

**BOARD OF VISITORS**  
**FULL BOARD MEETING**  
October 13, 2022  
**MINUTES**

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

Mr. Devon Henry, Rector, called the NSU Board of Visitors meeting to order at approximately 1:02 p.m., welcoming everyone to this year's Homecoming, stating "Welcome back to Sparta."

A quorum was established 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  
Mr. Dwayne B. Blake  
Mr. Gilbert Bland  
Ms. Mary L. Blunt, Vice Rector  
Bishop Kim W. Brown, Secretary  
Dr. Katrina Chase  
The Honorable James W. Dyke, Jr.  
Mr. Conrad Hall  
Mr. James Jamison  
Dr. Harold Watkins, II

Virtual Participation

Mr. Delbert Parks

Non-Participants – Absent Board Members

Mr. BK Fulton

Participant – Faculty Representative to the Board

Dr. Geoffroy de Laforcade, Professor of History and Interdisciplinary Studies

Participant – Student Representative to the Board

Ms. Indya Richards, SGA President\*

Participant – Counsel

Ms. Pamela F. Boston, University Counsel and Senior Assistant Attorney General  
Mr. James Wright, Associate University Counsel and Senior Assistant Attorney General

## **BOARD OF VISITORS**

### **Full Board Meeting**

October 13, 2022

Page 2

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

Mr. Clifford Porter, Vice President, University Advancement

Dr. Andrew T. Carrington, Assistant Vice President for Finance and Administration

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

Mr. Christopher M. Gregory, Information Technology Specialist, OIT

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

Ms. Melody Webb, Athletics Director\*

Ms. Phillita Peebles, Compliance and Audit Administrative Assistant

Ms. Inda Walker, Clerk to the University President/Board Liaison

#### Observers – NSU Administrators and Staff

Dr. Karen H. Pruden, Assistant Vice President for Human Resources

Mr. Anton Kashiri, Facilities Management

Ms. Aurelia T. Williams, Vice President for Academic and Faculty Affairs

Chief Brian Covington, NSU Police Department

Mr. DeAndre' L. Hyman, NSU Police Department

Mr. James Stevens, Information Security Officer/OIE

Ms. Davida Williams, Auxiliary Services

Mr. Dennis Jones, Executive Budget Director

Ms. ReNecia Thornton, Housing and Residence Life

Dr. Faith Fitzgerald, Assistant Vice President, Division of Student Affairs

Dr. Karen Pruden, Assistant Vice President Human Resources

Dr. Ivana Rich, Athletics

Ms. Dominique Harrison, Admissions

Dr. Juan Alexander, Associate Vice President, Enrollment Management

Mr. Dennis Jones, Budget

Ms. Karla Amaya Gordon, Controller's Office

## **2. Approve BOV Policy 18**

Mr. Dyke gave an overview of the changes to Policy 18 stating that the General Assembly made some changes to the policy. The key points are that we can continue to have virtual

## **BOARD OF VISITORS**

### **Full Board Meeting**

October 13, 2022

Page 3

meetings, we can have two (2) all virtual meetings per calendar year, however, we cannot have two (2) consecutive all virtual meetings. We will continue streaming full board meetings but we will not stream committee meetings. The reasons for a member having to attend virtually have been expanded to include that if a member resides at least sixty (60) miles or more from a meeting, which is an exception for virtual participation. The resolution presented addresses these issues.

Additional updates include:

The General Assembly also passed legislation requiring that the university website include:

1. a listing of all board members, including the name of the Governor who made each appointment and the date of each appointment;
2. a listing of all committees created by the board and the membership of each committee;
3. a schedule of all upcoming meetings of the full board and its committees and instructions for the public to access such meetings;
4. an archive of agendas and supporting materials for each meeting of the governing board and its committees that was held;
5. an email address or email addresses that allow board members to receive public communications pertaining to board business.

Dr. Adams-Gaston and her team will make an update at the next full board meeting as to how they are going to implement the mandates.

The legislation also requires that the BOV:

Submit and make available on the institution's website the annual financial statements for the fiscal year ending the preceding June 30 and the accounts and status of any ongoing capital projects to the Auditor of Public Accounts for the audit of such statements pursuant to § 30-133.

General Assembly legislation now requires that the Board semi-annually consult with faculty on matters of interest. The BOV is required to:

Solicit the input of representatives of the institution's faculty senate or its equivalent at least twice per academic year on topics of general interest to the faculty and in advance of decisions to be made on the search for the institution's new chief executive officer.

Mr. Dyke suggests that this responsibility be delegated to the Governance Committee since there is no guidance pertaining to how to move forward, and since this is part of the governance structure. He suggests that we wait until the next Board Meeting to report back and make a definite decision after we have gotten some guidance and then make determinations as to how to proceed. SCHEV training is the following week.

**BOARD OF VISITORS**

**Full Board Meeting**

October 13, 2022

Page 4

Motion was made by Conrad Hall to accept the resolution as presented as pertaining to Policy 18, Electronic Meetings, seconded by Dwayne Blake. Board unanimously approved with an 11-0 roll call vote.

**3. Virtual Participation**

Motion was made by Heidi Abbot and seconded by Dwayne Blake to allow Delbert Parks to participate virtually because of medical reasons. The Board voted and unanimously approved with an 11-0 roll call vote. .

**4. Opening Remarks.....Rector Henry**

Rector Henry recognized homecoming and what it means to those who have matriculated through this great university, whether a year ago, or ten years ago, or forty years ago, and the commonality is the love for Norfolk State and we are happy to see one another doing well. People come back and join with their former peers and classmates to have a good time and just be a Spartan.

**Opening Remarks..... Dr. Adams-Gaston**

Dr. Javaune Adams-Gaston stated that she appreciates this Board and she is so grateful for the board members, faculty, and staff at this great university. She never forgets that the board members do this because they care and without dollars attached. And what we are looking at is always what is in the best interest of our students, faculty, and staff. Thank you.

Homecoming is an exciting time for the university and it reminds us that we have been here for eighty-seven years and we have individuals who have done amazing things. She is pleased that we have the board here for Homecoming. She gave special thanks to Indya, SGA President, and her team who are doing a significant job as they are spearheading this Homecoming. Student Affairs is doing an excellent job under the direction of Dr. Leonard Brown.

Dr. Adams-Gaston highlighted the Mr. & Mrs. NSU event, stating that the entire event was spectacular.

**5. Welcome and Introduction of New Board of Visitors Members ..... Rector Henry**

Rector Henry added that he has always felt that we have a strong and talented board and that on July 1, we became even more stronger, more talented, and even more engaged. He recognized the new board members:

**BOARD OF VISITORS**

**Full Board Meeting**

October 13, 2022

Page 5

- Mr. Gil Bland
- Dr. Katrina Chase, a Spartan
- Mr. Conrad Hall
- Mr. Jay Jamison, a Spartan

He also stated that we have had some strong and talented SGA Presidents and we are expecting great things from Indya, who is also a track and field superstar. The board will support Indya as she continues to be the voice for the students.

**6. Approve May 5, 2022 Board Retreat Committee Meeting Minutes**

The May 5, 2022 Board Retreat minutes were approved with an 12-0 Roll Call Vote, motioned by The Honorable James Dyke and seconded by Mary Blunt.

The May 6, 2022 Board Meeting minutes were approved with an 12-0 Roll Call Vote, motioned by Dr. Harold Watkins and seconded by Dwayne Blake.

**7. Academic and Student Affairs Update..... Mary Blunt, Chair**

**Indya Richards, SGA President**, stated that the SGA has been working with the students that are coming in to make sure they are comfortable and working with Dr. Leonard Brown to make sure that mental health is at the forefront. The SGA has been working to get a presidential roundtable with the different organizations on campus to see what the students need and how they can all help in the best way possible. Also, working on Homecoming, and working with the Police Department to make sure that everyone knows the do's and don'ts for safety. The first town hall meeting will take place on Thursday October 22, 2022.

**Dr. Geoffroy de Laforcade**, Faculty Senate Representative to the Board, stated that faculty reimbursement was discussed and noted delays in reimbursements which is causing the faculty to be delayed in managing some of their other responsibilities. Dr. Hunter was solicited and administration is working to improve the process.

The implementation of the Sabbatical Policy and its possible overhaul: the Senate Taskforce has been created and is led by Dr. Fairfax. Comparisons have been undertaken by Morgan State, Hampton University, Charles Drew, Copen State, Virginia State, and Howard University. It has been determined that the policy needs to be more specific. Suggestions for improvement include a Sabbatical Leave Committee. A framework for the sabbatical process is also needed as it is part of professional development.

Dr. Porter was solicited to discuss campus announcements. Updates are that announcements are to be made daily in separate mechanisms. The goal pursued is simplification.

**Counseling & Mental Health Support for Students**

Counseling and Mental Health support for our students continue to be a need as a result, we are looking at some creative options, to include TimelyMD, which is a virtual option for mental health screening and counseling.

### **Two Year Residency Requirement**

The university is looking at a one and two year residency requirement to stay on campus. This is an initiative that is in process and more information is forthcoming this spring.

### **Enrollment Management**

Student enrollment has increased thanks to the efforts of the Enrollment Management Team in conjunction with partners across the institution. The focus now and beyond will be on retention. The Fall 2022 goal was to enroll and clear 5600 students. The goal was exceeded by nearly 200. Enrollment currently stands at 5,805. A 6% increase from where we were last year. 1311 of these students are freshmen, which is a 20% increase from last year's first-year enrollment. The final enrollment figure reported for Census Data is 5783.

### **Faculty Workload Initiative**

Dr. DoVeanna Fulton brought updates.

**Objective:** To Assist NSU leadership in understanding current faculty workload and designing an equitable process so that the implementation of the workload policy facilitates faculty productivity and appropriate financial impacts for strategic progress. There are five phases:

- Data Collection
- Presentations for administrators and faculty to explore usefulness of models.
- Designing input mechanisms and instruction.
- Process the data with 1 or 2 models for units. Prepare detailed reports for the Provost, Deans, and Department Chairs for each model.
- Process the data for faculty with selections for weighing.

### **Work to date:**

- Developed list of peers from SCHEV, Task force, and schools that had available policies.
  - Peers: Albany State, Bowie State, Colorado State-Pueblo, Delaware State, Grambling State, North Carolina Central
  - Aspirational peers are already R2 universities: California State, Hampton State, Howard, Jackson State, Louisiana Tech, Morgan State, North Carolina A&T, University of North Carolina at Wilmington, Prairie View A&M, Colorado-Colorado Springs
- Gathered general information from iPEDS, state reports, and faculty handbooks.

## **BOARD OF VISITORS**

### **Full Board Meeting**

October 13, 2022

Page 7

- Evaluated practices for workload among peers and aspirational peers.
- Talked to leaders at three (3) aspirational peers
- Analyzed multiple semesters of NSU actual teaching assignments.

#### **Findings among peers:**

- Most start at 12 hours/semester except they appear to have more systematic releases
- Most said tenure and tenure track faculty in departments that have graduate students are more likely to teach 9 hours/semester. Common exceptions included the following:
  - weigh graduate courses by 1.33 or 1.5
  - all administrators and departmental advisors release 3-9 hours
  - all can reduce up to 3 hours for thesis or dissertation advising
  - allowance for research, accreditation, or curricular innovation
  - allowance for negotiations with a provost for how many overall releases they can give
  - all have methods of reporting/certifying the department loads and individual faculty member loads
- Several institutions weigh labs, student teaching, private lessons, or clinic hours at 0.67 for every scheduled hour/week

#### **Which Model is Best for NSU?**

##### **Headcount**

9/31 Comply

Have 24.425 too many faculty with many in the wrong place

##### **Prorated**

22 to 23/31 Comply

Need 17.975 more faculty, and many numbers in the wrong place

##### **SCHEV**

24 to 27 Comply

Need 81.6 more faculty, with only 7 departments having enough (or too many)

##### **NSU Handbook**

23/31 Comply

Need 30.8 more faculty, and many numbers in the wrong place

We are now conducting searches for forty (40) full time faculty, and expect that we will be 100% successful in the search. Hiring the forty (40) will still leave us down because of the great resignation and enrollment is growing.

#### **Research Compensation Analysis Initiative**

**BOARD OF VISITORS**

**Full Board Meeting**

October 13, 2022

Page 8

Objective is to assess research compensation practices at NSU to provide an enhanced culture that supports innovative research by all faculty and a streamlined workflow for compensation operations across the University. Attain has completed its review and the policy recommendations are now under review. We need the policy to ensure that we incentivize our faculty for research.

The next steps will be to identify technological platforms, develop implementation plans, and train faculty and staff schedulers.

Pairing a faculty member is advantageous, however, sometimes we do not have enough faculty. The university is working on a faculty mentoring program. We must be careful that mentoring does not go south.

It is important to have a community, even if it is not someone in your discipline.

**General Education Curriculum Reform**

Objective is to improve student success in Gateway Courses; provide General Education that Meets 21st Century Demands; and Develop T-Shape Professionals.

Serves as the gateway for the university's undergraduate student and it needs transformation. The curriculum is still stuck in the 20<sup>th</sup> Century. The course is inadequate to stimulate learning.

**Promotion and Tenure Application Timeline**

- Feb 15 Applicants submit portfolios
- Feb 28 Chair and Peer Evaluations Completed
- March 4 Dept. Recommendations submitted to the College/school Dean
- March 15 Deans submit department recommendations to the University Review Committee
- March 31 University review Committee submits recommendations to the provost.

They are working on a digital process for annual faculty evaluations.

**8. Audit, Risk, and Compliance Committee Update .....Bishop Kim W. Brown, Chair**

**Dr. Dawn Hess brought Compliance Committee update.**

University Compliance Assessments for 2022-2023 Calendar items include:

- Researcher Compensation and Conduct
  - To be scheduled



## **BOARD OF VISITORS**

### **Full Board Meeting**

October 13, 2022

Page 9

- Privacy and Data Security (Cyber Security)
  - Began July 2022
- Environmental, Health & Safety
  - Began April 2022
  - Gap closure plan developed July 2022

Environmental, Health and Safety compliance assessment have been completed.

EHSRM Gap Closure Plan includes:

- Current Condition
- Target Condition
- Action Plan
- Responsible individual
- Due date
- Recommended improvements and best practices - A university wide training program has been developed and is being implemented.

**Privacy and Data Security (Cyber Security) – Compliance Assessment began July 2022**

- Gramm Leach Bliley Act (GLBA)
  - Privacy Rule
  - Safeguards Rule
- General Data Protection Regulation (GDPR)
- Payment Card Industry Data Security Standard (PCI DSS)
- Information Security Standard (All subparts)
- Federal Information Security Management Act (FISMA)

**Derika Burgess brought the Internal Audit update.**

This summer of 2022 Internal Audit reviewed the NSU Police Department, and some of the things reviewed were:

- Reviewed controls over custody and disposal of property and evidence.
- Holding areas were toured to determine if the storage was adequate.
- Sampled property and evidence in custody using high risk items, personal data, and biological evidence between July 2018 – July 2022.
- Obtained camera footage from evidence room.
- Verified if custody and disposal are in accordance with standard operating procedures, local and state policy, and professional standards.

Because NSUPD could not ensure compliance with applicable standards nor account for the status of all inventories in their control, the review earned an unsatisfactory rating. About 44% of items were not available during the review. There are a lack of

**BOARD OF VISITORS**

**Full Board Meeting**

October 13, 2022

Page 10

controls, and significant staff vacancies. Since the review, NSUPD has provided and completed corrective actions well before the required due date.

As the new police chief, Covington is working hard to build and maintain connections with local police departments as we prepare for professional accreditation by 2024.

Regarding the bomb threats, juveniles have been identified as the persons responsible. They are also looking at the bomb threats as a terrorist threat. As of now, no one has been charged.

Chief Covington was given a round of applause as the newly appointed Chief of Police at Norfolk State University.

**9. Strategic Finance Committee Update..... Mr. Dwayne Blake, Acting Chair**

Dwayne Blake sat in for BK Fulton and there were no major concerns that needed to be brought before the Board. Following are the updates:

**FY2022 Preliminary Financial Report**

Total Actual Revenue for the fiscal year was \$263 Million and Actual Expenses totaled \$237.7 Million, which resulted in a Positive Projected year-end Fund Balance of \$25.3 Million. The Use of Funds as of June 30, 2022, includes expenses for instruction, research, public service, academic support, student services, institutional support, operations and maintenance, student financial assistance, sponsored programs, auxiliary enterprises, and local funds.

**Higher Education Emergency Relief Fund (HEERF) Update**

As of June 30, the University received \$102.6 Million directly from the federal government and \$8 Million from the Commonwealth of Virginia for a grand total of \$110.6 Million. As of June 30, 2022, \$73.7 was expended with a balance of \$36.8 Million. The University has begun major projects to expend the remaining balance by end of FY 2023.

**Capital Six-year Plan**

Includes COVID Projects Update, Maintenance Reserve Projects Update, Capital Projects Update, Shepherd's Village, and the Campus Edge Master Plan. The Six-year Plan has to be updated and Acting Chairman Blake presented a resolution for the Full Board to adopt.

A quick recap of the resolution is no increase in tuition. As a result, the percentage amounts will be applied to the previously approved plan, which will generate a lower amount for the

**BOARD OF VISITORS**

**Full Board Meeting**

October 13, 2022

Page 11

planned FY24 tuition. The goal is to sync the Six-year Plan to align with revised projections. The resolution is necessary for the Board to memorialize those changes.

It was suggested by Heidi Abbot that a one-page summary report be made available to the Board members for ease of interpretation.

All other updates are in the package.

Motion was made by Heidi Abbot and seconded by The Honorable James Dyke for the Board to adopt the FY22 updated Resolution. The Board unanimously approved with a 11-0 Roll Call Vote.

**10. Governance Committee Update ..... Mr. Dwayne Blake, Chair**

- The Committee met on August 30, 2022. Mr. Blake welcomed the new member, Dr. Katrina Chase.
- SCHEV training is coming up next week in Richmond and we have Board Members planning to attend.
- Eric Claville will be updating the skills matrix so that we are aware of the skills that we have and the skills that we need.
- The Governance Committee has topics that will be discussed during the Closed Session.

**11. Old Business – There was none.**

**12. Public Comments – there were no public comments.**

**13. New Business**

Rector Henry introduced a former classmate, Marvinna Robinson, who was attending homecoming and has an amazing story that she shared. She has a degree in statistics, worked on Wall Street, and then started a champagne company. She is the owner of one of the few women Black owned champagne companies in the world, Stuyvesant Champagne. She has been in NY Times and on MSNBC. Today was historic for her, as she finalized distribution in Virginia.

Saturday is football game day and there are new policies in place for safety reasons. A clear bag has been provided for each board member. Please spread the word so that all can enjoy the celebrations.

**15. Adjournment – The meeting concluded at approximately 4:05 p.m.**

Respectfully submitted,

---

Inda Walker, Board Liaison

---

Bishop Kim Brown, Secretary  
Board of Visitors

