

**BOARD OF VISITORS**  
**FULL BOARD MEETING**  
March 16, 2022  
**MINUTES**

**1. Call to Order/Establish Quorum**

Mr. Devon Henry, Rector, called the NSU Board of Visitors meeting to order at approximately 9:10 a.m. A quorum was established with an 11-0 Roll Call vote. The motion to cancel the retreat and move into a one day Full Board Meeting was made by The Honorable James Dyke, was seconded by Mr. B. K. Fulton, the Board unanimously agreed with an 11-0 Roll Call vote. Below is a list of individuals that joined the meeting.

Participants – Board Members

Mr. Devon M. Henry, Rector  
Mrs. Heidi Abbott  
Dr. Terri L. Best  
Mr. Dwayne B. Blake  
Ms. Mary L. Blunt  
Bishop Kim W. Brown  
The Honorable James W. Dyke, Jr.  
Mr. B. K. Fulton  
Mr. Larry Griffith  
Mr. Delbert Parks  
Dr. Harold Watkins, II

Non-Participants – Absent Board Members

Dr. Deborah M. DiCroce  
Ms. Joan G. Wilmer

Participant – Counsel

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

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President  
Dr. Justin L. Moses, Vice President for Operations and Chief Strategist for Institutional Effectiveness  
Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs  
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration  
Mr. Clifford Porter, Vice President, University Advancement  
Alicia McClain, Director, DNIMAS Program and Professor  
Ms. Tanya S. White, Chief of Staff  
Dr. Dawn Hess, Chief Compliance Officer  
Mrs. Derika Burgess, Chief Audit Executive  
Mrs. Kimberly Gaymon, Scheduler/Financial Services Specialist

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Mr. Christopher M. Gregory, Information Technology Specialist, OIT  
Mr. Obie Smith, Operations Manager, OIT  
Ms. Inda Walker, Clerk to the University President/Board Liaison  
Mrs. Karla Amaya Gordon, Assistant Vice President Finance and Administration  
Mr. Anton Kashiri, Facilities Management  
Mrs. Ruby Spicer, Director Procurement Services

#### Observers – NSU Administrators and Staff

Dr. Andrew Carrington, Assistant Vice President, Finance and Administration  
Mrs. Ruby M. Spicer, Director Procurement Services  
Mr. Eric W. Claville, J.D., M.L.I.S., Executive Advisor to the President,  
Governmental Relations  
Dr. Karen H. Pruden, Assistant Vice President for Human Resources  
Mrs. Martha Wilson, Executive Assistant to Vice President & Chief Financial Officer

- 2. Opening Remarks** – Rector Devon Henry commented on President Dr. Adams-Gaston’s relationship with the students and stated that she is what we need at this time because the students love her.

Dr. Adams-Gaston thanked the Rector for his leadership, and she thanked all of the Board Members for their support, for holding her accountable, and for ensuring that Norfolk State University gets the support that is needed.

She also thanked her Executive Team, stating that they are incredible experts in administration and making sure that Higher Education is what we are about.

Dr. Adams-Gaston is proud about what is happening with the Athletics Department, being led by Melody Webb. All of the Coaches are phenomenal, dedicated, and they show up for events that are not in their areas because they love to support the students. Some highlights:

- Our men’s indoor track team is the MEAC Champions
- Our women’s basketball team is the 3-Way MEAC Champions
- Our men’s basketball team is the MEAC Champion and is 16 Seed in the NCAA Tournament

- 3. Consent Agenda**– The December 9 and 10, 2021 meeting minutes were approved with an 11-0 Roll Call Vote, motioned by Vice Rector Mrs. Mary Blunt and seconded by Mr. B. K. Fulton.

- 4. BOV/NSUF Liaison Committee Update** – Dr. Harold L. Watkins, Chair

The Committee has moved ahead with bringing together members from the other foundations for collaboration.

The foundation has moved the management of the portfolio to Bank of America.

**5. Academic and Student Affairs Committee – Ms. Mary L. Blunt, Chair**

Dr. Fulton reported on initiatives that have been established by the office of Academic Affairs: (1) Faculty Workload Initiative (2) Research Compensation Initiative (3) Course Scheduling Optimization Initiative.

(1) Faculty Workload Initiative

This is the most complex. The University has a growing research profile with faculty who contribute to national and international productions in their disciplines. An example is that one of our faculty members developed a device, for which we have a patent, and now Washington University Medical School and Harvard University want to start human trials using this device that will go further in preventing strokes. This is the level of which we are producing research, and we need to create an environment that is conducive to research production.

The demand for research and grant initiatives are hindered by the 24-credit teaching workload. The consulting firm, Abura Group, will assist the university in designing an equitable workload policy. As well, a task group has been formed to assist in finding the most appropriate teaching research balance, and Dr. Fulton will lead the task force. The project will be carried out in 5 phases.

- Phase 1: Review and Analyze Faculty Productivity Data
- Phase 2: Research Compensation Analysis Initiative
- Phase 3: Consider Financial Impact
- Phase 4: Propose 3-5 Models for Faculty Teaching Loads
- Phase 5: Assist with Workload Transition

They are currently in Phase 1 and the consultants are working with the appropriate university offices to determine the current workload; determine what we can routinely collect with systems that are already in place; and what we may desire to collect based on the available data

An analysis will be provided of the current workload across the campus and the consultants will propose 3-5 new workload models based on their findings. Advantages and disadvantages of the proposed models will be provided. They will review teaching capacity, credit hour production, and scholarly and service activity and their financial cost. Consultants are currently reviewing Fall 2020 faculty workload information.

For a true workload structure to be implemented, additional faculty will be needed. The University has begun hiring teaching faculty who are dedicated to teaching. Dr. Fulton

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shockingly found out that there are composition courses which sometimes have 30 students in the classroom, which makes for an impossible task for the instructor. In order to reduce the class sizes, additional full-time instructors with a 5-5 load, who are teaching one (1) subject will be needed.

There must be a balance between teaching and research profile, built on academic excellence, which will better situate NSU to hire and retain sought after scholars.

Phase 5 will be the most critical. We will need to follow an approval process which includes the president and the board members. Once approved, each department and school will take part in the implementation.

#### **Research Compensation Initiative**

The ATAIN consultants have completed the initial review of compensation and compensation is currently inconsistent for faculty who conduct research and teach courses, and sometimes hold administrative roles.

The purpose of this initiative is to assess research compensation practices at Norfolk State University to provide an enhanced culture that supports innovative research by all faculty and a streamlined workflow for compensation operations across the University.

Faculty/Senate is updated regularly.

#### **Course Scheduling Optimization Initiative**

NSU has not effectively used technology to schedule courses, which has created a reactionary process. This initiative will bring greater efficiency by assessing and identifying our processes to effectively use technology to establish an efficient course scheduling process. Experts from American Association of Collegiate Registrars and Admissions Officers (ACCRAO) are assisting by providing professional development, guidelines, and standards regarding best practices in Student Services. Dr. Andrea Neal, Associate Vice President for Academic Engagement, is leading this initiative. The consultant is currently reviewing documents and students have been asked to complete surveys. The documents and the surveys will help in providing successful recommendations to improve NSU's course scheduling process.

#### **DNIMAS Program Overview**

Dr. Aliecia McClain, who has served as Director of the program for the past 17 years, gave an overview of the program. The Dozoretz National Institute for Mathematics and Applied Sciences (DNIMAS) is a rigorous honors program for students who major in biology, chemistry, computer science, engineering, mathematics, or physics. The first class began in the Fall of 1986 and was named after Dr. Ronald Dozoretz, a prominent businessman

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who helped fund the program. The goal of the program was to increase the number of minority scientists who are capable of entering and successfully completing graduate and/or professional school. The key features of the DNIMAS Program are a four-week summer bridge program (pre-freshman), four-year academic scholarship which includes tuition, fees, room, board, and textbook allowance; specialized curricula; internships and/or research experiences; oral and poster competitions, career counseling; and seminars. Initially, the students received a full academic scholarship until around 2016, with a designed rigorous 4-year curriculum.

The program was expanded in 2003 to include Tidewater Community College students, who had received an Associate of Science degree. These students came to NSU as Juniors and they are called our DNIMAS Plus students. The program is now extended to all community colleges in the State of Virginia.

This is the first living and learning community program in the State of Virginia, and the cumulative graduation rate is 73% since the first graduating class in 1990. Many of the scholars (76%) have earned their graduate or professional degrees (MS -204; PhD – 81; MD – 72; PharmD – 14; DDS – 13; MBA – 14; JD -2).

#### **6. Audit, Risk, and Compliance Committee Update – Bishop Kim W. Brown, Chair**

Derika Burgess, Chief Audit Executive, gave the update. NSUPD and Environmental Health, Safety and Risk Management have developed a collaborative reporting system to include fire information. The data is currently included in crime and fire logs and will be included in this year's Crime and Fire Report online. In addition, several members of the campus community have completed Campus Security Authority training required by the Clery Act. NSUPD continues to work with Internal Audit towards compliance with the Clery Act.

Control of Hazardous Energy review- Lock Out, Tag Out and Machine Guarding -- the objective was to evaluate the University's hazardous energy control program in conformance with the Occupational Safety and Health Administration and Virginia Department of Labor regulations. It has been determined that the work was being done but without any written documentation and is person dependent. A process to develop formal documentation is being developed.

#### **7. Strategic Finance Committee Update – Mr. B. K. Fulton, Chair**

##### Financial Report

- Approved fiscal 2022 budget - \$220.3 million
- Revenues in December - \$180.2 million
- Expenses - \$123 million
- Favorable financial position - \$57.2 million through December 2021
- Year-end projected favorable balance – \$26.2 million

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- Higher Education Emergency Relief Fund (HEERF) - \$102.6 million from federal and \$4.8 million from Commonwealth of VA
- Spring enrollment 4,871 students, projected revenue of \$21.5 million

#### Shepherds Village Master Lease

The Office of the Attorney General (OAG) recommends that the Shepherd Village Master Lease would be more advantageous if changed to a ground lease which has fewer restrictions and provides more latitude.

#### Legislative Affairs Update

Capital outlay that was voted on puts in the funding for the buildings on campus. Now is the time to step up and ask for funding for the HBCU's.

#### Human Resources Update

HR is 50% through the project to consolidate various systems.

#### Endowment

NSU is now at \$82 million.

### **8. Governance Committee Update – Mr. Dwayne Blake, Chair**

Mr. Larry Griffith and Dr. Deborah DiCroce will be ending their terms. Mr. Blake, Mr. Parks, and Dr. Best are concluding their first terms. The Committee is seeking the Full Board's input for names that would be good candidates. The two key areas are higher education and fundraising.

Policy 13 – The Committee will be prepared to report to the Full Board at the next Full Board Meeting in May.

### **9. State of the University – Dr. Javaune Adams-Gaston, President**

The state of the University is strong and there is more optimism than ever. NSU has made historical strides in partnering with the community for initiatives that impact both the University and the community.

NSU is obligated to connecting to our community. Some of our community partnerships are:

- eliminate food insecurity
- combat health and wellness disparities
- research and outreach
- share the expertise of our faculty
- create socially responsible opportunities for our students
- ensure that NSU is strategically positioned to empower our students to impact the community through service

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When Covid happened, there were many uncertainties and there still are, but we will continue to do the things that keep our numbers low. The President thanked the faculty, staff, students, and administrators for their hard work in making this happen.

Food insecurity was heightened by Covid. There are three (3) food pantries on the campus. Because of Covid, food insecurity became a major concern nationally and a major issue for our students. When the dining hall is closed, or when a student is here during the break, or if they live off-campus, having food on an ongoing basis is a real challenge. Many of our students are on financial aid and don't have the luxury of calling their parents and asking them to put money in their account. Physical and mental health are needed to be successful in college, and we cannot afford to ignore food insecurity on campus.

NSU sponsored the *Food and Essential Items Pantry Drive* from January 17-31, co-partnered by the Alumni Association, and over 15,000 items were donated to NSU during that time. Harris Teeter pledged to contribute over \$50,000 over the next five (5) years to support the Spartan Food Bank.

The President thanked the following people for their teamwork in combating issues:

- Dr. DoVeanna Fulton, Provost
- Dr. Khadijah Miller, Interim Dean of Honors College
- Dr. Faith Fitzgerald, Assistant Vice President for Campus Life and Diversity
- Brianna Steele, Associate Director, Housing and Residence Life and Administrator of the Spartan Food Pantry
- ReNecia Thornton, Interim Director for Housing and Residence Life

NSU uses partnerships for transformational impact through initiatives such as vaccination clinics. We partnered with alums, *Groomed for Greatness Vaccine Clinic* on March 5, 2022, and over 100 people came.

The Covid 19 Task Force partnered with Jaylin Drewry and the SGA to provide staff and students with home test kits and KN95 masks.

Restoring the Elizabeth Waterways is one of the ways that faculty research and service promotes an understanding of the needs of our city. The *Howard Hughes Medical Research Grant* funded students to do undergraduate research. Students are investigating pollution impact on crabs, photosynthesis in wetland plants, and micro plastics in oysters. Students are engaged as we are able to pay them. This is an opportunity to use our students and pay them.

The *First Year Service Project* enabled the students to work on-campus planting seeds and working in NSU's greenhouse. The plants will be used in the Elizabeth River Restoration project.

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We have several professors who participate on committees in terms of water quality, sediment, and community and trying to tell the story of the Elizabeth River project from the perspective of African Americans in the Norfolk Area. Because of these efforts, on Feb 23, 2022, the Elizabeth River Project presented NSU with a Model Elizabeth River Star Award, which means that NSU is a community leader.

Dr. Adams-Gaston thanked:

- Dr. Ashley Haines, Associate Professor of Biology
- Terry Woodhouse, Director, Capital Planning
- Richard Law, University Architect, Capital Planning
- Tory Ward, Physical Plant
- Professor Solomon R. Isekeije, Fine Arts.

Dr. Adams-Gaston congratulated Dr. Sharon Alston, a faculty member in the School of Social Work. Dr. Alston has been awarded a \$787,714 award for the *Evaluation of People's First Initiative* by the City of Norfolk. She is working with Norfolk Redevelopment and Housing Authority to provide individualized support services for people who are affected by the redevelopment in Norfolk.

Dr. Aurelia Williams, Acting Vice Provost, and Dr. Khadijah Miller, Honors Dean, served as faculty mentors for the *HBCU Battle of the Brains*, NSU Team, and this was the first that NSU students attended. This is an HBCU Academic National Championship. The students are given a problem and they have 24 hours to develop a solution. Our students came up with *MTTG (More to the Game)*, a website and app UNiVerse that leverages LinkedIn and Metaverse, uniting the NFL with African American talent pools at HBCU's. It serves as a one-stop shop site for the NFL recruiters, HBCU students, and alumni to find diverse talents. Three (3) NFL players wanted to invest in the students' project. This is the result of the faculty mentoring the students. Exposure is important to success.

The NSU Team:

- Team Captain, Aniya Brown, Computer Science and Cyber Major
- TeMany Moultrie, Computer Science Major
- Gabrielle Pippen, Computer Science and Cyber Major
- Arkasia Wyatt, Computer Science and Cyber Major
- Azad Williams, Business Intelligence Data Analytics Major
- Jordan Moody, History and Social Science Major
- Olawutobi Olagoke-Bello, Computer Science and Cyber Major.

Congratulations NSU Team!

Four (4) students represented NSU at this year's Semi-Final Round of the AT&T HBCU Innovation Challenge. Their assignment was to develop a product that would be a



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solution to a real-world problem that could lead to a first-place award of \$75,000. The students did not win but they were in the top 13 in the nation.

#### NSU Students – **Team Harmoni:**

- Breyanna Chapman, Junior, Computer Engineering and Electrical Engineering, Double Major
- Jah-Rule Davis, Senior, Business Marketing Major
- Marcel Ferrell, Sophomore, Computer Science Major
- Javon Guerrier, Senior, Business Intelligence and Data Analytics Major

Their product is an app named *SafeSpace*. They created a social virtual reality application that allows students to connect and inspire one another. It is a safe space for people to talk about whatever they want to talk about.

Congratulations Team Harmoni!

Exemplary teaching, research, and service is what inspires our students to transform their aspirations into reality. Service inspires students to develop life skills that will impact the community.

Every student should have at least one paid internship, which makes a difference in their opportunities. Internships allow us to partner with the community. By partnering with the community, we make a greater difference and we can continue to create more opportunities for our students.

*We see the future in you* is what we tell our students and it means that we take the steps to develop the student and expose them to opportunities so that they are well prepared for the next step.

Mr Griffith stated that his employer, United Negro College Fund (UNCF), will be sponsoring 1700 internships for African American students from HBCU's. He works closely with foundations, corporations, institutions of all types to help with the African American diversity efforts and will be sponsoring 42 internship programs through which the 1700 students will take part.

The Target Scholarships allowed 71 students to get scholarships.

## 10. Motion – Closed Meeting

Vice Rector Mary Blunt read the motion for Closed Meeting seconded by Bishop Kim Brown, the Board unanimously moved to adjourn and reconvene in Closed Meeting pursuant to Section 2.2-3711(A) 1, 3, 4, 7, 8 and 9 of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

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(1) and (4): To discuss personnel matters, including more specifically, appointment, promotion, performance, salaries, of specific employees, and evaluation of performance of departments or schools where such evaluation will necessarily involve discussion of the performance of specific individuals and certain university employees; and

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

(9) Discussion or consideration by NSU of matters relating to gifts, bequests, and fund-raising activities, and of grants and contracts for services or work to be performed by NSU; 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 further that the following remain for or attend, when called, the Closed Meeting.

## 11. Open Meeting

The Board having reconvened in the Open Meeting, took a 11-0 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.

Motion was made by Vice Rector Mary Blunt and seconded by member Bishop Kim Brown, that pursuant to Section 2.10 of the NSU Board of visitors Bylaws, the Rector be delegated the authority to sign the lease discussed in the Closed Meeting from the NSU Foundation. By voice vote, the motion unanimously passed.

Board Member Dwayne Blake moved, seconded by member Dr. Terri Best, that the Board having discussed in Closed Meeting the criteria and qualifications of President Dr. William Harvey to be recommended to receive the Honorary Doctor of Humane Letters degree, and noting, after due consideration and receipt of careful review by the Provost and Vice President for Academic Affairs, the Honorary Degree Committee, the University President, and review for legal sufficiency by the University Counsel, that said individual be awarded

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the Honorary Doctor of Humane Letters degree during the May 7, 2022 Commencement Exercises, or soon thereafter. By voice vote, the motion unanimously passed.

12. **Old Business** – There was none.
13. **New Business** – There was none.
14. **Public Comments** – there were no public comments.
15. **Adjournment** – The meeting concluded at 3:35 p.m. with an 11-0 Roll Call vote.

Respectfully submitted,

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Inda Walker, Board Liaison

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Devon M. Henry, Rector,  
Board of Visitors