAY UPDATE

IMPLEMENTATION ROADMAP · FINANCE

NSU's High-level timeline

Phased rollout across HCM, Finance, and Student workstreams, 2025 to 2029



1 HCM go-live

Core HCM, Compensation, Academic Staffing, Time & Absence, Recruiting, Learning, Talent Optimization

2a Finance go-live

FDM & Core Finance, Banking, Assets & Projects, Procurement & Suppliers, Grants Management, Expenses

2b Adaptive Planning go-live (TBD)

3 Student go-live · wave 1

Academic Foundation, Recruiting & Admissions, Financial Aid for Applicants, Curriculum and Course Catalog

4 Student go-live · wave 2

Financial Aid Awarding, Student Records and Registration, Academic Advising, Student Financials Fee Calculations

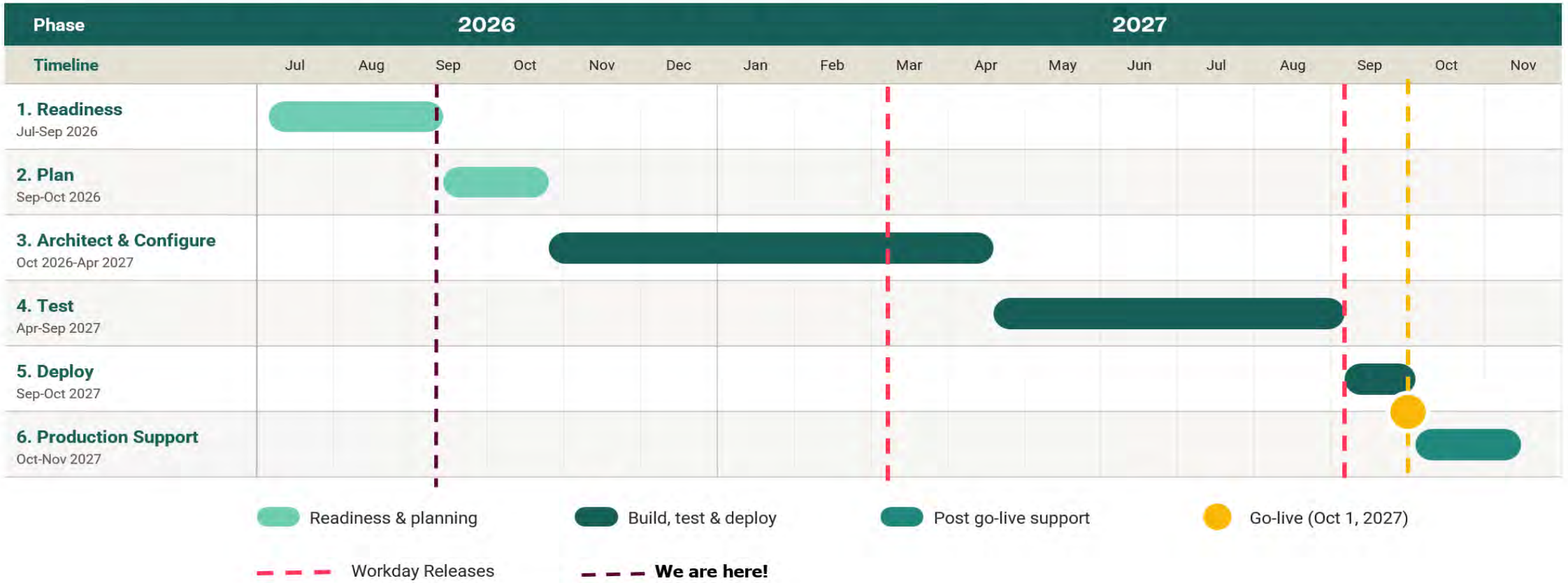
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WORKDAY UPDATE

IMPLEMENTATION ROADMAP · FINANCE

Finance implementation timeline

Phased Workday Finance delivery from readiness to go-live on October 1, 2027



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WORKDAY UPDATE

IMPLEMENTATION ROADMAP · FINANCE

Finance implementation timeline

Phased Workday Finance delivery from readiness to go-live on October 4, 2027

VISION

Readiness/Plan Jul 6 – Oct 25 16 Weeks	Architect & Configure Oct 26 – Apr 18 25 Weeks	Test Apr 19 – Sep 5 20 Weeks	Deploy/Support Sep 6 – Nov 14 10 Weeks
• Project Startup • Customer WD Training • Initiate Project Planning • Configuration Workbooks • FDM Draft/ Load & Validate • Foundation Tenant Build	• Foundation Alignment sessions • Customer Confirmation sessions & Functional Unit Testing • Build and Unit Test Reports • Build and Unit Test Integrations • Additional Data Conversion • End User Training Plan • Test Preparation • End to End Tenant Build • Customer Training	• End to End Testing • User Readiness Review • Cutover Plan • End User Training Materials	• End User Training • Production Migration and Data Conversion • Go-Live! • Post-production Support

KNOWLEDGE TRANSFER · CHANGE MANAGEMENT · TRANSFORMATION · GOVERNANCE · QUALITY ASSURANCE

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UNIVERSITY ADVANCEMENT UPDATE

CLIFFORD PORTER, JR., J.D.

Vice President
For University Advancement

NORFOLK STATE UNIVERSITY

UNIVERSITY ADVANCEMENT WELCOMES NEW COLLEAGUES



C.E. “Cliff” Hayes, Jr.

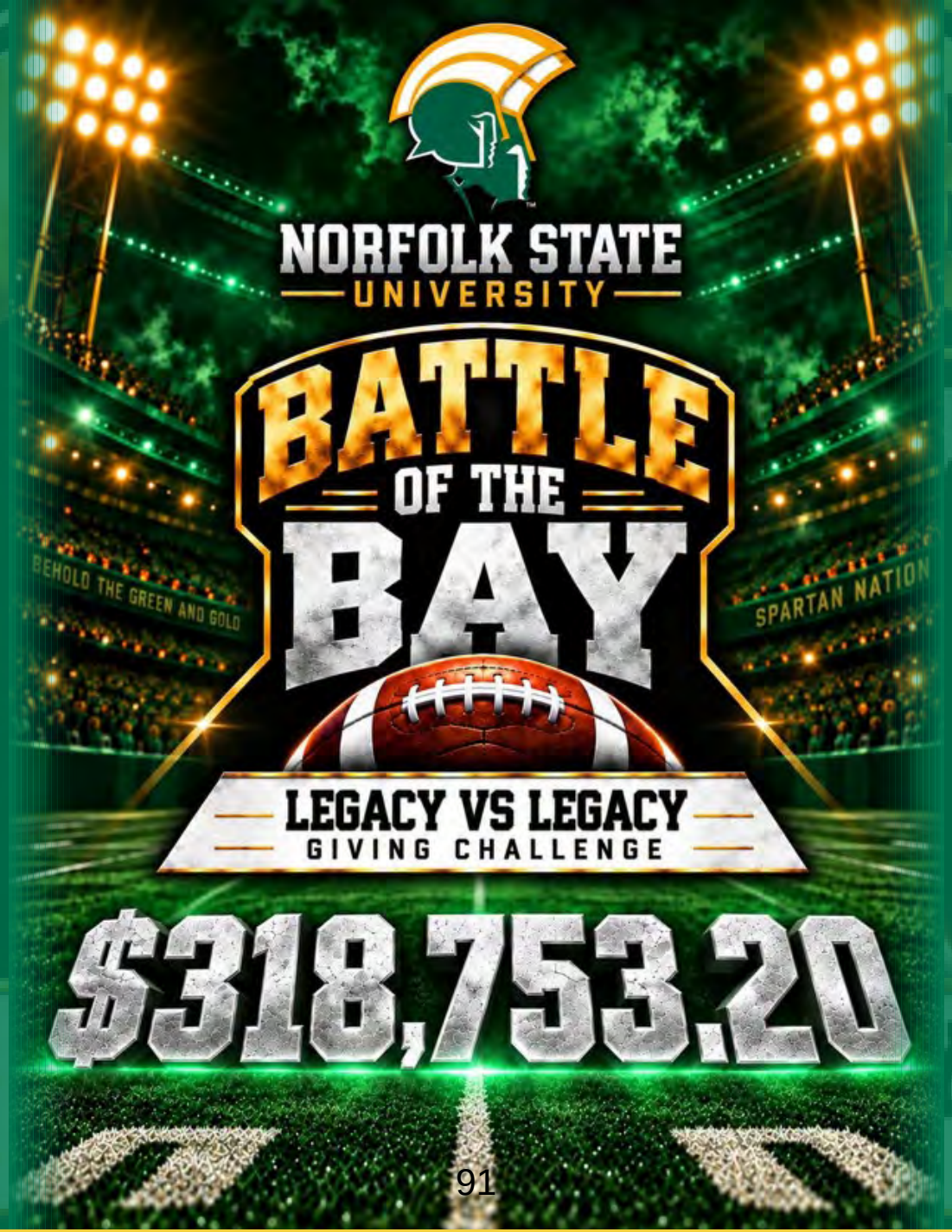
Director of Digital Strategy and Innovation



Danny Laporte

Associate Director for Prospect Management & Research

NORFOLK STATE UNIVERSITY



NORFOLK STATE UNIVERSITY

NORFOLK STATE UNIVERSITY

UPCOMING FUNDRAISING
NAMING OPPORTUNITY



AUTONOMOUS FUNDRAISING

MEET

LYMAN & BROOKS

NORFOLK STATE UNIVERSITY

Lyman's Impact

Virtual Engagement Officer Impact Overview

GIVING SINCE LAUNCH

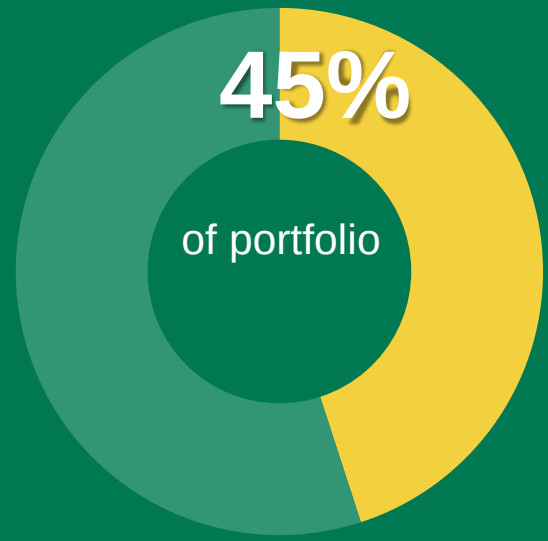
$93,460.65*

from donors in portfolio

573 gifts received

*Excludes Pledges

Portfolio Engagement



11+ touchpoints

received by these donors

Brooks's Impact

Virtual Engagement Officer Impact Overview

GIVING SINCE LAUNCH

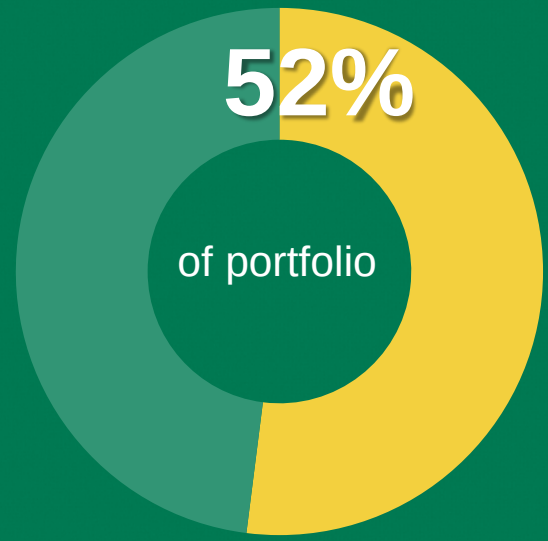
$52,071.96*

from donors in portfolio

468 gifts received

*Excludes Pledges

Portfolio engagement



11+ touchpoints

received by these donors

NORFOLK STATE UNIVERSITY FOUNDATION

2025 | Growth. Impact. Opportunity.

Strengthening the Foundation's capacity to serve future generations of Spartans

NSUF
Norfolk State University Foundation, Inc.

$185.8M
TOTAL ASSETS

The Foundation closed 2025 with $185.8 million in total assets, a 53.5% increase over the prior year.

Total assets: $121,069,562 → $185,817,338.

$146.8M
ENDOWMENT ASSETS

Endowment assets grew nearly 69% in 2025, strengthening support for future generations of Spartans.

Net assets: $86,874,861 → $146,781,529. Includes donor-restricted and board-designated endowments and the new $50 million gift from MacKenzie Scott.

80%
OF EXPENSES FOR PROGRAM SERVICES

Approximately 80% of total expenses directly supported program services in 2025, demonstrating a strong commitment to the mission.

CY2025: $6,975,632 in program services / $8,726,886 in total expenses.

$3.28M
SCHOLARSHIP SUPPORT

The Foundation provided $3.28 million in scholarship support in 2025, helping students pursue their education and achieve their goals.

CY2025 scholarship expense: $3,277,434.

NATIONAL VISIBILITY & LEADERSHIP

The Executive Director is participating in a NACUBO–Commonfund Study of Endowments webinar, elevating the Foundation's national visibility and encouraging participation by HBCUs and other minority-serving institutions.

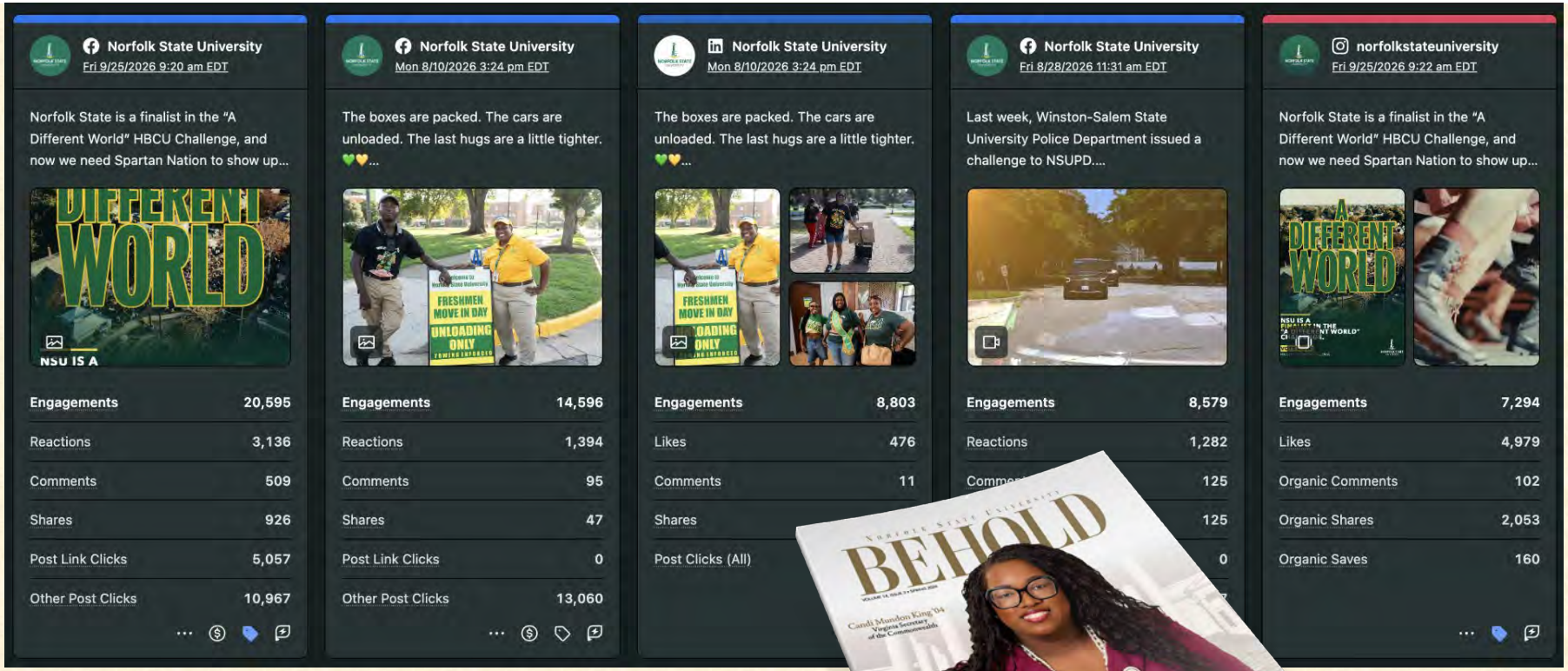
Invited to share the Foundation's experience and the value of broader representation in national endowment benchmarking and research.

CY2025 • Financial figures and leadership information supplied for this presentation

COMMUNICATIONS and MARKETING

Advertising, Social Media and the Behold Magazine





Social Media: Most engagements (July 1- Oct. 5, 2026)

- Different World Video –HBCU Challenge
- Move In Day (Fall 2026)
- Winston Salem State Univ. Police Dept. vs. NSU Police Dept.



Recruitment Advertising

- Airport, billboards, digital, malls, social media, etc.

Spring 2026
BEHOLD Magazine

NORFOLK STATE UNIVERSITY


NORFOLK STATE UNIVERSITY®
SPARTAN
STATE
OF
MIND
HOMECOMING 2026
NSU
NORFOLK STATE
UNIVERSITY

NAMING RESOLUTIONS

- The Bethany White Auditorium
-David S. Harris Dean's Suite

NORFOLK STATE UNIVERSITY

RESOLUTION TO NAME
THE NURSING AND GENERAL EDUCATION AUDITORIUM ROOM 101 TO THE BETHANY WHITE AUDITORIUM

WHEREAS, Norfolk State University will receive a significant charitable contribution from Bethany White, a friend of Norfolk State University; and

WHEREAS, in grateful recognition of this gift, Norfolk State University seeks to name the Nursing and General Education Auditorium Room 101 as the "**Bethany White Auditorium**"; and

WHEREAS, it is recommended for naming as per the suggested guidelines set forth in the Board of Visitors Naming Policy for Facilities and Spaces; and

WHEREAS, a highly respected and accomplished real estate professional in the Hampton Roads region, Bethany White, is known for her expertise, integrity, and commitment to helping families build generational wealth through homeownership. The founder of a top producing real estate team, she has built a reputation for excellence, leadership, and service within the industry; and

WHEREAS, the **Bethany White Endowed Scholarship Fund** was established to support full-time degree-seeking students enrolled at the University who demonstrate financial need as determined by the University's Office of Financial Aid; and

WHEREAS, the naming of the **Bethany White Auditorium** is recommended upon the completion of a financial pledge to the Norfolk State University Foundation; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors of Norfolk State University approve the naming of the Nursing and General Education Auditorium Room 101 as the **Bethany White Auditorium.**

BE IT FURTHER RESOLVED that an appropriately framed copy of this Resolution be presented to Bethany White and that signage will be prominently displayed in the auditorium, and that the University keeps all the covenants as established in keeping with the signed gift agreement.

IN TESTAMENT THERETO, I have hereunto set my hand and affixed the great seal of Norfolk State University this ____ day of September 2026, in the two hundred fiftieth year of the Commonwealth and the ninetieth year of the University.

_____

RECTOR

NORFOLK STATE UNIVERSITY

RESOLUTION TO NAME
NORFOLK STATE UNIVERSITY BUSINESS SCHOOL DEAN'S SUITE THE DAVID S. HARRIS DEAN'S SUITE

WHEREAS, David Serrik Harris was a proud alumnus of Norfolk State University, earning a Bachelor of Science in Business Marketing in 2005, and he maintained a deep and enduring love for his alma mater throughout his life; and

WHEREAS, David embodied the entrepreneurial excellence and leadership cultivated at Norfolk State University, founding Advanced Decision Vectors, LLC in 2009 and serving as its Founder and Chief Executive Officer; and

WHEREAS, David distinguished himself as a visionary business leader who built a successful enterprise, created opportunities for others, and demonstrated the power of preparation, perseverance, innovation, and principled leadership; and

WHEREAS, David's commitment to excellence extended beyond business, as he earned his private pilot's license in 2021—fulfilling a lifelong dream and reflecting his courage to pursue new heights, both personally and professionally; and

WHEREAS, David was a devoted member of Kappa Alpha Psi Fraternity, Incorporated, having been initiated in the spring of 2006, becoming a Life Member in 2018, serving as Vice Polemarch, and contributing his leadership as a board member of the Kappa Foundation of Woodbridge; and

WHEREAS, David was a man of deep faith who served through the Men's Choir, Men Connecting with Christ, and the Brothers in Discipleship ministries at First Baptist Church of Glenarden, consistently demonstrating humility, discipleship, service, and devotion to God; and

WHEREAS, David's greatest legacy was found in his love for his wife, Sophia, their children, family, community, and the generations that would follow him; and

WHEREAS, David desired to give back meaningfully to Norfolk State University by establishing scholarships and supporting programs that would equip students with the education, resources, mentorship, and opportunities necessary to begin their careers with confidence and achieve lasting success; and

WHEREAS, following David's passing on April 15, 2026, his wife, Mrs. Sophia M. Harris, committed herself to carrying forward his vision, fulfilling his wishes, and continuing their shared family legacy of investing in the next generation; and

WHEREAS, the David S. and Sophia Harris Program Endowment Fund has been established to provide enduring support for the Norfolk State University School of Business and its students, ensuring that David and Sophia's commitment to education, opportunity, leadership, and generational advancement will continue in perpetuity; and

WHEREAS, the naming of The David S. Harris Dean's Suite serves as a lasting tribute to David's distinguished entrepreneurial career, faithful leadership, devotion to Norfolk State University, and unwavering desire to pour into future generations of Spartan business leaders; and

WHEREAS, the naming of The David S. Harris Dean's Suite is recommended upon the fulfillment of the financial commitment to the Norfolk State University Foundation and in accordance with the terms of the signed gift agreement; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Norfolk State University approves the naming of the Dean's Suite located within the School of Business on the campus of Norfolk State University as The David S. Harris Dean's Suite; and

BE IT FURTHER RESOLVED, that this naming shall stand as an enduring testament to David S. Harris—a proud Spartan, visionary entrepreneur, accomplished business leader, aviator, servant of God, devoted husband and father, and champion of education and opportunity; and

BE IT FURTHER RESOLVED, that an appropriately framed copy of this resolution be presented to Mrs. Sophia M. Harris and the Harris family, that signage bearing the name The David S. Harris Dean's Suite be prominently displayed, and that Norfolk State University honor all covenants established in accordance with the signed gift agreement.

IN TESTAMENT THERETO, I have hereunto set my hand and affixed the Great Seal of Norfolk State University this ___ day of October 2026, in the two hundred fifty-first year of the Commonwealth and the ninety-second year of the University.

_____

RECTOR
Bishop Kim W. Brown

NORFOLK STATE UNIVERSITY

For more information, please contact:

Clifford Porter, Jr., J.D.

Vice President, University Advancement

(757) 823-8323 | cporter@nsu.edu

700 Park Ave., HBW Suite 410

Norfolk, VA 23504

NORFOLK STATE UNIVERSITY

Governance Committee

NORFOLK STATE UNIVERSITY

BOARD OF VISITORS

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

AGENDA

BOARD OF VISITORS
GOVERNANCE COMMITTEE MEETING

Thursday, October 22, 2026
Heidi Abbott, Chair

Campus Location:
Norfolk State University
Student Center, 3rd Floor
700 Park Avenue, Norfolk, VA 23504
Zoom Webinar Participation:
https://nsu-edu.zoom.us/webinar/register/WN_htxuW2J3RLWIcIrMbs-Vdg

I. Call to Order/Establish Quorum

II. Recommend Approval of Electronic Participation

III. Recommend Approval of May 7, 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 Abbot: Chair
Dr. Tamara Jones
Conrad Hall
Dr. L.D. Britt
Jay Jamison
Dr. Harry Watkins

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.

BOARD OF VISITORS

GOVERNANCE COMMITTEE MEETING

May 7, 2026

MINUTES

1. Call to Order

The Governance Committee Meeting was called to order at approximately 11:29 a.m. A quorum was established with a 3-0 Roll Call Vote.

Committee Members Present

Dr. L.D. Britt

Mr. Conrad Hall

Board of Visitors Members Present

Mr. Dwayne Blake

Committee Member Absent

Mrs. Heidi Abbott, Chair

Dr. Katrina Chase, Secretary

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

Ms. Anne E. Ford, Registrar

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

Mr. Ronald King, Chief Information Security Officer

Mr. Gregory B. Baptiste, Director of Enterprise Applications
Mr. William T. Bynum, Associate Director, Student Activities & Leadership
Dr. James T. Walke, Assoc. V.P. Institutional Effectiveness and Planning
Dr. Tarrye L. Venable, Assistant to the Vice President for Student Affairs
Dr. Khadijah Miller, Interim Vice Provost for Academic and Faculty Affairs
Ms. La'Toya Edwards, Associate Director for Housing Services & Business Operations
Ms. Saranette Miles Williams, Director of Career Services
Dr. Andrea Neal-Smith, Office of Academic Engagement
Ms. Laurie Carpenter, Associate Director of Experiential Learning
Mr. Wayne Ivey, Military Services and Veterans Affairs
Mr. Dennis Jones, Executive Budget Director
Dr. Davida Harrell-Williams, Director, Auxiliary Enterprises & Services
Mr. Terry Woodhouse, Interim, AVP Facilities Management
Mrs. Phillita M. Peeples, Audit and Compliance Administrative Assistant
Mrs. Sharea Williams, Executive Assistant, for Vice President of Operation
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

   None

3. Recommend Approval of March 5, 2026, Governance Committee Minutes

   The Committee voted and unanimously approved with a 3-0 Roll Call Vote, the Minutes for March 5, 2026, Committee Meeting, motioned by Dr. L.D. Britt, and seconded by Mr. Hall.

4. Old Business

   None

5. New Business

Mr. Blake provided the General Assembly update, highlighting that the 2026 Legislative Session has concluded. Mr. Blake also informed that a series of bills have been submitted to the Governor for consideration, with a deadline of May 22nd for approval or veto.

6. Board of Visitors Update(s)

None

7. General Assembly Update(s)

Mr. Claville discussed two bills that are currently before the Governor that were passed by the General Assembly and may impact the University and the Board of Visitors. The bills are summarized below:

Collective Bargaining Bill: Addresses the composition of employees within the service workforce.
SB494: Addresses the composition, membership, and duties of Boards of Visitors for public institutions of higher education. The bill increases Board Member terms from four to six yea and requires each institution to adopt policies defining and implementing shared governance as part of its institutional structure.

8. Policy Update(s)

Dr. White provided an update on the status of the University's policies, informing them that everyone has been working diligently on their development and review. She outlined the following steps in the policy review process:

- Review by the respective division
- Legal sufficiency review
- Review by the President and the Executive Cabinet
- Presentation to the campus community for public comments and questions

Dr. White highlighted that the Board Policies are approximately 85% to 90% complete, while Administrative Policies are about 75% complete. She indicated that there is a targeted completion date of June 30, 2026.

Mr. Blake noted that four Board documents required reaffirmation and readoption. These include:

- Code of Ethics
- Statement of Governance
- Qualifications and Competencies for Governing Board Membership
- Norfolk State University Bylaws

Mr. Conrad Hall motioned to recommend to the Full Board reaffirmation and readoption of the policies, seconded by Dr. Britt, and with a 3-0 Roll Call vote the Board unanimously approved.

9. Discussion of Other Items

None

10. Adjournment

There being no further business, Mr. Dwayne Blake adjourned the meeting at 11:41 a.m.

Mr. Conrad Hall motion to adjourned, seconded by Dr. L.D. Britt and with a 3-0 Roll Call vote the Board unanimously approved.

Respectfully submitted,

Heidi Abbot, Chair Governance Committee

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

NSU BOV GOVERNANCE COMMITTEE

ROLL CALL VOTE

May 7, 2026

Item	Mrs. Heidi Abbott (Chair) Absent	Dr. Katrina Chase	Mr. Conrad Hall	Dr. L.D. Britt	Mr. Dwayne Blake	Totals
Quorum	Absent	Absent	Yes	Yes	Yes	3-0
Recommend Approval of Electronic Participation (none)	-	-	-	-	-	-
Approval of the Minutes	A	A	Yes	Yes	Yes	3-0
Recommend to the Full Board reaffirmation and readoption of policies	A	A	Yes	Yes	Yes	3-0
Adjourned	A	A	Yes	Yes	Yes	3-0

NSU B.O.V. GOVERNANCE COMMITTEE

October 22-23, 2026

NORFOLK STATE UNIVERSITY

AGENDA

- ❑Opening by Chair
- ❑Approval of Electronic Participation
- ❑Recommend Approval of May 7, 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

NORFOLK STATE UNIVERSITY

QUESTIONS & DISCUSSION

NORFOLK STATE UNIVERSITY

Academic and Student Affairs Committee

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We see the future in you.

BOARD OF VISITORS
700 Park Ave., HBW Suite 520, Norfolk, Virginia 23504
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AGENDA
BOARD OF VISITORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING
Thursday, October 23, 2026
Dr. Harry Watkins, Chair
Link: https://nsu-edu.zoom.us/webinar/register/WN_htxuW2J3RLWIcIrMbs-Vdg

I. Call to Order/Establish Quorum

II. Recommend Approval of Electronic Participation

III. Recommend Approval of May 7, 2026 Committee Minutes

IV. Discussion Items

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

V. Public Comment

VI. Adjournment

Academic and Student Affairs Committee

- Dr. Harold Watkins, Chair
- T. Michael Andrews, J.D.
- Dr. L.D. Britt
- Dr. Tony Brothers
- Dr. Keisha Samuels
- Edward Sanders

Staff:

- Dr. Aurelia T. Williams, 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.

An Equal Opportunity Employer

BOARD OF VISITORS
Academic and Student Affairs Committee Meeting
Thursday, May 7, 2026
Minutes

I. Call to Order/ Establish Quorum

Mr. Gilbert Bland, Chair, called the Academic and Student Affairs Committee meeting to order at approximately 11:45 am. A quorum was established with a 3-0 roll call vote.

Committee Members Present
Mr. Gilbert Bland, Chair
Dr. L.D. Britt
Bishop K. Brown

Committee Members- Virtual
Mr. Darrell "DJ" Jordan

Committee Members Absent Mr.
Mike Andrews

Other Board Members Present
Mr. Jay Jamison
Mr. Edward Saunders
Mr. Dwayne Blake
Dr. Thornton
Dr. Watkins

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
Mrs. Dericka Burgess, Internal Audit
Dr. Khadijah Miller, Academic Affairs
Dr. James Walke, Operations
Mr. Ron King, OIT
Ms. Sher're Dozier, Clerk to the President/BOV
Mrs. Sharea' Williams, Exec. Asst. for VP of Ops
Mr. William Bynum, Student Affairs
Mrs. Anne Ford, Enrollment Management
Dr. Terrye Venable, Student Affairs
Ms. Erica Saunders, Academic Affairs
Ms. La'Toya Edwards, Student Affairs
Ms. Saranette Williams, Student Affairs
Ms. Laurie Carpenter, Career Services
Mr. Wayne Ivey, Veteran Affairs
Mr. Dennis Jones, Budget
Dr. Davida Harrell- Williams, Auxiliary Services
Mr. Kentrell Kearney, Athletics
Mr. Terry Woodhouse, Facilities
Mr. Gregory Baptiste, OIT

BOARD OF VISITORS
Academic and Student Affairs Committee Meeting
Thursday, May 7, 2026
Minutes

II. Recommend Approval of Electronic Participation

Mr. Darrell "DJ" Jordan stated that he was more than 60 miles away from Campus. A motion was made by Rector Kim Brown and seconded by Dr. L.D. Britt. The committee unanimously approved the electronic participation of Mr. Jordan with a 3-0 roll call vote.

III. Recommend Approval of March 5, 2026, Committee Meeting Minutes

A motion was made by Dr. L.D. Britt to approve March 5, 2026, minutes and seconded by Rector Brown, with a 4-0 roll call vote. The Committee unanimously approved the March 5, 2026, Academic and Student Affairs Committee Meeting minutes.

IV. Discussion Items

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

Dr. Williams discussed the following:

1. Proposed policy: BOV policy 03: Role of Faculty in University Governance (Triennial Review) A motion was made by Dr. Bitt and seconded by Rector Brown. With a 4-0 roll call vote the committee unanimously approved BOV policy 03: Role of Faculty in University Governance (Triennial Review)

2. Proposed policy: BOV policy 28: Academic Freedom (Triennial Review)

A motion was made by Dr. Bitt and seconded by Rector Brown. With a 4-0 roll call vote the committee unanimously approved BOV policy 28: Academic Freedom (Triennial Review)

3. Proposed policy: BOV policy 31: Open Educational Resource (Triennial Review)

A motion was made by Dr. Bitt and seconded by Rector Brown. With a 4-0 roll call vote the committee unanimously approved BOV policy 31: Open Educational Resource (Triennial Review)

4. Proposed Program Modification & Departmental Changes

- Modification: School of Social Work

A motion was made by Dr. Bitt and seconded by Rector Brown. With a 4-0 roll call vote the committee unanimously approved the modification: School of Social Work.

- Departmental name changes: School of Education

A motion was made by Dr. Bitt and seconded by Rector Brown. With a 4-0 roll call vote the committee unanimously approved the departmental name changes: School of Education

- Proposal to rename the Department of Early Childhood Elementary and Special Education to the Department of Educator Preparation and Leadership.

A motion was made by Dr. Britt and seconded by Rector Brown. With a 4-0 roll call vote the committee unanimously approved the proposal to rename the Department of Early Childhood Elementary and Special Education to the Department of Educator Preparation and Leadership.

- Proposal to rename the Department of Secondary Education and School Leadership to the Department of Counselor Education.

A motion was made by Rector Brown and seconded by Dr. Britt. With a 4-0 roll call vote the committee unanimously approved the proposal to rename the Department of Secondary Education and School Leadership to the Department of Counselor Education.

- Off- campus instructional site closure: Paul D. Camp Community College

Amotion was made by Rector Brown and seconded by Dr. Britt. With a 4-0 roll call vote the committee unanimously approved the Off- campus instructional site closure: Paul D. Camp Community College.

5. 10% increase in graduation applications.
6. 100% of our academic programs have implemented at least 5 research based high impact practices.
7. New Gen. Educational curriculum that will begin this fall.
8. Academic certificates

The Floor was opened for Questions:

b. Student Affairs Update- Dr. Leonard Brown

Dr. Brown discussed the following:

1. 2026-2027 Military friendly school.
2. Ranked #2 Military friendly designation
3. Ranked #1 Military spouse friendly school
4. Housing update: 46% housing application computation rate.
5. NASPA Stellar 50 class- Mr. William Bynum

The Floor was opened for Questions:

c. Enrollment Management- Dr. Justin Moses

Dr. Moses discussed the following:

1. 12562 total applications for admittance have been received.
2. 9932 completed applications
3. 8603 students have been admitted to the university
4. 631 deposits and waivers
5. 417 students in attendance for Admitted Students Day
6. High School counselors' day with 88 schools
7. Introduction of new University Registrar Ms. Anne Ford
8. Proposed policy: BOV policy 08: Award of Academic Credit for military training and experience (Triennial Review)

9. A motion was made by Dr. Bitt and seconded by Rector Brown. With a 3-0 roll call vote the committee unanimously approved BOV policy 08: Award of Academic Credit for military training and experience (Triennial Review)

10. Proposed policy: BOV policy 09: Priority course registration for military- related students (Triennial Review)
11. A motion was made by Dr. Bitt and seconded by Rector Brown. With a 4-0 roll call vote the committee unanimously approved BOV policy 09: Priority course registration for military-related students (Triennial Review)

The Floor was opened for Questions:

d. Athletics Update- Dr. Melody Webb
Dr. Webb discussed the following:
1. Executive order on Transfers and Eligibility
2. NIL revenue sharing
3. Prioritizing student athletes' mental health
4. Building NIL infrastructure
5. How to navigate the executive order

V. Public Comment

VI. There being no further business, Mr. Gilbert Bland adjourned the meeting at 2:05 p.m.
The motion was made by Dr. Britt and seconded by Mr. Bland, with a 3-0 roll call vote, the Committee unanimously approved the Adjournment.

Respectfully Submitted,

_____ _____

Mr. Gilbert Bland, Chair Date

_____ _____

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

BOARD OF VISITORS
Academic and Student Affairs Committee Meeting
Thursday, May 7, 2026
Minutes

Academic and Student Affairs Committee ROLL CALL VOTE (March 5, 2026)

Item	Mr. Gilbert Bland (Chair)	Dr. L.D. Britt	Mr. Darrell "DJ" Jordan (Virtual)	Mr. Mike Andrews (Absent)	Rector Kim Brown	Totals
Quorum	Yes	Yes	Virtual	-	Yes	3-0
Recommend Approval of Electronic Participation	Yes	Yes	Virtual	-	Yes	3-0
Approval of the Minutes	Yes	Yes	Yes	-	-	3-0
Proposed policy: BOV policy 03: Role of Faculty in University Governance (Triennial Review)	Yes	Yes	Yes	-	-	3-0
Proposed policy: BOV policy 28: Academic Freedom (Triennial Review)	Yes	Yes	-	-	Yes	3-0
Proposed policy: BOV policy 31: Open Educational Resource (Triennial Review)	Yes	Yes	Yes	-	Yes	4-0
Modification: School of Social Work	Yes	Yes	Yes	-	Yes	4-0
Departmental name changes: School of Education	Yes	Yes	Yes	-	Yes	4-0

Proposal to rename the Department of Early Childhood Elementary and Special Education to the Department of Educator Preparation and Leadership.	**Yes**	**Yes**	**Yes**	**-**	**Yes**	**4-0**
Proposal to rename the Department of Secondary Education and School Leadership to the Department of Counselor Education.	**Yes**	**Yes**	**Yes**	**-**	**Yes**	**4-0**
Off- campus instructional site closure: Paul D. Camp Community College	**Yes**	**Yes**	**Yes**	**-**	**Yes**	**4-0**
Proposed policy: BOV policy 08: Award of Academic Credit for military training and experience (Triennial Review)	**Yes**	**Yes**	**-**	**--**	**Yes**	**3-0**
Proposed policy: BOV policy 09: Priority course registration for military- related students (Triennial Review)	**Yes**	**Yes**	**-**	**-**	**Yes**	**3-0**
Adjournment	**Yes**	**Yes**	**-**	**-**	**Yes**	**3-0**

ACADEMIC & STUDENT AFFAIRS

B.O.V. SUBCOMMITEE MEETING

Dr. Harold Watkins, Ph.D.
Committee Chair
October 23, 2026



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AGENDA

1. Academic Affairs
2. Student Affairs
3. Enrollment Management
4. Athletics










ACADEMIC AFFAIRS
DR. AURELIA T. WILLIAMS
PROVOST & VICE PRESIDENT
FOR ACADEMIC AFFAIRS
OCTOBER 23, 2026

AI at NSU

AAC&U

Education

- Steering Group
- Professional Development

Research



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THE COMMISSION
ON COLLEGES AND UNIVERSITIES

The Commission

NEW NAME

Norfolk State University is now accredited by **The Commission on Colleges and Universities** (formerly the Southern Association of Colleges and Schools Commission on Colleges – SACSCOC).

SAME COMMITMENT
to academic quality and integrity

BROADER REACH
for a stronger, more inclusive higher education future

CONTINUED EXCELLENCE
in student learning, institutional effectiveness, and innovation

OUR PROGRESS TO DATE

Engagement
Active participation in Commission initiatives and communications.

Planning
Alignment of institutional priorities with accreditation expectations.

Implementation
Advancing key actions, documentation, and evidence of continuous improvement.

Readiness
Preparing for upcoming Commission engagement and reaffirmation activities.

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BEHOLD A BOLDER TOMORROW®

Division for STUDENT AFFAIRS

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



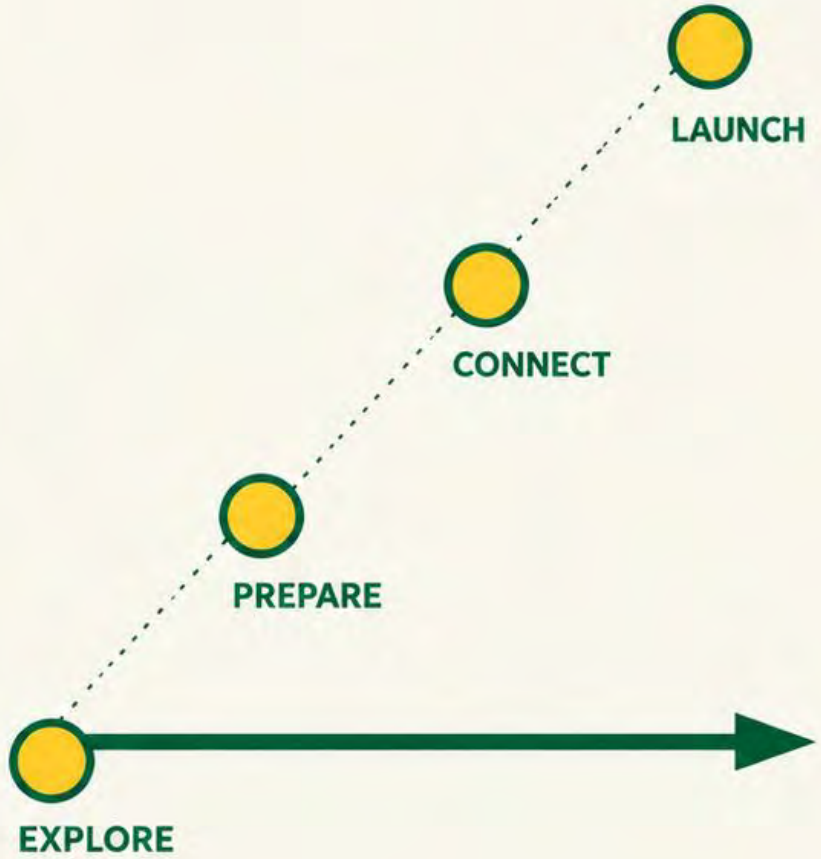
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CAREER SERVICES

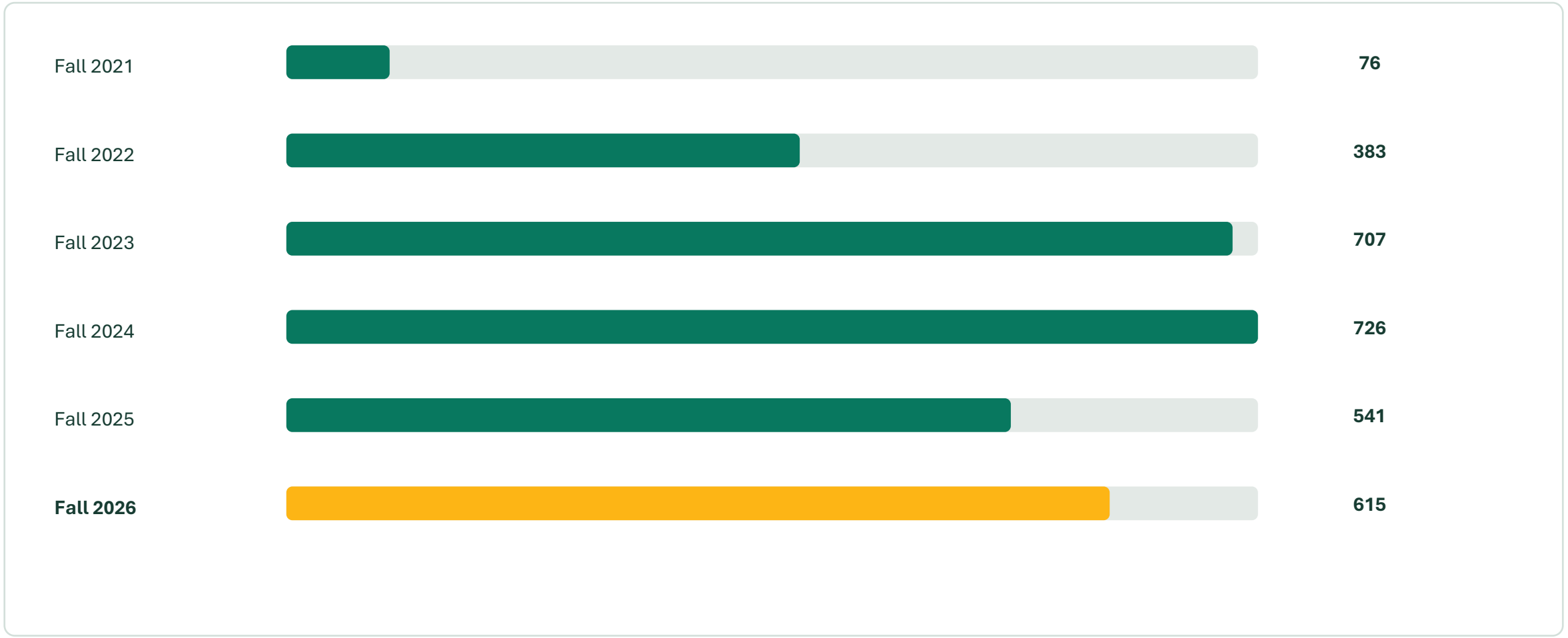
Preparing Spartans for what comes next.

Career readiness • Employer connections • Professional development



Participant Growth by Academic Term

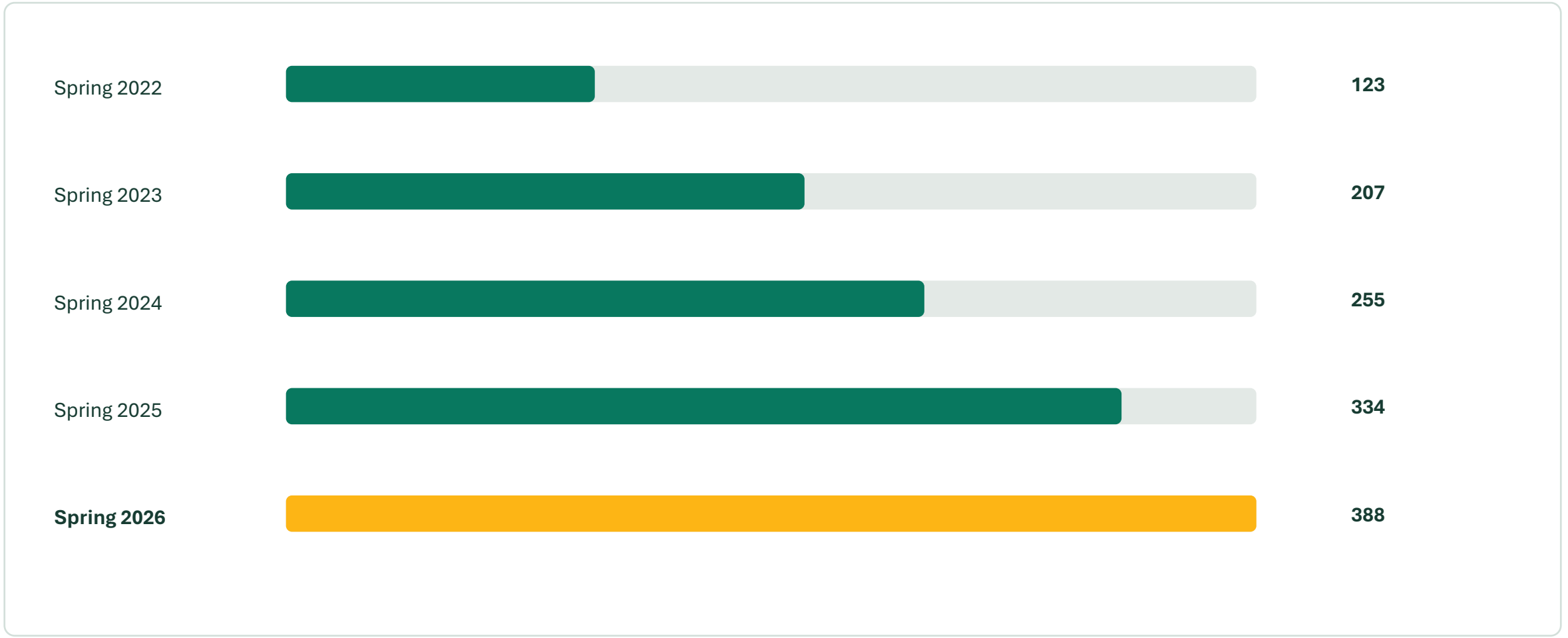
Fall 2021–Fall 2026



Fall participation rose from 76 in 2021 to 615 in 2026, with peak participation of 726 in Fall 2024.

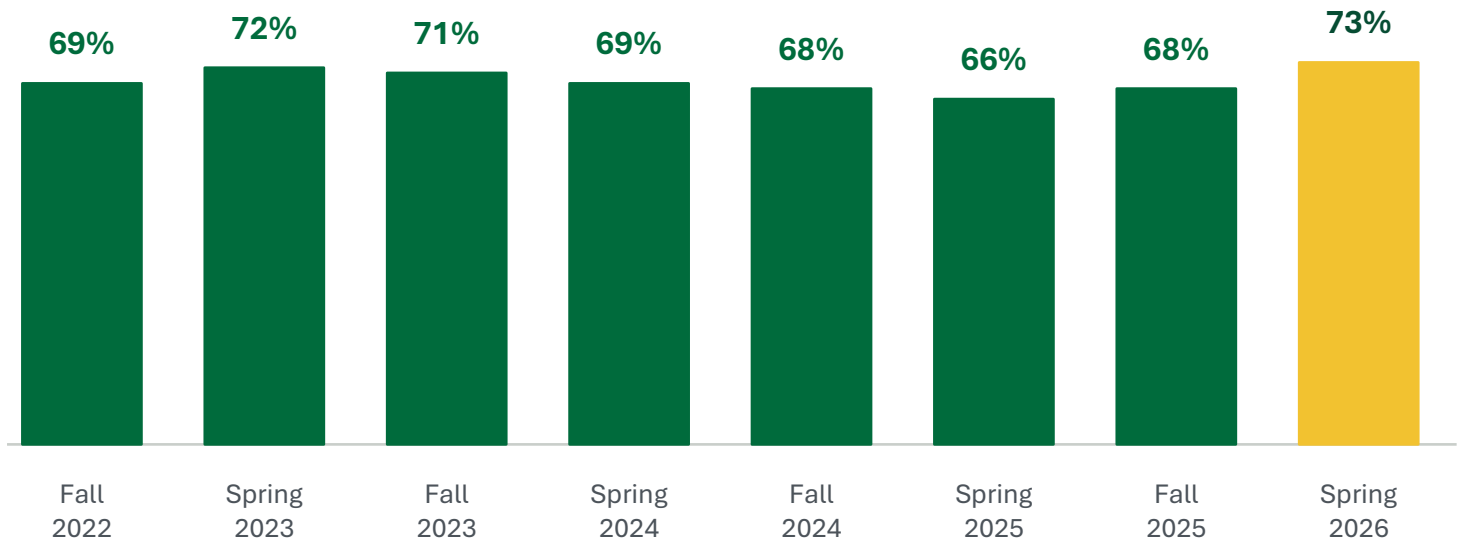
Spring Career Expo

Participant attendance | Spring 2022–Spring 2026



Spring attendance increased from 123 participants in 2022 to 388 in 2026—more than tripling over the period.

POST-GRADUATION OUTCOMES



SPRING 2026 SNAPSHOT

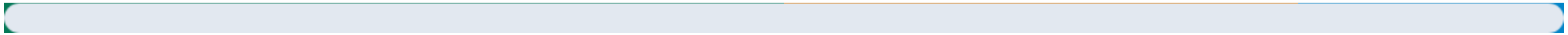
Employed full-time	47%
Employed part-time	10%
Post-graduate intern/fellow	3%
Graduate/professional school	11%
Serving in U.S. military	2%


STUDENT
ENGAGEMENT
Behold!

STUDY DEMOGRAPHICS

6 Consecutive Cycles Analyzed

Baseline Cohort Distribution (N = 400)



Spartan Legion: 50.0%

Greek Life: 33.0%

Residential Leaders: 17.0%

200

Spartan Legion

Heavy first-year entry (48.5%).

132

Greek Life

Upper-class concentrated (53%).

68

Residential Leaders

Balanced sophomore–senior mix.

ATTRITION DYNAMICS

Spartan Legion: First-Year Persistence Trajectory



LONG-TERM DEGREE ATTAINMENT

Graduation & Final Outcomes (Fall 2025)

Greek Life

N = 132

84.1%

Graduated by Fall 2025

Not Enrolled (Left):	9.8% (13)
Active Enrollees:	5.3% (7)

Residential Leaders

N = 68

73.5%

Graduated (+11.8% Enrolled)

Total Positive Path:	85.3%
Not Enrolled (Left):	13.2% (9)

RISK ASSESSMENT

Three Identified Drop-Off Windows

YEARS 1 → 2

Band Sophomore Cliff

Sharp 29% decline between Fall 22 and Spring 24.

FRESHMAN YEAR

First-Year RA Strain

40% attrition rate among freshman resident leaders.

JUNIOR YEAR

Late-Stage Junior Stop-Out

5 Greek juniors departed one year before graduation.

OFFICE OF
HOUSING & RESIDENCE LIFE
Live. Learn. Liberate.

Housing Capacity



Spartan Residential Experience

A safe, inclusive and learning-centered residential environment designed to support belonging, student empowerment and academic success.

COMMUNITY

Belonging & connection

LEARNING

Study & academic support

WELL-BEING

Safe, supportive living

Residential communities include traditional residence halls, upperclass housing and apartment-style options across campus.

WELCOME TO STUDENT AFFAIRS

New Employee Spotlight

SW

COUNSELING SERVICES

Dr. Shante Williams

Director of Counseling Services

HS

GREEK LIFE

Hammed Sirleaf

Greek Life Coordinator

We are pleased to welcome our newest colleagues to the Division for Student Affairs.

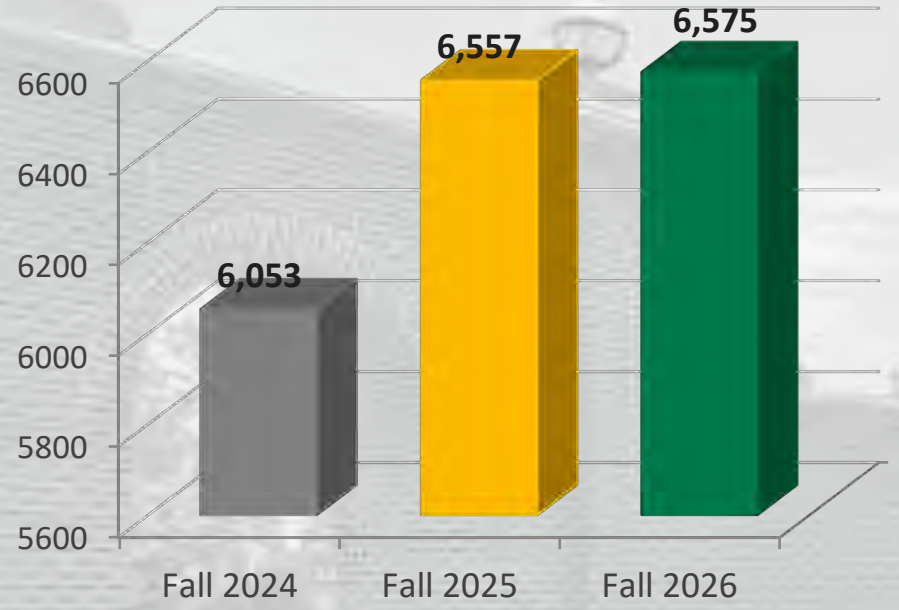
ENROLLMENT MANAGEMENT UPDATES

Justin Moses, J.D., Ed.D.
Vice President for Operations
October 23, 2026

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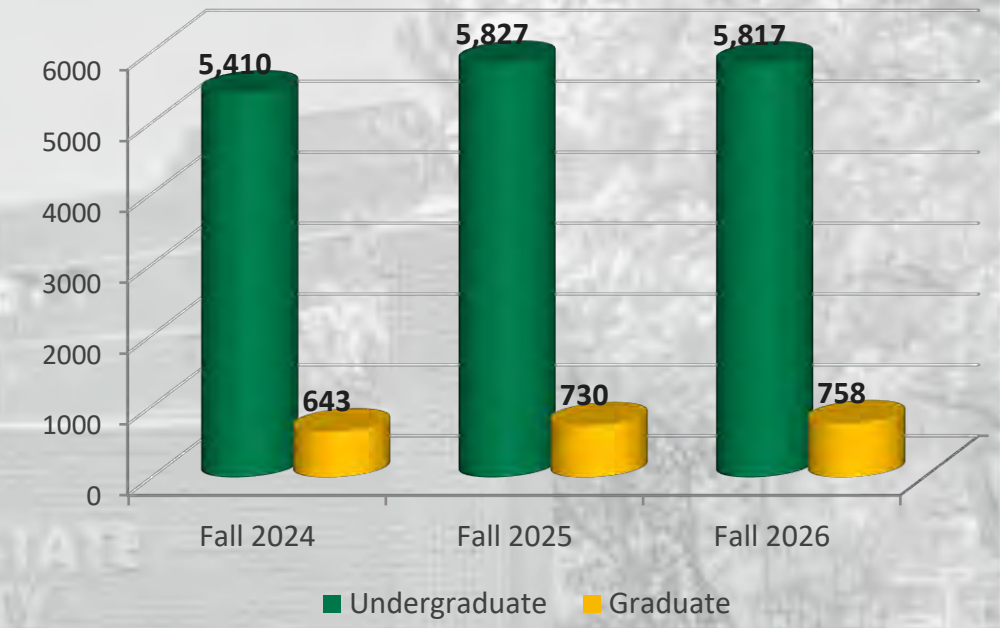
Enrollment Management Update

Total Enrollment



- **0.27% increase** from Fall 2025 – Fall 2026
- **Increase of 18 students** from Fall 2025 – Fall 2026
- **8.62% increase** (522 students) from Fall 2024 – Fall 2026

Enrollment By Level

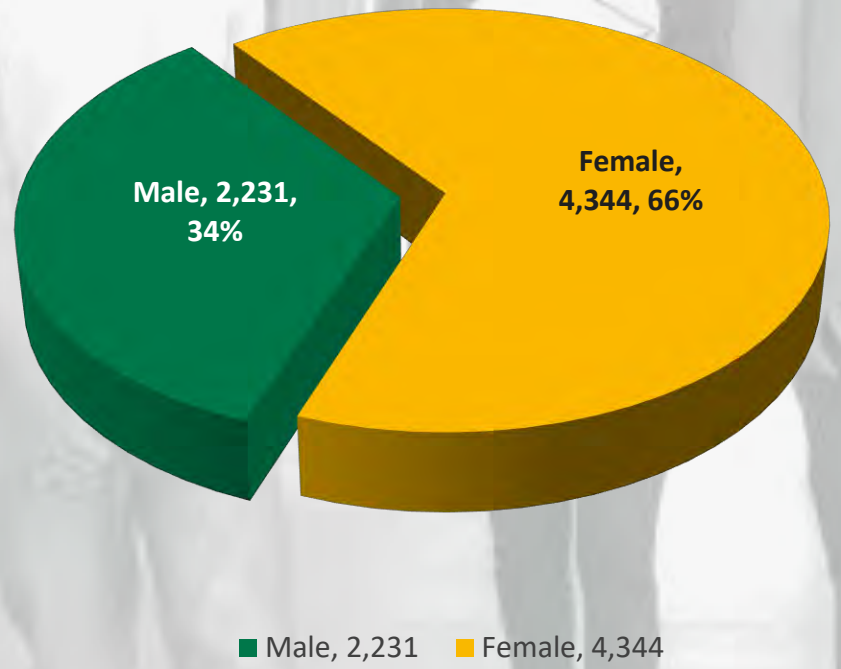


- **0.17% decrease** in undergraduate students (n = 10)
- **3.84% increase** in graduate students (n = 28)
- **Continued growth** in graduate students over the last 3 academic years

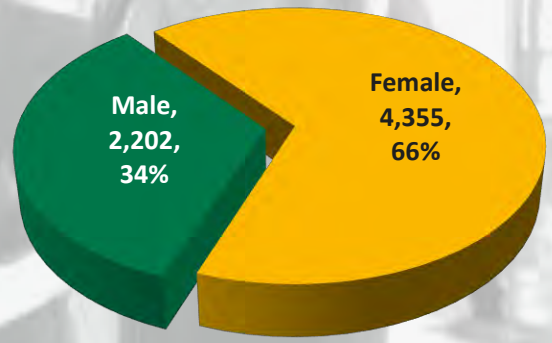
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Enrollment Management Update

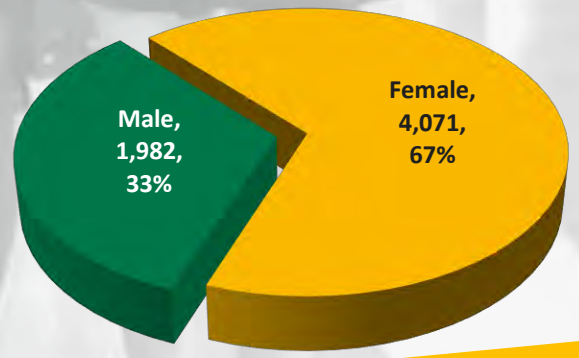
2026 Enrollment By Gender



2025 Enrollment By Gender



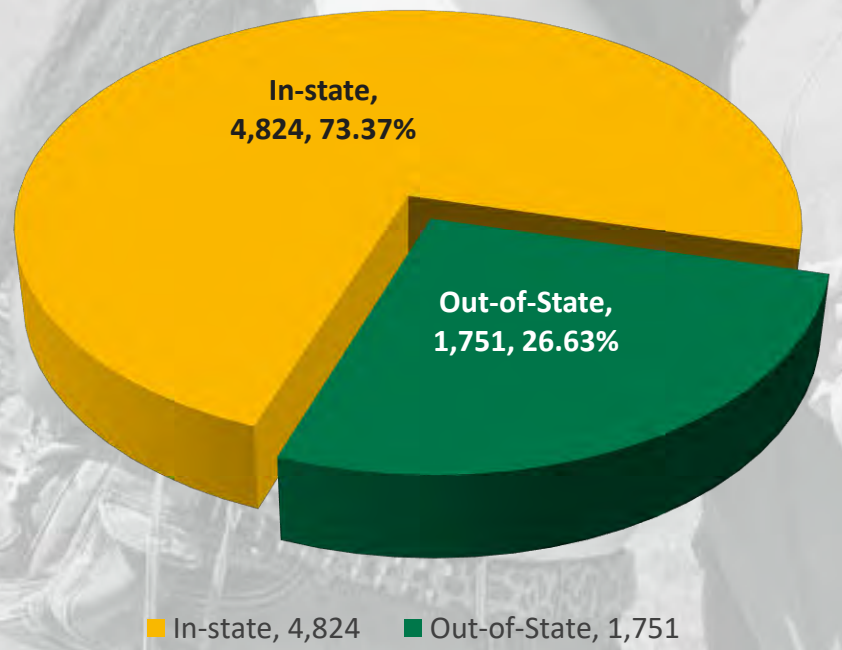
2024 Enrollment By Gender



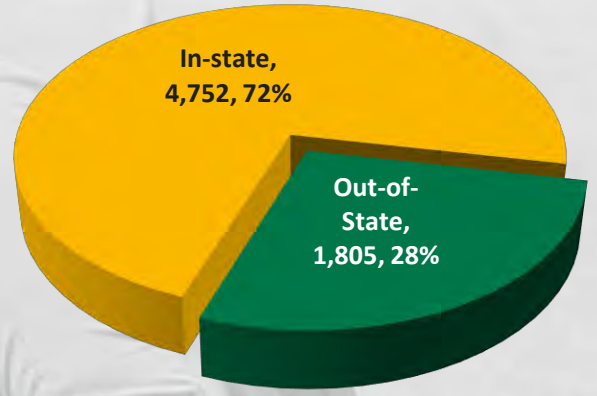
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Enrollment Management Update

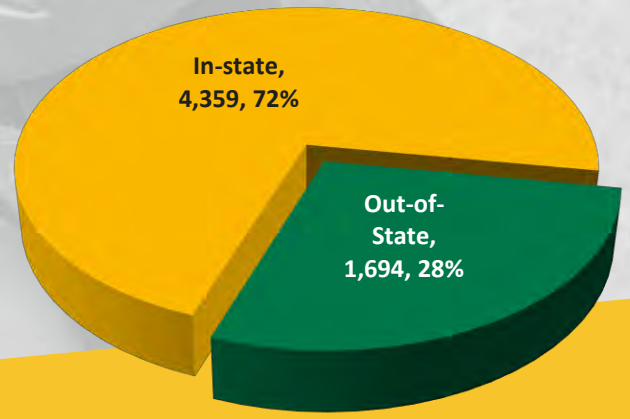
2026 Enrollment By Domicile



2025 Enrollment By Domicile



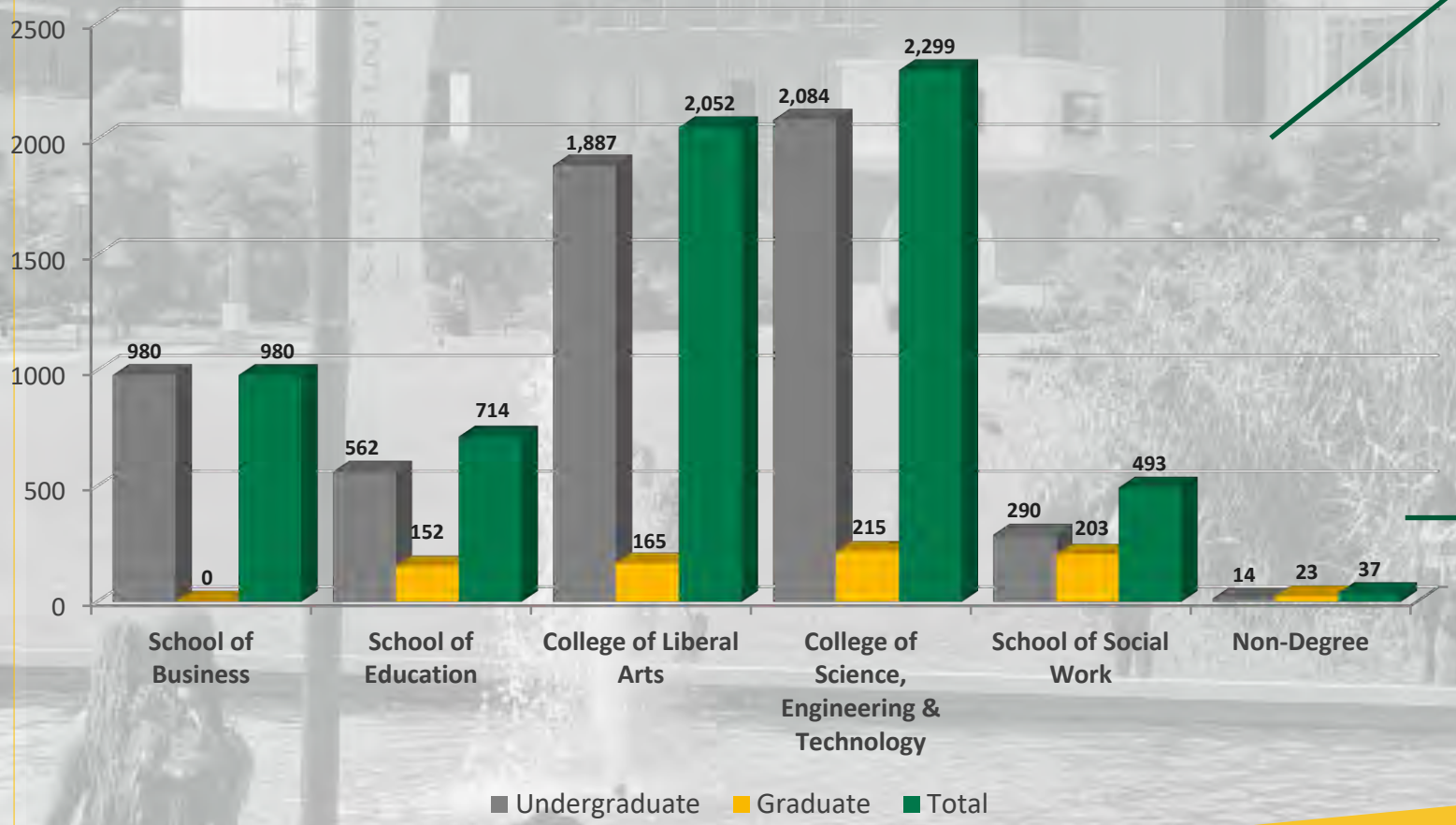
2024 Enrollment By Domicile



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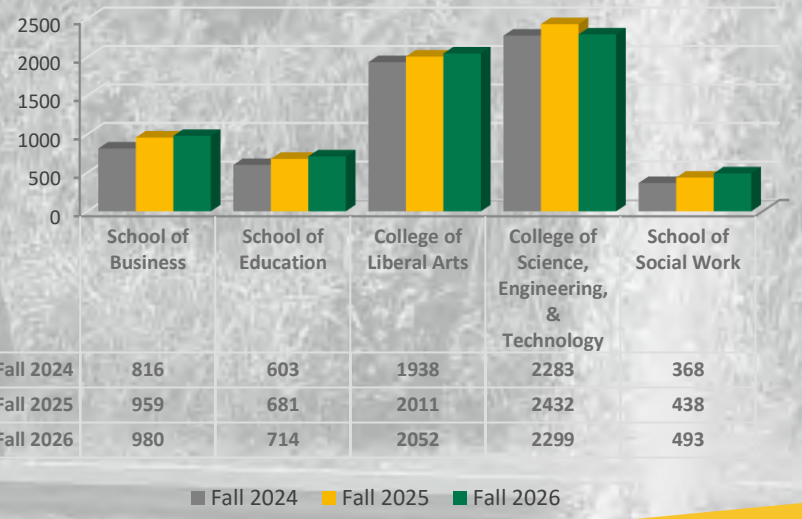
Enrollment Management Update

2026 Enrollment by College



- **College of Science, Engineering, & Technology** continues to be the largest academic college (2,299).
- **All other colleges grew** from the last academic year; Social Work led (+55, 12.56%).
- **Business, Education, Liberal Arts, and Social Work** grew over the last two years.

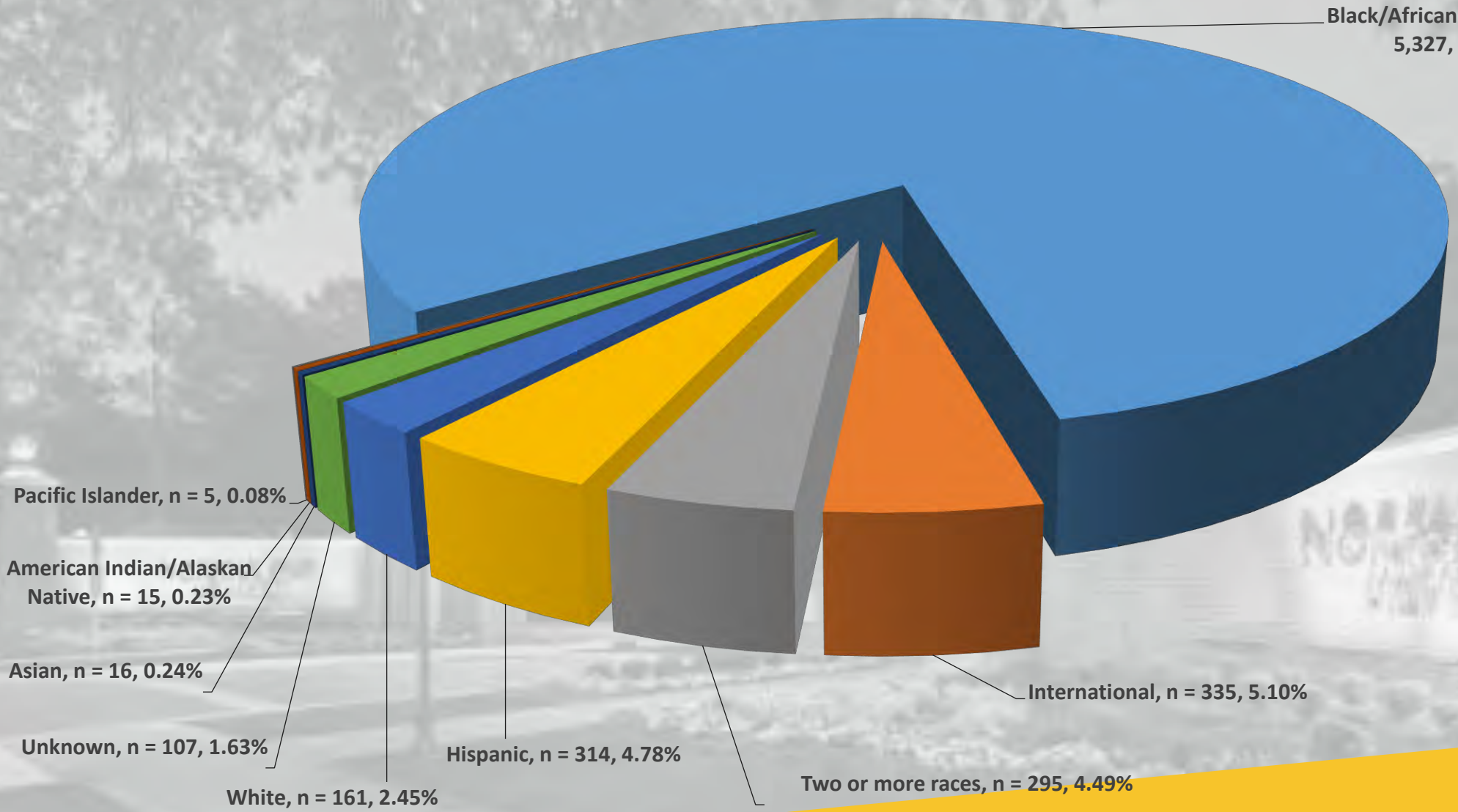
College/School Enrollment - 2024 - 2026



	School of Business	School of Education	College of Liberal Arts	College of Science, Engineering, & Technology	School of Social Work
Fall 2024	816	603	1938	2283	368
Fall 2025	959	681	2011	2432	438
Fall 2026	980	714	2052	2299	493

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Fall 2026 Enrollment (By Race/Ethnicity)



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Department of Athletics

Dr. Melody Webb

Director of Athletics



NORFOLK STATE UNIVERSITY

NCAA Division I Evolution

Issues Shaping College Athletics

01 Federal Intervention (Congressional Action)

02 Age-Based Eligibility

03 Rising Litigation

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

NSU ATHLETICS HIGHLIGHTS

48,357

NSU Football Homecoming Game attendance

3RD CONSECUTIVE YEAR

MEAC Talmadge Layman Hill Men’s All-Sports Award

2025–26 academic year

FACILITIES

- New football Stadium Lights
- Women’s Volleyball Arena Overhaul
- Women’s Basketball Locker Room Renovation
- Basketball Office Suite Wing Renovation

STUDENT-ATHLETES

- Tennis HBCU National Champions
- Baseball sent five players to the HBCU All-Star Game in Philadelphia (July)
- Men’s basketball international trip to Puerto Rico (Summer 2026)

PARTNERSHIPS

- CampusGo Partnership
- Kay Yow Symposium
- City of Norfolk/Hampton Road Transit
- NIL Symposium

Protect College Sports Act

Federal Policy

77–22

Bipartisan Senate vote, September 2026

Co-sponsored by Sens. Ted Cruz and Maria Cantwell

1 **Reconciles earlier approaches**
Stays neutral on athlete employment status rather than banning it outright

2 **Next Stop: The House**
No votes scheduled until after November's midterm elections

3 **Lame-duck deadline**
If it doesn't pass before the new Congress in January, the process starts over

The SCORE Act

Federal Policy

Stalled

Held up in the House after opposition from the Congressional Black Caucus

Would explicitly deny athletes employee status

Uniform NIL rules	One national framework replaces the state-by-state patchwork
Non-employee status	Bars unions, bargaining and workers' compensation
Antitrust protection	Broad immunity and state-law preemption for NCAA and conferences
Transfer limits	Standardized windows; one-time transfer framework
Varsity sports minimum	High-revenue programs must sponsor at least 16 teams
House settlement	Codifies terms; regulates agent fees and registration

PCSA vs. SCORE Act

Federal Policy

	Protect College Sports Act	SCORE Act
Status	Passed Senate 77–22; awaits House	Stalled in the House
Employment	Neutral; does not ban outright	Explicitly denies employee status
Antitrust	Limited exemption for pooled media rights	Broad immunity and state preemption
Transfers	One penalty-free transfer; age 24 limit	One-time transfer framework
Protections	Health coverage, multi-year scholarships, sport baselines	Counseling, medical benefits, 16-sport minimum

From Seasons of Competition to Five-Year Clock

Age-Based Eligibility Model

PREVIOUS RULE		NEW AGE-BASED RULE
Counted seasons of competition	→	**One continuous five-year period**
10 semesters/15 quarters (Division II only)	→	**No longer applicable**
Multiple waiver options	→	**Limited exceptions written into rules**
Varied by sport or circumstance	→	**Consistent across all D-I and D-II sports**

Not a guaranteed “5 for 5”: delayed enrollment can shorten the window

Audit, Risk, and Compliance Committee

NORFOLK STATE UNIVERSITY

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AGENDA
BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING
Thursday, October 22, 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_htxuW2J3RLWIcIrMbs-Vdg

I. Call to Order/Establish Quorum
II. Recommend Approval of the May 7, 2026, Committee Minutes
III. Discussion Items
  a. Internal Audit
    i. 2026 Charter
    ii. Strategic Plan
  b. University Compliance
    i. 2026 Summit
    ii. Policy Updates
    iii. Legal Considerations
    iv. Required Training
  c. Closed Session
IV. Public Comment
V. Adjournment

Audit, Risk and Compliance Committee
Mr. Edward Sanders, Chair
Mrs. Heidi Abbott
Dr. Tony Brothers
Mr. Darrell "DJ" Jordan
Dr. Keisha Samuels
Dr. Michael Thornton

Staff:
Derika Burgess, Chief Audit Executive

The President participates in all Committee meetings.

BOARD OF VISITORS
AUDIT, RISK AND COMPLIANCE COMMITTEE MEETING
May 7, 2026

MINUTES

1. Call to Order/Establish Quorum

Mr. Edward Sanders, Chair, called the Audit, Risk and Compliance Committee meeting to order at approximately 2:13 p.m. A quorum was established with a 3-0 roll call.

Committee Members - Present
Mr. Edward Sanders, Chair
Dr. Michael Thornton
Dr. Harold Watkins, II

Committee Members - Absent
Mrs. Heidi Abbott

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. Gregory Baptiste, Interim Chief Information Officer/Dir. Enterprise Applications
Mr. Dennis Jones, Executive Budget Director to Office of Planning & Budget
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
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 Peeples, Executive Assistant to Internal Audit and Compliance

2. Approval of the Minutes

Dr. Harold Watkins, II motioned, Dr. Michael Thornton seconded, and the Committee unanimously approved the Audit, Risk and Compliance Committee meeting minutes for March 5, 2025.

3. Discussion Items

Internal Audit

CAE Burgess provided a progress report on FY2026 audit plan, State of Internal Audit, and 2025-2026 Higher Education legislation updates.

FY2026 Audit Plan | Update

Mrs. Burgess reported that the FY2026 audit plan is proceeding on schedule.

- The audit work for Maxient (an application for submitting and tracking incident reports related to student conduct, sexual harassment, and misconduct) is complete.
- Audits of SoftDocs (electronic document management platform) and MediCAT (sports medicine platform) are currently in progress as part of the Commonwealth's required three-year review cycle for sensitive systems.
- A special OIA project on university enrollment reporting is underway to ensure alignment with Auditor of Public Accounts requirements.

State of Internal Audit

- The Chief Audit Executive continues to lead the audit function with support from internal staff and co-sourced partners. The CAE is under oversight from the Virginia Office of the State Inspector General while reporting functionally to the Board and administratively to the President.
- Key audit activity updates include:
    - **Operational Audits:** 2 planned / 2 completed
    - **Financial Audits:** 1 planned / 0 completed
    - **IT Audits:** 3 planned / 2 completed
    - **Fraud, Waste, and Abuse Reviews:** 4 conducted
    - **Consulting and Monitoring:** 4 planned / 3 completed

- The FY26 departmental goals were achieved in the following areas:
    - Staff Certifications
    - Knowledge Inventory
    - Consultations
    - Training
    - Data Tools

State Regulatory Risk Management | Higher Education 2025

- Mrs. Burgess reported that the university reviewed 32 state legislative and regulatory developments affecting higher education during the 2025-2026 period, each with implications for institutional compliance, reporting, and operations.
- The high priority legislative updates include:
    - Requirement to live stream and archive Board meetings (pending re-enactment July 1, 2026)
    - Mandatory reporting on military survivors and dependent education programs
    - Expanded mental health and safety training requirements for students and staff

State Regulatory Risk Management or Compliance | Scope

- The new or revised legislative with the greatest impact: Student Affairs and Student Support, Academic and Instructional Programs, and Compliance and Reporting/Oversight. The areas with minimal impact include Procurement and Contracting, Technology and Digital Accessibility, Human Resources and Personnel, Campus Safety and Health, as well as Research and Environmental Health.
- The implementation view illustrates how requirements are distributed across key functional areas, as well as how activities are categorized between monitoring, policy updates, and operational implementation.

State Regulatory Risk Management | 2025

- A matrix was presented that outlined the most critical compliance areas in the 2025-2026 legislative cycle categorizing by risk and level of impact.

<u>HIGH RISK</u>

- **High Impact | Board Reporting & Transparency**
  HB2452 – Requires livestreaming, recording, and archiving of BOV and committee meetings by July 1, 2026. (Subj. to 2026 Reenactment)

- **Moderate Impact | Student Health & Safety**
  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.

- **Lower Impact | Technology/Digital Accessibility**
  HB2541 – Updates the Information Technology Access Act, requiring designation of a digital accessibility coordinator and phased implementation based on institution size.

MEDIUM RISK

- **High Impact | Student Records & Privacy**
  SB846 – Clarifies parental access to minors' academic and health records via secure websites.

- **Moderate Impact | Student Financial Assistance**
  HB1694 / HB1613 - Requires annual statewide reporting on Virginia Military Survivors and Dependents Education Program eligibility and usage.
  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.

- **Lower Impact | Procurement & Contracting**
  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.

LOW RISK

- **High Impact | Human Resources & Personnel**
  SB1014 – Prohibits requiring a bachelor's degree for most state positions, with limited exceptions.
  HB1815 / SB1142 – Extends Line of Duty Act benefits to eligible campus and private police officers at contributing nonprofit institutions.

- **Moderate Impact | Academic & Instructional Programs**
  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.

- **Lower Impact | Research & Environmental**
  HB2517 - Exempts university-owned land research projects from sewage sludge permitting, with notice and recordkeeping requirements.

University Compliance

Chief Audit Executive Burgess presented Compliance Partners updates along with Q3 compliance activities.

Compliance Partners | Update

- University Compliance continues to serve and support compliance partners within the the areas of Student Affairs, Environmental, Health & Safety, Operations and Institutional Effectiveness, as well as Research and Innovation.
- Key compliance activities updates include:
    - International Students administrative support staff
    - Energy and Water Conservation Plan
    - Support Chemical Hygiene Plan development and review
    - Risk, Compliance, and Ethics Summit

Compliance Activities | Submissions

- In the Q3 reporting period the university monitored 434 compliance obligations and achieved a 96% on-time performance rate.

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

Dr. Harold Watkins II read the following motion, seconded by Dr. Michael Thornton, and with a 3-0 Roll Call Vote the Board unanimously approved.

Motion by Dr. Harold Watkins, II.

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 personnel matters regarding the evaluation of performance of specific university departments where such evaluation will necessarily including more specifically the performance and assessment concerning Auditor of Public Accounts activities of specific departments and operational vulnerabilities so as to inform the committee members and the President of outstanding corrective actions/closure activities; 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 NSU Board of Visitors be permitted to attend virtually, or by phone to participate in the Closed Meeting;

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

and further, that the following remain for or attend when called the Closed Meeting.

the President
University Council
Chief Strategist for Operations & Vice President for Institutional Effectiveness
Vice President for Finance and Administration
Vice President and Chief of Staff
Chief Audit Executive
Interim Associate Vice President for Enrollment Management & Special Advisor
Chief Audit Executive, Internal Audit

5. Reconvene Meeting

Mr. Blake read the following motion, and with a 3-0 Roll Call Vote the Board unanimously approved.

Motion by Mr. Dwayne B. Blake

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.

6. Public Comment

No public comments were made at this meeting.

8. Adjournment

There being no further business, Mr. Edward Sanders, adjourned the meeting at 3:22 p.m.

Respectfully submitted,

_____

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

_____

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

NSU BOV AUDIT, RISK AND COMPLIANCE COMMITTEE

ROLL CALL VOTE

MAY 7, 2026

Item	Mr. Edward Sanders (Chair)	Mrs. Heidi Abbott (Absent)	Dr. Michael Thornton	Dr. Harold Watkins, II	Totals
Quorum	Yes	A	Yes	Yes	3-0
Approval of the May 7, 2026 Minutes	Yes	A	Yes	Yes	3-0
Motion to go into Closed Meeting Pursuant to 2.2-3711(A) 1, 7, and 8 of the Code of Virginia	Yes	A	Yes	Yes	3-0
Motion to Reconvene Meeting	Yes	A	Yes	Yes	3-0
Adjournment	Yes	A	Yes	Yes	3-0

BOARD OF VISITORS

Audit, Risk & Compliance Committee

Open Session

October 22-23, 2026

NORFOLK STATE UNIVERSITY
NOW IS OUR TIME

Today’s Agenda

01

Internal Audit

2026 Charter • Strategic Plan • Audit Plan, Budget Resources, Learning Plan

02

University Compliance

2026 Summit• Policy Updates• Policy• Legal Considerations • Required Training

03

Closed Sessions

Committee business as scheduled

OIA Charter

Annual Review

Action Item

Discuss essential conditions of the internal audit function



IIA Global Standards

01

Global Standards

Industry standards establish requirements for the internal audit function.

02

State Requirement

Virginia state audit requirements reinforce the need for a formal, current charter.

03

Clearer Definition

Explicitly defines Internal Audit's role, authority, responsibility and position.

04

Stronger Alignment

Creates clearer expectations and communication across the Board, President and management.

BENEFITS **Greater effectiveness • clearer communication • shared expectations**

Charter

01 Purpose

Create, protect & sustain value

Through independent, risk-based and objective assurance, advice, insight and foresight.

02 Role

Evaluate and improve

1. Risk management
2. Internal Controls
3. Governance
4. Regulatory Compliance

03 Authority

Access and accountability

Full unrestricted access to data, systems and activities to perform responsibilities. Accountable for records and information in our control.

04 Independence, Objectivity

Evidence based judgement

Use professional judgement free from bias and compromise. Make balanced assessments of all available and relevant facts and circumstances.

Audit Function Mandates

05

Directives, Best Practices & Governing Bodies

The charter also requires identification of external and institutional requirements that govern the Internal Audit function.



OSIG	Office of the State Inspector General
UNIVERSITY	Relevant University policies
GAO	Government Auditing Standards
GAAP	Generally Accepted Accounting Principles
VITA	SEC530 information security guidance

Charter

06 Communication

Unrestricted and Direct

1. Senior Management
2. President
3. Board of Visitors

07 Services

Assurance and consultative

- Operational
- Financial
- Information Technology
- Performance
- Investigations
- External Audit Coordination
- Training
- Risk assess
- Follow-up engagements

08 Oversight

Board

Approves Charter, mandate, audit plan, budget. Reviews strategic plan, learning plan, resources, reports and assessments.

09 Quality Assurance

Improvement Program

Measure the internal audit function's performance, including its progress toward achieving its continuous improvement .

2026 Internal Audit Charter

ACTION ITEM

ACTION REQUESTED

Approval of 2026 Charter and Mandate

01

Operating Framework

Defines how the Office of Internal Audit will operate.

02

Independence & Authority

Signals the value placed on independence, objectivity, and authority.

03

Reporting & Accountability

Establishes reporting lines and behaviors for the IA function.

2026 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
THE INTERNAL AUDIT CHARTER

WHEREAS, the audit plan is developed to provide management with assurance and advisory services on areas that represent risk to the university; and

WHEREAS, the Norfolk State University Board of Visitors received a report from the Audit Committee on the status of the FY 2027 Internal Audit Charter that expires on July 1, 2027, including associated resources such as budgeting and learning plan; and

WHEREAS, the upcoming change in administration and the appointment of NSU's 7th President presents an opportunity to align the Charter with mission and vision of the Board and University; and

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Chief Audit Executive, the University President, and by the University Counsel for legal sufficiency, and upon the recommendation of the Audit Committee, the Norfolk State University Board of Visitors approves this resolution to approve the FY27 Internal Audit Charter until July 1, 2027.

State of Internal Audit: FY2027 Strategy

PURPOSE Strengthen the organization's ability to create, protect, and sustain value

VISION To be a trusted strategic partner that helps Norfolk State University achieve its mission

01

Risk-Based, Strategic Alignment

Focus resources on risks most like to affect the mission, strategy, funding and reputation.

02

Data Driven Information

Increase the use of analytics, dashboards, key risk indicators, and continuous monitoring to detect emerging issues and gaps .

03

Service Quality

Share practical recommendations, root-cause analysis, reviews, and training to advise, inform and monitor.

Internal Audit Plan

ACTION REQUESTED

Approval of the FY2027-FY2028 Audit Plan

Timeframe	Role	Name	Description	Reason
In Process	CAE	Small Purchase Card	Review small purchase card transactions and controls for policy compliance, appropriate authorization, supporting documentation, split purchases, and timely corrective action.	Support corrective action completion
In Process	IT Auditor	Sec 530 Controls	Maps requirements across multiple security frameworks, regulations, and internal policies so a single piece of evidence satisfies multiple compliance obligations	Provide independent assurance that NSU's internal security program meets or exceeds SEC530 requirements and that control gaps, exceptions, and corrective actions are appropriately documented and managed.
Spring 2027	IT Auditor	IT General Controls	Review IT General Controls, Ellucian Collegue and CAD/RMS for compliance with IT security controls	Input on the develop,verification and completion of corrective actions
Spring 2027	Fin Services Auditor	Review of Voyager Gas Card and Blue Card expenditures	Review administration and transactions for use, valid activity, supporting documentation, supervisory review, exception monitoring, and timely cancellation of card access.	Outside procurement, APA, and ARMICS reviews, increasing the risk of unauthorized purchases, insufficient documentation, and undetected misuse.

Internal Audit Plan

ACTION REQUESTED

Approval of the FY2027-FY2028 Audit Plan

Timeframe	Role	Name	Description	Reason
Spring 2027	CAE	Academic Excellence and Accessible Learning Audit	Review ADA complaince around instructional practices, digital course accessibility, faculty preparedness, student support, and achievement outcomes.	Provides assurance that students with disabilities receive equitable access to instruction and digital course content in support of academic success.
Fall 2027	I.T. Auditor	CAD/RMS	Assess the design and operating effectiveness of security controls protecting a designated sensitive IT system, including access, configuration, monitoring, data protection, incident response, and recovery.	Assess whether the NSUPD system complies with university security requirements
Fall 2027	Fin Services Auditor	Federal Award Closeout Compliance Audit	Review completed and expiring federal awards for timely reporting, closeout, reconciliation of expenditures and drawdowns, return of unobligated funds, proper disposition of federally funded equipment, supplies, and other property.	Reduce questioned costs, repayment liabilities, unused funds, and adverse effects on future federal funding.
Fall 2027	CAE	Parternship Governance Review	valuates whether university partnerships—public-private, academic, research, community, or commercial—are properly approved, documented, monitored, and aligned with institutional goals.	Provides assurance that partnerships deliver intended strategic and financial benefits, have clear accountability and performance measures.

Internal Audit Plan

ACTION REQUESTED

Approval of the FY2027-FY2028 Audit Plan

Timeframe	Role	Name	Description	Reason
Spring 2028	I.T. Auditor	Colleague	Assess the design and operating effectiveness of security controls protecting a designated sensitive ERP system.	Assess whether the Universitite's financial system complies with university security requirements
Spring 2028	Fin Services Auditor	ARMICS Internal Controls	Assess ARMICS compliance by reviewing agency-level and transaction-level internal controls, risk assessments, control documentation, management testing, deficiency remediation, monitoring, and support for the annual certification.	Strengthens the reliability of ARMICS certification by confirming key controls and deficiencies before causing financial loss, reporting errors, noncompliance, or repeat audit findings.
Spring 2028	CAE	External Quality Assessment of the Internal Audit Function	Obtain an independent assessment of the internal audit function's conformance with the Global Internal Audit Standards	Provides independent assurance of conformance with professional standards, opportunities to improve audit quality, coverage, efficiency, and value to the University and Board.
Fall 2026 Spring 2027 Fall 2027 Spring 2028	CAE Administrative Coord	FSA Common Findings	Periodically review Federal Student Aid findings and test related corrective actions and key controls to confirm they are fully implemented, operating effectively, and preventing recurrence.	Periodic review verifies that Federal Student Aid corrective actions remain implemented and effective, reduces repeat findings and repayment liabilities, and helps protect institutional eligibility, funding, and regulatory standing.

Internal Audit Plan

ACTION REQUESTED

Approval of the FY2027-FY2028 Audit Plan

Timeframe	Role	Name	Description	Reason
Continous	CAE	Regulatory Compliance	Monitor changes and updates to local, state and federal regulations and standards	Provide early warning of legal and standards changes, allowing NSU to update controls promptly, avoid penalties and findings, maintain eligibility for funding, and demonstrate proactive governance.
Continous	Entire team	Follow-Up, complaints, investigations, emerging risks and new regulatory requirements	Follow-up testing, hotline matters, unplanned regulatory requests, and emerging risks	confirms that management has resolved identified actions to reduce recurring findings, increase accountability and timely response to emerging risks
If Time and Resources Allow	I.T. Auditor	Institutional Data Reporting Audit	Review data ownership, definitions, quality controls, reconciliations, and accuracy of enrollment, graduation, financial, and regulatory reporting	Provides assurance that institutional data is accurate, consistently defined, reconciled, and properly governed, reducing regulatory and accreditation risk while improving the reliability of management and Board decisions.
	Fin Services Auditor	Deferred Maintenance	Assess facility-condition data, project prioritization, funding decisions, preventive maintenance, procurement, and oversight of capital projects.	Provides assurance that facility needs are accurately assessed and prioritized, helping direct limited capital funds to the highest safety, compliance, continuity, and asset-preservation risks while reducing emergency repairs and long-term costs.
	CAE	Subrecipient Monitoring	Review award setup, allowable costs, effort reporting, subrecipient risk assessments, monitoring, deliverables, and corrective actions.	Provides assurance that subrecipients are appropriately risk-assessed and monitored, reducing questioned costs, repayment exposure, noncompliance while protecting federal funding.

Internal Audit Plan

ACTION REQUESTED

Approval of the FY2027-FY2028 Budget

Category	Allocation	Description
Technology	30%	Acquire audit technology: Prioritize data analytics, secure evidence management, accessibility-scanning, and continuous-monitoring tools.
Training	20%	Support professional development: CPEs in federal awards, ARMICS, cybersecurity, ADA/Section 504, and data governance. In addition, fund membership fees and/or certification fees.
Personnel	35%	Fund specialized expertise: Use co-sourcing for FSA testing, SEC530 cybersecurity testing, and capitol projects if deemed necessary.
External Assessment	15%	Reserve external-assessment costs: Preserve funding for mandatory external review.

Internal Audit Plan

ACTION REQUESTED

Approval of the FY2027 Learning Plan*

*complete plan for FY27-28 is available upon request

Learning Plan	Timing	Application to Audit Plan
Card analytics and fleet-fuel controls	Before fieldwork	Strengthens risk assessment, sampling, and evaluation of corrective actions.
ADA/Section 504 and digital accessibility	By Spring 2027	Supports evaluation of equitable access to instruction and digital course content.
Partnership governance and contract oversight	By Summer 2027	Improves assessment of approval, accountability, and benefits realization.
Federal aid audit findings	Annually	Supports recurring FSA testing and contingent subrecipient monitoring.
SEC530 and NIST control mapping	Immediate / annual refresh	Supports efficient conformance testing and reusable evidence.
Sensitive system security	By Spring 2027	Supports focused testing of NSU sensitive IT systems.
Uniform Guidance closeout and property requirements	By Summer 2027	Supports testing of completed and expiring awards.
ARMICS, COSO, and control testing	By Winter 2028	Strengthens assurance over management's annual certification.

2026 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
THE INTERNAL AUDIT PLAN

WHEREAS, the audit plan is developed to provide management with assurance and advisory services on areas that represent risk to the university**;** and

WHEREAS, the Norfolk State University Board of Visitors received a report from the Audit Committee on the status of the FY 2027-28 Internal Audit plan that expires on July 1, 2028 including associated resources such as budgeting and learning plan; and

WHEREAS, the upcoming change in administration and the appointment of NSU's 7th President presents an opportunity to align the audit plan with the strategic vision of the administration; and

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Chief Audit Executive, the University President, and by the University Counsel for legal sufficiency, and upon the recommendation of the Audit Committee, the Norfolk State University Board of Visitors approves this resolution to approve the FY27-28 Internal Audit Plan until July 1, 2028.

2026 NSU ETHICS & COMPLIANCE SUMMIT

Fall 2026

University Compliance

27 ATTENDEES
23 survey responses

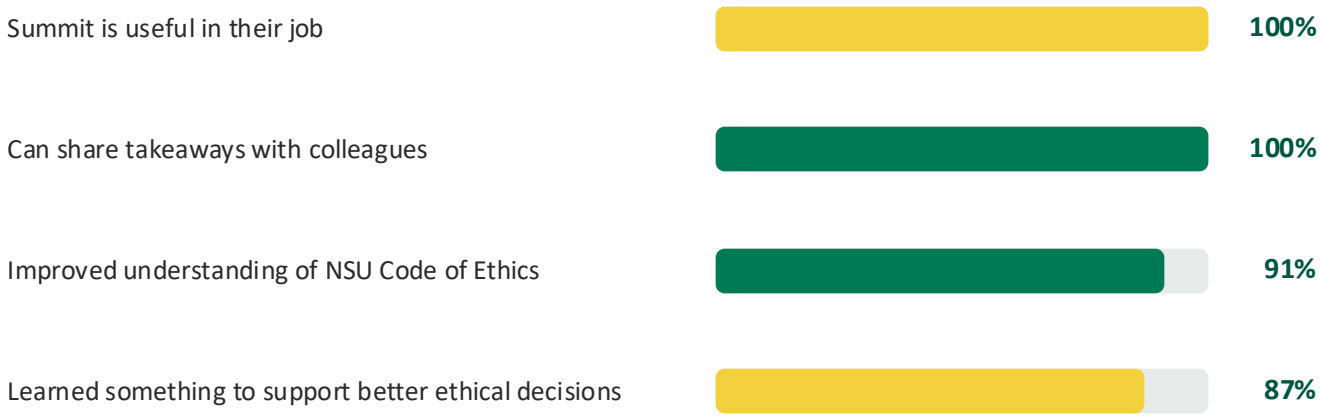
100% SATISFIED
18 strongly agree

100% JOB RELEVANCE
All 23 found it useful

100% SHAREABLE
All 23 can share takeaways

LEARNING & IMPACT

Percent agreeing or strongly agreeing



Overall takeaway Participants viewed the summit as relevant, actionable, and appropriate to share across the university.

WHAT PARTICIPANTS WANT NEXT

- **EXPAND ACCESS** — Offer training campus-wide, including faculty, chairs, and more departments.
- **MAKE IT PRACTICAL** — Add real-world scenarios and examples relevant to academic and manager roles.
- **STRENGTHEN SUPPORT** — Increase policy documentation and visible support from VP-level and other leaders.
- **ALLOW MORE TIME** — Provide additional time for discussion and consider including Legal.

RECOMMENDED FOCUS **Scale the training, deepen scenario-based learning, and reinforce consistent leadership accountability and policy visibility.**

Compliance Partners

Summer 2026

Policy Highlights

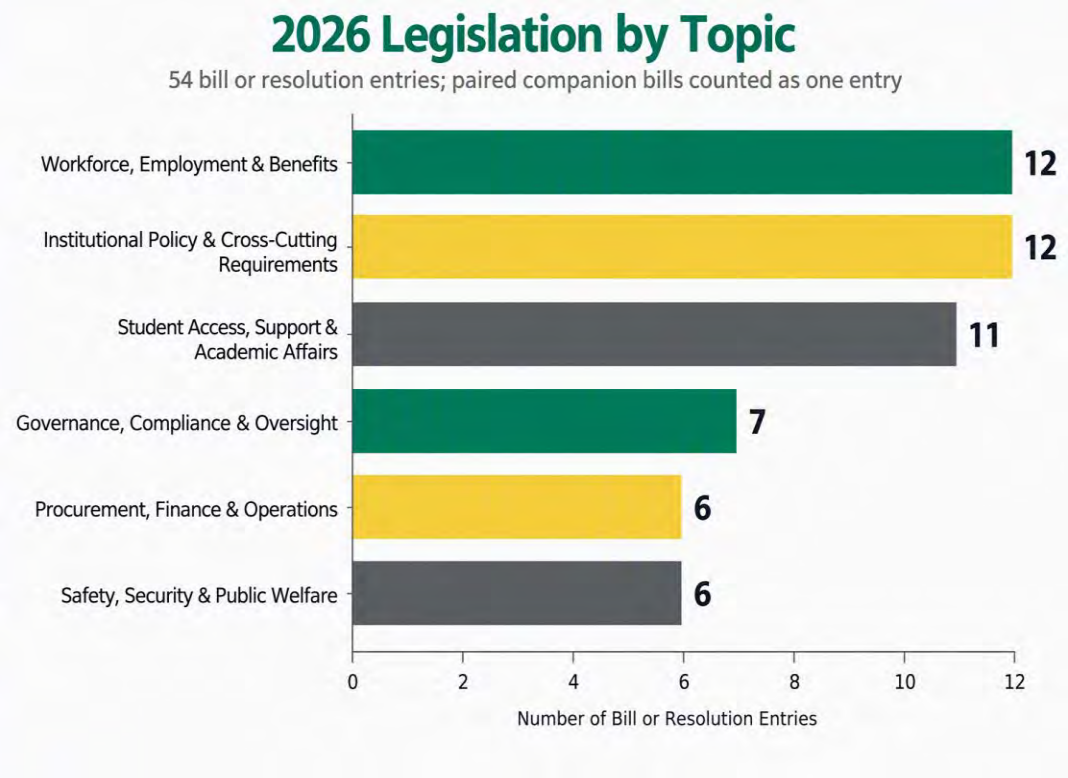
Student Affairs:	EHS:	Campus Police:	Operations and Institutional Effectiveness:	Human Resources:	Research and Innovation:	Finance and Administration:
• Campus Housing Policy and guidelines IRS Publication 15-B & IRC §119(d)	• Children in Classroom Policy Review	• DHS Safety Assessment	• AI policy facilitation	• Tracking on time completion of University required training	• Research Operations Coordinator who will serve as our Laser and Radiation Safety Officer (ANSI Z136.1 and NRC)	• Tracking on time submissions of statutory reporting requirements

Legal Compliance

July 2026

Key Board Considerations

The 2026 General Assembly session introduced developments affecting higher education governance, funding, procurement, campus safety and security, student matters, workforce development, and regulatory reporting—areas that warrant continued monitoring and alignment.



Legal Compliance

July 2026

Key Board Consideration

SB 699 — Tightens public-meeting agenda rules:
Public bodies must post proposed meeting agendas online. If an item is added after the meeting begins, the board generally cannot take final action on it unless the matter is time-sensitive or properly arises from a closed meeting.
Practical impact: Board and committee agendas should be finalized and posted in advance. New items added during a meeting should normally be deferred to a later meeting unless the exception applies.



SB 699 — Meeting Agendas
Bars final action on items added after a public meeting begins.

Shared Governance
Vetoed: Ongoing focus on board authority and legal counsel oversight.

Recusal & Conflicts
Vetoed: Tighter standards for Board-member recusal and disclosure.

Legal Compliance

July 2026

Institutional Considerations

HB 131 requires Virginia's public colleges and universities to provide reasonable accommodations for students' religious beliefs and practices.

Practical Impact:

- Provide reasonable alternatives when academic requirements conflict with a student's sincerely held religious practice
- Publish a grievance process in both student and faculty handbooks so students can challenge an accommodation denial

HB 427 requires SCHEV to collect and include information about students who identify themselves as parents in its statewide higher-education data system.

Practical Impact

- update enrollment forms, student surveys, or data systems to identify student parents; define which office owns the data; establish reporting procedures; and protect the information



Legal Compliance

July 2026

Institutional Considerations

HB 5: full-time employees one hour of paid sick leave for every 30 hours worked with an annual cap of 40 hrs.

Practical impact:

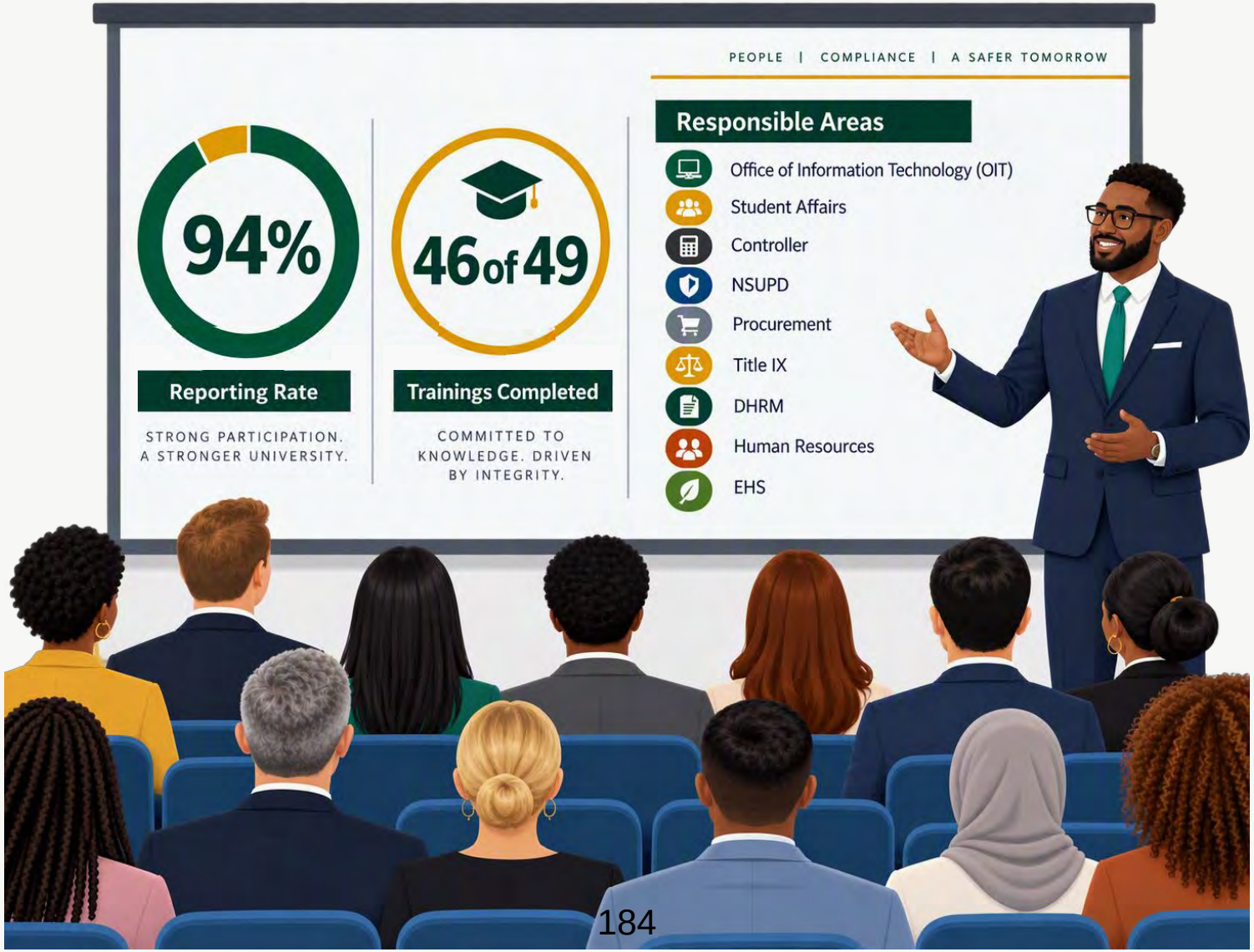
- Employees can now use leave for broader qualifying health, caregiving, and safety-related needs.
- July 1, 2027, implementation date
- Civil actions can be brought with potential to recover double damages.
- State implementation rules are pending
- **HB 1 / SB 1:** Min wage increase. **$12.77 in 2026, $13.75 in 2027, and $15.00 in 2028**, annual inflation adjustments thereafter.
- **HB 20:** includes temporary foreign workers
- **HB 494:** Hiring preference for former federal employees



Spring and Summer 2026

NSU Employee Required Training

University Compliance



QUESTIONS & DISCUSSION

Thank you.

Audit, Risk & Compliance Committee

Norfolk State University • Board of Visitors

NORFOLK STATE UNIVERSITY
We see the future in you.
NOW IS OUR TIME

Included Agenda Items for
October 23, 2026
Full Board Meeting

BOARD OF VISITORS
FULL BOARD MEETING
May 8, 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 8:40 a.m.

A quorum was established with a 9-0 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. Conrad Hall
Mr. Gilbert Bland
Mr. James Jamison
Mr. Darrell "DJ" Jordan
Mr. Edward Sanders
Dr. Harold Watkins
Dr. Michael Thornton

Board Members Absent

Mr. T. Michael Andrews
Dr. L.D. Britt
Mrs. Heidi Abbott

Student Representative to the Board

Ms. A'Kiera Grant, SGA

Faculty Representative to the Board

Dr. Shaun Anderson, Faculty Representative

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President
Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General

Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness
Dr. Aurelia T. Williams, Provost/Vice President for Academic Affairs (I)
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration
Dr. Leonard E. Brown, Vice President, Student Affairs
Dr. Melody Webb, Vice President and Athletics Director
Mr. Eric W. Claville, J.D., M.L.I.S., Executive Advisor to the President, Governmental Relations
Mr. Clifford Porter, Vice President, University Advancement
Dr. Tanya S. White, Vice President and Chief of Staff
Mrs. Derika Burgess, Chief Audit Executive
Chief Brian K. Covington, Norfolk State University Police Department
Dr. Melissa J. Barnes, Assistant Vice President for Enrollment Management
Mr. Terry Woodhouse, Interim Assistant Vice President, Facilities Management
Mr. Ronald King, Chief Information Security Officer
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 Peeples, Executive Assistant to Internal Audit and Compliance
Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist
Mr. Gregory B. Baptiste, Director of Enterprise Applications/OIT
Mr. Linwood F. Moses, OIT Project Management Office Director
Dr. Sandra Williamson-Ashe, Associate Professor / Academic Affairs Recruitment Coordinator
Dr. Audrey Douglas-Cooke, Asst. Professor/ Nursing & Allied Health
Mr. Demitrus Purnell, Student Government Association
Mr. Christopher Gregory, Audio Visual Support Engineer
Ms. Sher’re Dozier, Clerk to the President for the Board of Visitors

2. Opening Remarks

Rector Kim Brown discussed the recent issues concerning the Canvas learning management system and its impact on both students and the University community. He expressed his appreciation to Dr. Adams-Gaston and the University team for their efforts in positioning the institution in a great place financially. Rector Brown highlighted the May 9, 2026, Commencement Ceremony, and the joy observed among parents and families during this significant milestone.

Dr. Adams-Gaston expressed her appreciation to the Board of Visitors for their continued support and acknowledged the positive progress and strategic direction of the University. She thanked the Board Members for their ongoing commitment and recognized the leadership team for their preparation and contributions.

Dr. Adams-Gaston also provided an update on the upcoming Commencement Ceremony, highlighting that a total of 594 students is expected to graduate. Dr. Adams-Gaston concluded by sharing that she is highly impressed with the work being accomplished across the institution and expressed her gratitude for the dedication of her team.

Rector Brown introduced the two newly appointed members of the Board of Visitors, Dr. Michael Thornton and Dr. Harold Watkins. Both members provided brief introductions and expressed their gratitude for the opportunity to serve and collaborate with the Norfolk State University Board of Visitors.

3. Consent Agenda - Recommend Approval of March 6, 2026, Board Meeting Minutes

The Board unanimously approved with a 9-0 Roll Call Vote, the minutes for March 6, 2026, Board Meeting, motioned by Mr. Jamison and Seconded by Mr. Blake.

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

Ms. Grant expressed her appreciation for the opportunity to serve as President of the Student Government Association. She highlighted key accomplishments and the overall progress made during her tenure, emphasizing a strong focus on leadership and student engagement.

Ms. Grant highlighted several significant achievements, including the expansion of student advocacy efforts, a decrease in housing deposits cost, the establishment of stipends for the incoming SGA President and Vice President, and increased connections across the student body. Ms. Grant also discussed the positive impact of student advocacy, highlighting that when students feel heard, engagement across the University community is strengthened.

5. Faculty Representative Update-Dr. Shaun Anderson

Dr. Anderson reported on the Faculty Senate Meeting held on April 21, 2026, during which officers were elected. He provided an overview of the newly elected individuals and introduced Dr. Audrey Douglas-Cooke as the newly appointed Faculty Senate President. Dr. Douglas-Cooke offered a brief introduction and outlined her goals. Dr. Anderson concluded by expressing his appreciation for the opportunity to serve in his role.

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

Mr. Sanders highlighted Mrs. Dericka Burgess's overview of the committee's updates and discussed several key points. The Audit plan remains on track, with two audits completed, one consultation conducted, and two additional audits currently in progress. Mr. Sanders emphasized that plans remain flexible to accommodate growing priorities.

Mr. Sanders also discussed the State Regulatory landscape, informing of 34 new or revised State Laws impacting Higher Education that were identified during the 2025 legislative cycle, reflecting continued growth in volume and complexity. These include requirements related to live streaming and recording of Board meetings, student welfare, and mental health training for coaches, as well as opioid overdose awareness.

Additionally, progress has been made toward the remediation of the FY24 APA Internal Controls Audit. Mr. Sanders concluded by expressing his appreciation to Mrs. Burgess for her hard work and dedication.

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

Mr. Bland highlighted Dr. Aurelia T. Williams in her role as Interim Provost. Mr. Bland discussed the review of a series of policies which were presented to the Board for approval.

Dr. Watkins motion to approve of BOV Policy# 03 Faculty Role in University Governance, seconded by Dr. Chase, and with an 9-0 Roll Call Vote the Board unanimously approved.

Dr. Chase motion to approve BOV Policy# 28 Academic Freedom, seconded by Dr. Sanders, and with an 9-0 Roll Call Vote the Board unanimously approved.

Mr. Jamison motion to approve BOV Policy# 31 Open Educational Resource, seconded by Mr. Blake, and with an 9-0 Roll Call Vote the Board unanimously approved.

Mr. Bland informed that the Committee reviewed a proposal to implement an online delivery modality for the Bachelor of Social Work Program, which would be effective Fall 2026. The proposal is intended to expand access for underserved and nontraditional students, enhance recruitment, retention, and degree completion outcomes, and align with projected workforce demand in the social work profession.

Mr. Blake motion to approve Modification School of Social Work, seconded by Dr. Watkins, and with an 9-0 Roll Call Vote the Board unanimously approved.

Mr. Bland informed that the Committee reviewed two proposed departmental name changes within the School of Education.

- The Department of Early Childhood, Elementary, and Special Education is proposed to be renamed to the Department of Educator Preparation and Leadership. This change is intended to better align with current academic structures, workforce needs, and future program development.
- The Department of Secondary Education and School Leadership is proposed to be renamed the Department of Counselor Education. This change is intended to support the expansion of counseling, mental health, and student support programs.

Dr. Chase motion to approve Department of Educator Preparation and Leadership and Department of Counselor Education, seconded by Mr. Blake, and with an 9-0 Roll Call Vote the Board unanimously approved.

Mr. Hall motion to approve Off-Campus Instructional Site Closure Paul D. Camp Community College, seconded by Dr. Chase, and with an 9-0 Roll Call Vote the Board unanimously approved.

Mr. Blake motion to approve BOV Policy # 08 Award of Academic Credit for Military Education, Training and Experience, seconded by Dr. Watkins, and with an 10-0 Roll Call Vote the Board unanimously approved.

Mr. Hall motion to approve BOV Policy # 09 Priority Course Registration for Military-Related Students, seconded by Dr. Chase, and with an 10-0 Roll Call Vote the Board unanimously approved.

Mr. Bland provided the Athletics update, highlighting several key topics, including the Executive Order on Transfers and Eligibility, NIL and Revenue sharing as the evolving landscape, and the importance of Student-Athlete Mental Health.

Dr. Brown introduced the newly appointed Student Government Association President, Mr. Demetrius Pernell. Mr. Pernell expressed his gratitude for the opportunity to serve, shared a brief biography, and outlined his goals.

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

Mr. Jamison provided a recap of the committee meeting and addressed revisions to both the Emergency Management Plan and the Continuity of Operations Plan (COOP). Updates have been made to each plan to ensure operational continuity and readiness.

The Facilities Management Plan was also reviewed. Mr. Jamison discussed current capital projects, including the Living Learning Center, Dining Facility, the new Wellness, Health, and Physical Education Center, and the construction of a new dining facility to replace Scott Dozier Hall. The construction of Residential Housing Phase II was highlighted.

Mr. Jamison discussed that the perimeter fencing project is expected to be completed before the upcoming football season.

In the area of Human Resources, Mr. Jamison reported that the department currently has 18 full-time employees, including two temporary employees and four student workers, with six vacancies remaining. Despite these vacancies, the department continues to make significant progress. Key focus areas include compliance with the Family and Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA), Virginia Retirement System (VRS) Census data, Recruitment and Onboarding, Offboarding and Separation processes, and Benefits Administration updates.

Mr. Jamison also provided updates on Operations, Institutional Effectiveness, Information Technology, Security, and Workday. Regarding Workday, Mr. Jamison highlighted:

- April 3rd: Completion of end-to-end testing
- April 6th – April 24th: User validation, regression, and integration testing

- May 4th – July 1st: Deployment phase

The project remains on schedule, with the system expected to launch in July of this year.

Mr. Jamison also presented the Legislative Affairs report, which addressed several key requests and initiatives, including the Enterprise Resource Planning (ERP) system, the continuation of the HBCU partnership, and matters related to auxiliary enterprises, sponsored programs, and higher education institutions.

Mr. Claville reported that the budget has not yet been finalized; however, he expressed strong confidence that it will be approved during the first week of June.

Mr. Jamison additionally provided an update on the institutional campaign and reviewed recent Naming Ceremonies. He introduced a new software platform designed to enhance Naming Opportunities by allowing potential donors to view spaces that are currently under construction or planned for future development through an online platform. The success of the "Now Is Our Time" campaign was also highlighted.

The Quarterly Financial Report for the period ending March 31st was presented, with emphasis on total Revenues. The Debt Management Ratio for the fiscal year ending June 30, 2025, was also reviewed, confirming that Norfolk State University remains in compliance with the Board-Approved Debt Management Policy.

Two resolutions were discussed during the committee meeting and were approved to move forward for full Board consideration.

Mr. Hall motion to approve Resolution for Tuition and Fees for Fiscal Year 2026-2027, seconded by Mr. Blake, and with an 9-0 Roll Call Vote the Board unanimously approved.

Mr. Hall motion to approve Operating Budget for Fiscal Year 2026-2027, seconded by Mr. Blake, and with an 10-0 Roll Call Vote the Board unanimously approved.

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

Mr. Blake provided the General Assembly update related to the Governance Committee, addressing recent changes in Richmond concerning term limits for Board of Visitors Members across the Commonwealth. He also reviewed the Board of Visitors Administrative Policies and the established process for updating these policies.

In preparation for the upcoming SACSCOC review next year, the committee highlighted several Board documents. These documents included the Board Bylaws, Code of Ethics, Statement of Governance, and the Qualifications and Competencies for Governing Board Membership.

Following this review, the committee recommended to the Full Board for the approval of Reaffirmation and Readoption of the board documents.

Dr. Watkins motion to approve Reaffirmation and Readoption of Board Documents, seconded by Dr. Chase, and with an 10-0 Roll Call Vote the Board unanimously approved.

10. State of the University

Dr. Adams-Gaston addressed concerns related to IT security and introduced Mr. Ronald King, Chief Information Security Officer. Mr. King informed of the proactive measures and safeguards in place to protect the university and institutional data.

Dr. Adams-Gaston highlighted the Senior Toast and expressed sincere appreciation to everyone who contributed to the success of the event. Dr. Adams-Gaston informed that the Senior Toast provides a meaningful opportunity for students and their families to come together and celebrate this important milestone.

Dr. Adams-Gaston also shared her excitement for the upcoming Commencement Ceremony.

Dr. Adams-Gaston informed of the Commencement Speaker, Mr. Jay Jones, and provided a brief overview of his biography. She highlighted it has been a phenomenal year for the institution, emphasizing that Norfolk State University is well-positioned for continued success. She discussed the institution's strategic focus on smart growth and highlighted the upcoming construction of a new Science Building, which will include a planetarium.

Dr. Adams-Gaston also referenced a recent event hosted at the L. Douglas Wilder Performing Arts Center, which featured the Virginia Symphony Orchestra, and discussed the importance of providing students with broad and enriching learning opportunities.

Dr. Moses provided an update on the Strategic Plan, discussing that a comprehensive 14-page document will be published and launched soon. He also acknowledged Dr. Adams-Gaston for her leadership and ongoing support. During his remarks, Dr. Moses reviewed the university's Mission, Vision, and Values, as well as the Strategic Themes, Strategies, and Success Indicators.

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 Mr. Hall, and with an 10-0 Roll Call Vote the Board unanimously approved.

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

Section 2.2-3711(A) 1, 3, 6, 9, 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 personnel matters regarding the evaluation of performance of specific university departments where such evaluation will necessarily including more specifically the performance of specific departments and operational vulnerabilities and assessment concerning auditor of public account activities so as to inform the committee members and the President of outstanding corrective actions/closure activities; and

to discuss personnel matters, including more specifically, discussion of assignment, appointment, promotion, salaries, and performance evaluations, as well as the granting of tenure and/or promotion to 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

(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
___ Provost and Vice President for Academic Affairs (I)

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 the individuals presented for Promotion or Tenure during the Closed Session seconded by Dr. Chase, and with an 10-0 Roll Call Vote the Board unanimously approved.

Candidates below are listed for tenure and promotion:

Dr. Musbah Abdulgader, Tenure & Promotion to Associate Professor
Dr. Andrew Franklin, Promotion to Professor
Dr. Cheryl Hinds, Promotion to Professor
Dr. Stephenie Howard, Tenure & Promotion to Associate Professor
Dr. Willie Terry Marsh, Tenure & Promotion to Associate Professor
Dr. Batrina Martin, Tenure & Promotion to Associate Professor
Dr. Evelyn Thomas, Tenure & Promotion to Associate Professor
Dr. Ronald White, Tenure & Promotion to Associate Professor

15. Public Comment
There was none.

16. Information Items
There was none.

17. Adjournment At 1:31 p.m.

Mr. Blake motioned to adjourned, seconded by Dr. Chase with a 10-0 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 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

Kim W. Brown, Rector

Signature **Norfolk State University Board of Visitors**

Date _____

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 _____

Norfolk State University Board of Visitors
Roll Call Vote May 8, 2026

Item	Rector Brown	Dr. Chase	Mr. Blake	Mr. Bland	Mr. Andrews	Mrs. Abbott	Dr. Britt	Mr. Sanders	Dr. Thornton	Mr. Hall	Mr. Jamison	Dr. Watkins	Mr. Jordan	Totals
Quorum	Yes	Yes	Yes	Yes	Absent	Absent	Absent	Yes	Yes	Yes	Yes	Yes	Absent	9-0
Approval of Virtual Participation (none)	-	-	-	-	-	-	-	-	-	-	-	-	-	
Approval of March 6, 2026, Minutes	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	A	9-0
Approval of BOV Policy# 03 Faculty Role in University Governance	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	A	9-0
Approval of BOV Policy# 28 Academic Freedom	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	A	9-0
Approval of BOV Policy# 31 Open Educational Resource	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	A	9-0
Approval of Modification School of Social Work	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	A	9-0
Approval of Departmental Name Changes Department of Educator Preparation and Leadership and Department of Counselor Education	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	A	9-0
Approval of Off-Campus Instructional Site Closure Paul D. Camp Community College	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	A	9-0

Item	Rector Brown	Dr. Chase	Mr. Blake	Mr. Bland	Mr. Andrews	Mrs. Abbott	Dr. Britt	Mr. Sanders	Dr. Thornton	Mr. Hall	Mr. Jamison	Dr. Watkins	Mr. Jordan	Totals
Approval of BOV Policy # 08 Award of Academic Credit for Military Education, Training and Experience	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	Yes	10-0
Approval of BOV Policy # 09 Priority Course Registration for Military-Related Students	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	Yes	10-0
Approval of the Resolution for Tuition and Fees for Fiscal Year 2026-2027	Yes	Yes	Yes	Yes	A	A	A	Abstained	Yes	Yes	Yes	Yes	Yes	9-0
Approval of the Operating Budget for Fiscal Year 2026-2027	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	Yes	10-0
Approval of the Reaffirmation and Readoption of Policies	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	Yes	10-0
Motion- Closed Meeting	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	Yes	10-0
Motion- Open Session	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	Yes	10-0
Approval of the individuals presented for Promotion or Tenure during the Closed Session	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	Yes	10-0
Adjournment	Yes	Yes	Yes	Yes	A	A	A	Yes	Yes	Yes	Yes	Yes	Yes	10-0

Student Representative

Faculty Representative Report

President’s Presentation

NORFOLK STATE
UNIVERSITY

Norfolk State University in Action:

DEVELOPING TALENT FOR THE 21ST CENTURY WORKFORCE





Moving Forward:
NSU STRATEGIC PLAN 2019-2025

NORFOLK STATE UNIVERSITY

NSU's 2019 - 2025 Strategic Plan: Forging Onward to a New Horizon



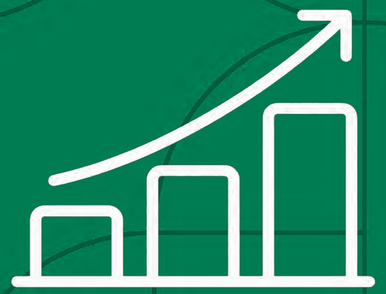








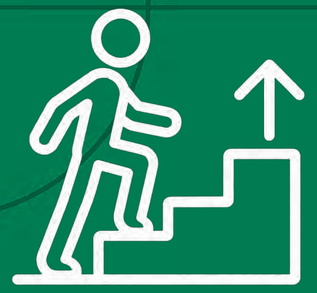
Workforce Development
TOP ISSUE IN UNITED STATES



Economic Growth



Labor Market Stability



Social Mobility

NORFOLK STATE UNIVERSITY

NSU Talent Development in Action:

SPARTAN PROMISE TO PERSIST WITH PURPOSE (SP3)







NORFOLK STATE UNIVERSITY

NSU Talent Development in Action:

STUDENT PATHWAYS INDUSTRY COLLABORATION AND ALLIANCES (SPICA)







NORFOLK STATE UNIVERSITY

NSU Talent Development in Action:

SENATOR YVONNE MILLER INTERNSHIP PROGRAM



NORFOLK STATE UNIVERSITY

NSU Talent Development in Action:

TIM REID FILM INSTITUTE







NORFOLK STATE UNIVERSITY

A.I.: The Future of Higher Education

NORFOLK STATE UNIVERSITY

BEHOLD!

IGNITE 2035

OUR MISSION, OUR VISION OUR VALUES

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.*

*Mission is subject to additional review and approval by the State Council for Higher Education of Virginia (SCHEV)

OUR 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.

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

CULTURE OF CARE

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

COMMUNITY

We continually enhance the university's role and influence in the 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 our rich history. We uphold the traditions that have propelled us to greatness and embrace new traditions that demonstrate our excellence and commitment to the university community

ACCOUNTABILITY

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

FINANCIAL SUSTAINABILITY

We aggressively pursue expanded and more diversified revenue streams through innovation, strategic partnerships, enrollment growth, research, and philanthropic initiatives to strengthen fiscal sustainability and advance our mission

01

STUDENT SUCCESS, PERSISTENCE, & RETENTION

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

02

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

STRATEGIES

1.1 CREATE BALANCED LEARNING ENVIRONMENTS
that promote enrollment, student success, and purpose-driven learning experiences

1.2 PROMOTE DEGREE COMPLETION AND STUDENT LEARNING
through progressive teaching methods and holistic educational work-based learning experiences for students

1.3 PRIORITIZE CRITICAL AREAS OF INVESTMENT
in student success support services to enhance progress towards degree and career outcomes

2.1 PROMOTE HOLISTIC LEARNING OPPORTUNITIES
on and off campus to support student development, student wellness, and professional development skills

2.2 STRENGTHEN CAMPUS PROGRAMMING
and facilities to support student wellness, engagement, and student success outcomes

2.3 PROMOTE STUDENT DEVELOPMENT AND CAREER READINESS
through progressive data-driven methods and experiential learning

2.4 IMPLEMENT COMPREHENSIVE WORK-BASED LEARNING EXPERIENCE (WBLE) ECOSYSTEM FOR ALL STUDENTS

NORFOLK STATE UNIVERSITY
We see the future in you.

03
ACADEMIC PROGRAMS,, & 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 workers.

04
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

STRATEGIES

3.1 RECRUIT, DEVELOP, AND GROW FACULTY
to be an aligned workforce leading to achievement of an R2 status

3.2 PRODUCE COMEPETITIVE RESEARCH AND SCHOLARSHIP
and create activities that align with the NSU's areas of distinction

3.3 ENHANCE CURRICULUM AND ADVANCE INNOVATIVE TEACHING
and learning experiences to prepare graduates with the knowledge of and skills needed for the 21st century global workforce

3.4 STRENGTHEN AND EXPAND THE ACADEMIC PORTFOLIO
through innovative and market-responsive graduate programs

4.1 CULTIVATE AND MAINTAIN A CULTURE OF CARE
and climate of excellence in operational and academic performance

4.2 INVEST IN INNOVATIVE TECHNOLOGIES
and resources to enhance customer service to faculty, staff, students, and university constituents

4.3 ADVANCE INSTITUTIONAL EFFECTIVENESS
by implementing efficient core processes, and data informed strategies

4.4 COMPREHENSIVE MASTER PLAN INTO STRATEGIC GOALS
to optimize space utilization, and address facility needs, and determine critical campus and infrastructure investments

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We see the future in you.

05
PHILANTHROPIC GROWTH, INVESTMENT & PARTNERSHIPS

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

06
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

STRATEGIES

5.1 EXPAND PHILANTHROPIC INVESTMENT
through the cultivation of high-capacity donors, corporate partners, vendors, and long-term partnerships

5.2 ENHANCE ADVANCEMENT OPERATIONS
through the development of a robust fundraising infrastructure

5.3 DEVELOP SUSTAINABLE AND DIVERSE REVENUE STREAMS
by expanding academic and credentialing programs

6.1 PURSUE STRATEGIC PUBLIC-PRIVATE PARTNERSHIPS
to support campus growth, economic development, and long-term sustainability

6.2 LEVERAGE THE UNIVERSITY'S DISTINCTION AND IMPACT
to develop strategic partners, engage with alumni, and attract potential students, staff, and faculty

6.3 EXPAND ALUMNI NETWORK AND PARTNERSHIPS
with business and nonprofit organizations to advance economic development, experiential learning, and community impact

6.4 MAXIMIZE ENGAGEMENT OPPORTUNITIES WITH ALUMNI
to strengthen lifelong relationships and support of mission-driven initiatives

NORFOLK STATE UNIVERSITY
We see the future in you.

DRAFT

2026 BOARD RESOLUTION

NORFOLK STATE UNIVERSITY BOARD OF VISITORS
RESOLUTION TO APPROVE
NSU'S 2026-2035 STRATEGIC PLAN

WHEREAS, the University' Strategic Plan serves as a key governance document from which the Institution's strategic goals and priorities are developed and transformed; and

WHEREAS, NSU's 2019-2025 Strategic Plan provided a solid framework for growth over the past six years, which will be continuously built upon through the University's 2026-2035 Strategic Plan; and

WHEREAS, NSU's 2026-2035 Strategic Planning Process has been intentional and involved input from stakeholders from across the university, alumni, and engagement with external entities; and

WHEREAS, NSU's 2026-2035 Strategic Plan represents a compelling vision for NSU's future as an HBCU for The Modern World with signature programs and centers of excellence in the Arts, Business, Sciences, and Engineering;

THEREFORE, BE IT RESOLVED, that after due consideration and careful review by the Strategic Planning Committee, the University President, the Norfolk State University Board of Visitors approves the University's 2026-2035 Strategic Plan on this 23rd day of October 2026.