

APPENDIX H



MEETING OF THE BOARD OF GOVERNORS
Committee on University Governance
April 15, 2026

Norma Houston

Norma Houston served as the chief of staff to University of North Carolina System President Peter Hans from August 2020 until her retirement in February 2025. In addition to being a member of President Hans' senior leadership team, Houston oversaw the operations of the President's Office and the Chief of Staff Division which included Communications, Secretary to the Board of Governors, Internal Audit, Health Affairs, and Safety and Enterprise Risk Management.

Before joining the UNC System Office, Houston served from 2006 until 2025 as a lecturer in public law and government at the UNC School of Government, where she specialized in the fields of emergency management, public procurement and contracting, ethics and conflicts of interest, board procedures, and property disposal. She taught in the school's graduate program in public administration and was an adjunct faculty member at the UNC-Chapel Hill School of Law, where she continues to guest-lecture. Houston was named the Albert and Gladys Hall Coates Term Lecturer for Teaching Excellence for 2015-17.

Prior to her appointment to the School of Government faculty, Houston served as chief of staff and general counsel to State Senate President Pro Tempore Marc Basnight, worked at UNC General Administration under UNC System President Erskine Bowles, and served as Dare County attorney, assistant attorney general in the NC Department of Justice, and staff attorney with NC Prisoners Legal Services. She is a member of the North Carolina State Bar.

Houston earned a BS in criminal justice and psychology (1986) and a J.D. (1989) from the University of North Carolina at Chapel Hill. She resides with her family in Manteo, North Carolina, and currently works in an advisory capacity with the North Carolina Association of County Commissioners, assisting counties in western North Carolina with their ongoing recovery from Tropical Storm Helene.