

**BOARD OF VISITORS**  
**FULL BOARD MEETING**  
October 14, 2022  
**MINUTES**

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

Mr. Devon Henry, Rector, called the NSU Board of Visitors meeting to order at approximately 8:43 a.m., stating that there were technical difficulties.

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  
Mr. Delbert Parks  
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 – Counsel

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

Participants – NSU Administrators and Staff

Dr. Javaune Adams-Gaston, President  
Dr. Justin Moses  
Dr. DoVeanna Fulton, Provost/Vice President for Academic Affairs  
Dr. Gerald Ellsworth Hunter, Vice President and Chief Financial Officer, Finance and Administration

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

Mr. Clifford Porter, Vice President, University Advancement

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

**3. Virtual Participation**

Motion was made by Honorable James Dyke 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.

**2. President’s Update/Presentation..... Dr. Adams-Gaston**

Dr. Adams-Gaston stated that there were issues with the university’s internet network and NSU’s Office of Information Technology (OIT) was working to identify the cause of the network issue; specifically, if the cause was related to ransomware or a cyber-attack. The highest IT people at Cox are working to get things back up and running. In the meantime, OIT has been able to do a partial override, which has allowed us to continue with university business. OIT has been able to get hotspots up and running for the Board.

This is the world that we live in. We live in a world where there is always something and we try and be ready for those things that are not the norm. The team must understand that everyone at the university works for the university, and not for their departments but for NSU and betterment of our students, faculty, staff, and our community.

This is our homecoming celebration, and we welcome our alums back to Sparta. This is the first year that they have crowned a queen for the Athletic Foundation and they raised \$25,000 amongst the four runners. We continue to see our investment through our alumni pay off for us.

Dr. Adams-Gaston acknowledged her executive team and the extended cabinet members. She had them stand for a round of applause, stating that they work as a team and they are

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training their teams to do that. For many years, people at NSU have been working in silos, which leads to finger pointing instead of problem solving.

Dr. Adams-Gaston stated that she wanted to provide a look into how we build an HBCU for the modern world at Norfolk State University because this is our time, this is our future.

### **PRESIDENTIAL PRIORITY NUMBER ONE – Access, Opportunity, and Success**

#### **ACCESS**

Teaching Excellence:- The Center for Teaching and Learning supports the various roles of a faculty member at NSU and we have been able to attain \$300,000 for FY23 and FY24 to Improve the Center for Teaching and Learning.

In terms of Career Ready courses, we have newly approved courses by BOV:

Ph.D. in Computer Science  
Master of Public Health (M.P.H.)  
B.A. in African American Studies  
Master of Health Informatics  
Master of Public Health

We have also developed the Undergraduate Research Assistant and Mentoring program, secured \$105,000 from the Lumina Foundation as part of the Talent Innovation and Equity grant to pilot the program.

Regarding On-Demand Student Advising and Support, we have developed a new model for advising and new support programs that include telehealth, wellness center, counseling, and covid testing.

#### **OPPORTUNITY**

Rigorous and supportive learning environment- Stith Student Success Center- created additional opportunities for counselors to be available for students. Stith Success Center: The Dr. Patricia Lynch Stith Student Success Center's (PLSSSC) leadership, staff and student leaders strive to be the Ideal Spartan Unit and achieve excellence in operations, programs and services aimed at student success. Our mission statement guides us towards these ideals.

Promote student learning and degree completion by providing academic support services and programs that inform, empower, and facilitate student success, including studying abroad. We want students to have experiences that can transform their lives.

#### **SUCCESS**

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**Student Retention** - The Office of Academic Engagement Offers the Bridge Program - The Summer Bridge programs at NSU are designed to strengthen students' academic skills, enhance their understanding of essential student support resources, develop a sense of belonging, and bolster student success. The program activities are complemented with activities to ensure students engage in immersive and meaningful experiences to be successful Spartans.

- Student Pathways & Academic Formation strategies support students' transition to the institution as well as enhance their holistic development to improve post graduate outcomes.
- Increase Graduation Rates: Fall, launch a Student Transformation Initiative aimed at promoting a comprehensive student experience that begins once a student is admitted to Norfolk State and lasting until they graduate and beyond.

#### **Objectives:**

- Promote academic success: increase student retention, increase graduation rates, prepare students for excellence in their careers or further academic pursuits.
- Methods to engage students: increased early arrival programs for all interested students, proactive advising and mentorship, new living learning programs, professional development, and the implementation of tools to promote classroom success. .
- Link Academic Success to Career Success: Greater Norfolk Council program- 3 years for NSU and now have other schools to join to include Old Dominion University, Tidewater Community College, and Virginia Wesleyan to use the model NSU created.

### **PRESIDENTIAL PRIORITY NUMBER TWO – Collaboration, Continuous Improvement, and Professional Development**

#### **COLLABORATION**

- Breaking down silos involves culture shaping.
- Shared Governance means regular meetings and communications to address concerns with faculty and meetings with the President's Executive Council.
- Data Transparency – James Stevens, the Policies Director, works to ensure that programs have been implemented to ensure regulatory compliance.
- Ensuring university-wide understanding of information security protocols. One step forward was implementing Duo Mobile.

### **CONTINUOUS IMPROVEMENTS**

- Data Driven Decision Making - NSU has partnered with Ruffalo Noel Levitzto to
  - Create a strategic blueprint for enrollment management, which will be implemented in the Fall of 2022.
- Professional Development
  - Human Resources has developed a business model to work with department in all areas.
- Prioritize Faculty Development
  - Committees have been established to identify training opportunities for faculty to update their skills.

### **Cultivate a Sustainable Pipeline:**

- **Pipeline 1- Faculty Workload Analysis and Model Development**
  - The Abura Group, LLC will assist Norfolk State University leadership in designing a workload policy to facilitate faculty productivity and the financial impact it will have on the University. The project will be conducted in five phases.
- **Pipeline 2 – NSU Research Compensation Assessment**
  - Phase 1 will entail working with the appropriate offices at NSU to discern the workload data.
  - Based on the collected data, 3-5 workload models will be proposed with advantages and disadvantages.
- **Pipeline 3 - General Education Curriculum Review**
  - More initiatives to support student and faculty success are digital faculty annual evaluations and course scheduling optimization.

- **Support of sponsored research**

Opportunities to identify ways for faculty to research and seek grants. Examples of sponsored research include:

1. A Coalition for the Virginia Cyber Navigator Internship Program
2. Child Care Access Means Parents in School Program (CCAMPIS)
3. Center of Excellence in Cybersecurity
4. CREST Center for Renewable Energy and Advanced Materials

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5. Plasmon-Induced Electric Effects in Plasmonic Surfaces
6. Single Crystal Growth and Investigation of Novel Exotic Fermion
7. Fast Functional Imaging of Neural Networks with Nanoelectrode Arrays
8. NSU Meson Spectroscopy Studies with GlueX and CLAS12 at Jefferson Lab

### **PRESIDENTIAL PRIORITY NUMBER THREE: Affordable Access, Diversity, and External Partnership – We are one of Virginia’s most affordable institutions.**

#### **Reduce Student Costs through innovation:**

- Spartan Innovation Academy provided iPads and Mac Pros for students, faculty, and staff, and we provide a Professional Learning Specialist, Ms. Jeri Brown.
- First Day Success Program
- Provided covid incentive for immunizations

#### **Articulation Agreements:**

- Appalachian School of Law 3+3 program
- UVA Law school
- Tidewater Community College
- Thomas Nelson Community College
- Northern Virginia Community College
- Partnership for Academic and Student Success (PASSport) Program with Paul D. Camp Community College
- Agreements with Old Dominion University
- Eastern Virginia Medical School

#### **Expand International programs**

- Two international programs discussed with opportunities for NSU.

#### **Pursue partnerships:**

- Sentara Healthcare- Public Health Program
- Nate Parker Foundation Film Institute
- Dominion Energy
- Micron Technology, Inc.
- Disney
- Netflix
- 2U
- Apple
- Amazon
- USAA
- Pharrell Williams Black Ambition Prize

### **PRESIDENTIAL PRIORITY NUMBER FOUR: Revenue Growth and Sustainability**

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#### **Revenue Growth**

- Some of our student success in 2021 is attributed to the MacKenzie Scott gift that provided financial support to 409 students. For many first-generation students, retention proves to be significant because of financial need. Over 81% of the students assisted required \$2,000 or less in assistance to remain enrolled. This designated fund will continue to assist annually with filling the gap for student support.
- Endowment from \$29M to \$89M, valued at 50% increase
- Increase in grant solicitation
- Upgrade monitoring systems
- Excellence in Research (EiR)
  - Novel Label-Free Optical Imaging Approaches for Early Breast Cancer
  - Impact of Cybersecurity Policies on Employees' Efficiency and Performance
  - Impact of Cybersecurity Policies on Employees' Efficiency and Performance Predictability
- ARO Acquisition of a Real-Time Laue Back Reflection X-Ray System and a Powder Pattern X-Ray Diffraction System for Education and Research in Crystallography
- NNSA Consortium for Research & Education in Materials Science and Photonics
- DOED Student Support
- DOED Norfolk State University Upward Bound
- NSF Cyber Service Training & Education at NSU
- NSF Renewal of the Cyber Service Training & Education SFS Scholarship Program
- Explore funding by attending NSU Day on the Hill.
- Connected the 6-Year Plan to the budget process

Retired the following programs:

- Master of Science (M.S.) Degree Program in Community/Clinical Psychology
- Master of Arts (M.A.) Degree Program in Pre-Elementary Education
- Master of Arts (M.A.) Degree Program in Visual Studies

Norfolk State University is a body built on pillars of success and they are:

- Student Success and Scholarship
- Organizational Excellence
- Shared Governance
- Fundraising and Endowment Growth
- External Engagement and Partnerships

Dr. Adams-Gaston thanked everyone for their part in making Norfolk State University the great institution that it is by stating that “this is our time, this is our mission, and this is our future and I thank you for being a part of that.”

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Rector Henry invited Head Coach Robert Jones to come by and introduce himself to the Board of Visitors. Coach Jones has been named *Coach of the Year* for the last three (3) years and won the *Meac* Tournament for the past 2 years.

Coach Jones thanked Rector Henry for extending the invitation. He stated that he tries to make NSU proud in everything that the team does, he tries to be an ambassador for NSU. He always wears the NSU paraphernalia at every opportunity. NSU finished at number 16 in the rankings in the country. He wants NSU to be the first HBCU to get to the Sweet 16.

He stated that they had a back-to-school drive and gave away 250 book bags and other school supplies. This was their fifth annual back to school giveaway.

**Closed Session:** Vice Rector Mrs. Blunt read the following motion, seconded by Honorable Dyke, and with a 11-0 Roll Call Vote the Board unanimously approved.

Section 2.2-3711(A) 1, 4, 7, and 8 of the Code of Virginia, for the following purposes, pursuant to the noted subsections:

(1) Discussion of reports submitted by a high-level University employee at Norfolk State University, which includes, discussion of the subject matter of goals and performance, and for the purpose of consultation with legal counsel and briefing by staff members, and

(4) To discuss personnel matters, more specifically, appointments, promotions and performances, salaries as well as granting tenure and promotion to certain university employees, and further, to discuss the evaluation of performance 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

(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: President, University Counsel, Outside Counsel, McGuire Woods Law Firm, Eric Claville, and Deborah Love, OAG Education Section Chief, and Justin Moses.

### **Reconvene in Open Meeting**

Rector Henry read: Having reconvened in Open Meeting, 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



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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. The motion was unanimously approved with a 12-0 roll call vote.

Mary Blunt motioned that following the annual evaluation of the performance of the President that the Board awards the president the maximum bonus permitted under her contract and further directs that one half of the bonus amount be placed in deferred compensation and that the President's employment agreement be amended to increase the performance bonus to a maximum of fifteen percent of base salary for academic year 2022-2023 and a twenty percent of base salary for academic year 2023-2024 through the remainder of the contract term and that the Rector be operational in negotiating and executing the contract to accomplish this. Seconded by Dwayne Blake and with an 12-0 Roll Call Vote the Board unanimously approved.

**14. Public Comment** – there was none.

**15.** There was no old business or new business, therefore the meeting adjourned at 12:31 p.m.

Respectfully submitted,

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Inda Walker, Board Liaison

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Bishop Kim Brown, Secretary  
Board of Visitors

